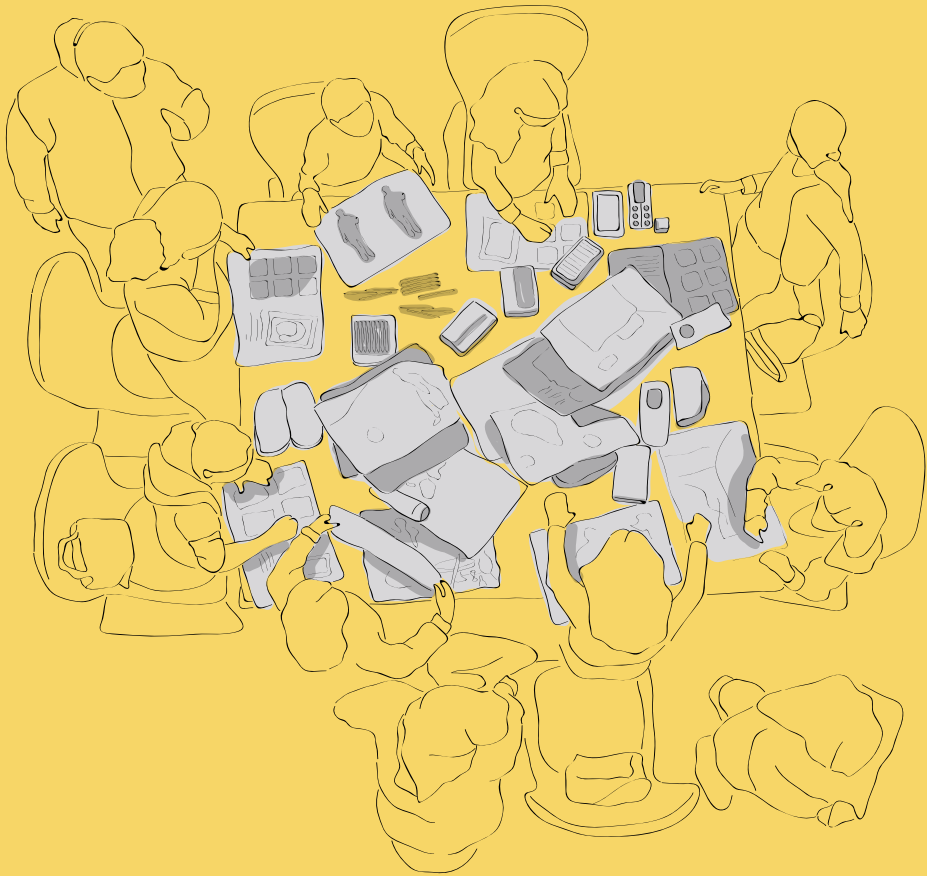


Social Impact Design

SID Toolkit



Social Impact Design

SID Toolkit



Social Impact Design (SID) Guide is prepared by Kentsel Strateji for World Bank, in a collaboration with the Ministry of Environment and Urbanization.

October, 2015

World Bank

*Stephen Karam, Program Leader,
Sustainable Development Turkey Country Program*

Kentsel Strateji

Prepared by

*Sıla Akalp, Urban Planner
Nazlıcan Gökso, Industrial Designer
A. Faruk Gökso, Urban Planner*

Translation and Research

*Elis Mutlu
Canan Candan*

Graphics

*Damla Turan (Method Cards)
Ömer Sarı (Toolkit)*

Drawings

Özgün Demiröz



Ref.: Urban Design Charette Method, Gaziantep Social Impact Responsive Design Process, World Bank, Ministry of Environment and Urbanization, Kentsel Strateji, 2014

Scope of the Toolkit

Social Impact Design Toolkit is composed of three parts:

Part 1: WHY SID Toolkit?

- Aim of the Toolkit
- What is Social Impact; SIA, SID, SIP Definitions
- Social Impact Approaches
- SID in 5 Questions

Part 2: HOW to Implement the SID Process?

- SID in 3 Phases; Research, Participation, Design
- Activity Cards; Activities for Research, Participation, Design Steps
- Method Cards; National and international methods and tools to be used in activities
- Tips for successful SID process

Part 3: WHAT have been done?

- Implemented Case Studies; Kentsel Strateji
- Implemented Case Studies; Research, Participation, Design Programs and Activities
- Spatial Strategy Plan, Economic Model, Resettlement Action Plan Proposals

How to Use the Toolkit



This guide covers the compilation of national and international approaches, activities and methods in relation to **design thinking, participatory planning and strategic design.**


Proposed approaches, activities and methods in this toolkit were compiled by design thinking, participatory planning and strategic design approaches, and national and international experiences.

Check out the Social Impact Design (SID) Toolkit that contains various perspectives and suggested roles for designers by paying attention to the processes of 'Research, Participation and Design'. Build your own SID process by selecting your activities and methods.



- It is suggested that Research, Participation and Design processes are successively built, yet each process can also be separately planned.
- You can directly use activities and methods that are explained in the toolkit while creating your SID process or you can develop your own methodology in the process as well.
- You can access the method and the activity cards via sosyaletkitasarimi.org
- All drawings in the toolkit have been prepared by the participatory planning meeting and social impact design activity photographs, which were organized by Kentsel Strateji. You can make use of the workshop and meeting types and develop your own methods.
- The toolkit can be enriched with other project experiences and its content can be extended.




Research
'Place and People'



Participation
'Expectations and Realities'



Design
'Strategies and Solutions'



sosyaletkitasarimi.org

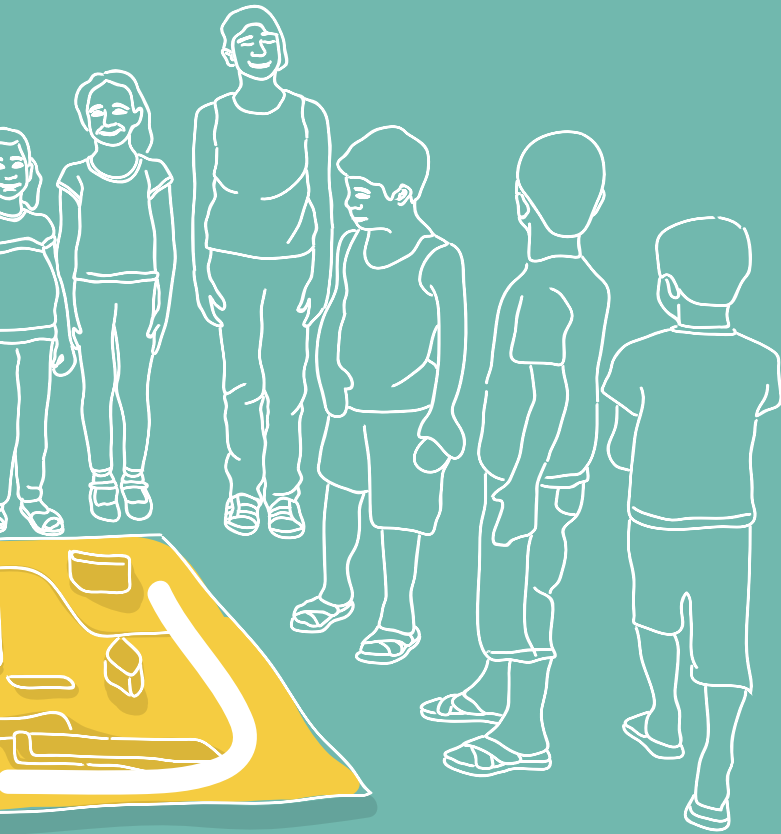


facebook.com/sosyaletkitasarimi

- It is hoped that visual materials of different activities, diversely used methods and rich experiences, ideas and suggestions of different projects will be shared on facebook.com/sosyaletkitasarimi. In this way the methods can become widespread.



Ref: *Urban Design Charette Method, Gaziantep Social Impact Responsive Design Process, World Bank, Ministry of Environment and Urbanization, Kentsel Strateji, 2014*



Part.01

**What
is SID?**

Why Social Impact Design Toolkit ?

In order to minimize negative social impacts of Urban Regeneration Projects on 'place' and 'people', new approaches should be developed to minimize negative impacts between newcomers and resettled people, like social conflicts and segregation, aesthetic, overdensity.

Social Impact refers to the changes that result from any intervention in life and physical environment of people. These changes include the daily life, economic life, life style, social relations as well as social values, beliefs and rules of society (Social Impact Assessment (SIA) Guide, Kentsel Strateji, 2015).

The new role of planners and designers should be creating positive effects; by using means of design thinking, participatory planning and strategic design approaches.

While our cities are rapidly changing, lessons should be learnt from the past experiences. Also, the physical and social considerations and approaches of design thinking should be redefined. Connections with the past and the future should be established with people and places; and new methodologies must be developed to strengthen empathy between designers and affected people.

In order to realize that, urban regeneration processes must include 3 actions under 'social impact' theme:

- Social Impact Assessment (SIA)** Reports should be prepared
- Social Impact Design (SID)** process should be managed
- Social Impact Programs (SIP)** should be developed and implemented.

Social Impact Assessment (SIA)

SIA is a comprehensive and participatory process of managing the interactions between projects' affecting and affected people. In this way, negative impacts on people and places can be minimized (SIA Guide, Kentsel Vizyon Platformu, 2015).

Social Impact Design (SID)

'Social Impact Design' (SID) process aims to minimize negative effects of urban interventions on 'place' and 'people', following 3 processes;

- **Research Process to Discover Problems**
- **Empathy and Negotiation Based Participation Process**
- **Solution Based Strategic Design Process**

SID is an approach that aims to gain in-depth understanding of the dynamics of neighborhood and its inhabitants. It brings various actors together so that their expectations and real conditions are thoroughly discussed. In this manner, empathic skills are improved, adopted planning and design principles, design solutions are being developed.

SID also uses 'Human Centered Design' or 'User Centered Design' processes that locate the user in the center and develop solutions. This approach generates 'change' by taking inspirations from people. It is applicable on various scales and levels. Thanks to this approach, solid questions and real problems are investigated so that tangible solutions are produced by using design. Individual, regional, urban and global issues are solved via methods of observation, research, development, adaptation and implementation (Social Innovation Design Guide, +37 Studio for Design, 2015).

Designers in SID process not only take market conditions, zoning decisions or expectations of investors into account; but they also pay attention to wishes and needs of local people. Thus, they are social designers with strong empathy skills. They can simultaneously think design processes of place and life.

Social Impact Programs (SIP)

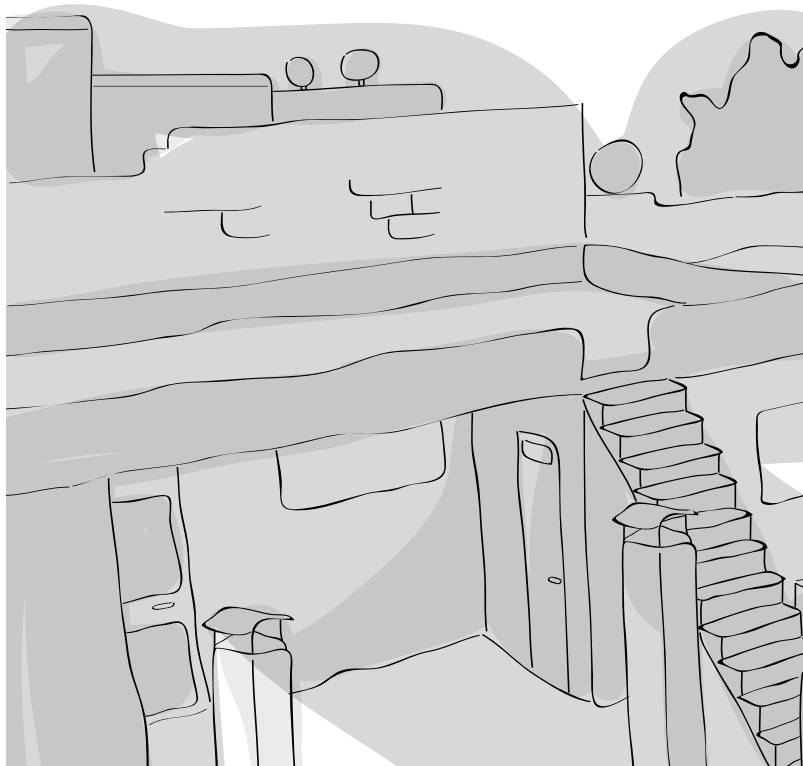
SIA and SID practices help to minimize the negative impacts of various projects through short, mid- and long-term programs and projects. Besides, SIP should enable a comprehensive plan that eliminates the negative impacts within the process.

SIPs should serve as an example thanks to its feasibility and its ability to become widespread for other projects. For more information, you can read the case studies in Part 3.

Aim of This Toolkit

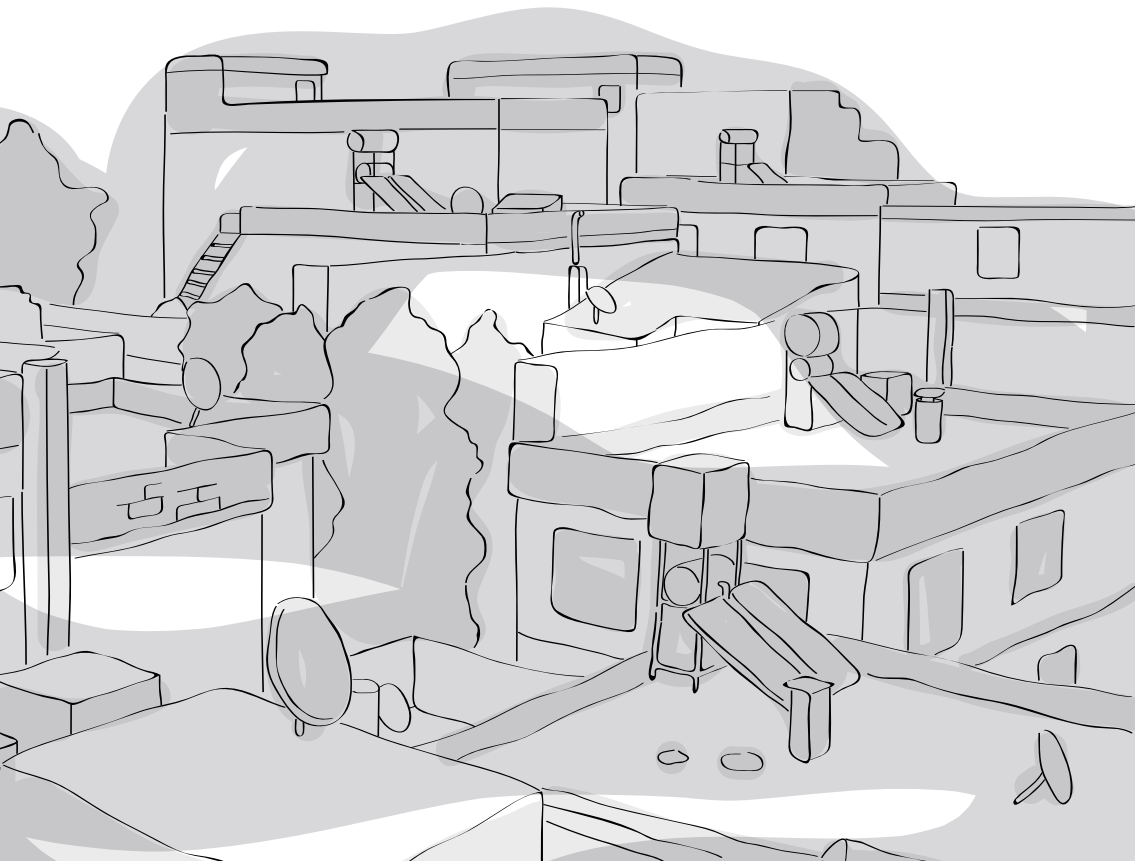


The guide has been prepared as a guideline for the use of affecting people (project developers), affected people (living and working people) and designers.



Today, we should ask this question; “how can we design our living quarters, in other words, buildings, streets and neighborhoods in a better way?”

This toolkit contains activity steps and methods of ‘research, participation and design’ to be used for designing better ‘urban spaces’ and ‘lives’ with residents. Activities and methods have been prepared for the use of local administrations, developers, local initiatives and designers, considering national and international case studies.



Social Impact **Approaches**

This toolkit is prepared in coordination with World Bank, Ministry of Environment and Urbanization, Kentsel Strateji. Approaches of collaborators played important role, while preparing it.

World Bank Approach

World Bank requires SIA, especially, in financing big scale infrastructure or reconstruction projects' finance (World Bank, O.P.4.03: Performance Standards for Private Sector Activities, 2013).

O.P.4.03: Performance Standards for Private Sector Activities

World Bank applies environmental and social policy standards for financing private and public sector led projects. In this way, private sector actors are expected to fulfill these standards with special role and responsibilities. And the social and environmental risks and effects of their projects are evaluated according to their performance. The performance standards are:

- Assessment and management of environmental and social risks and impacts
- Labor and working conditions
- Resource efficiency and pollution prevention
- Community health, safety and security
- Land acquisition and involuntary resettlement
- Biodiversity conservation and sustainable management of living natural resources
- Indigenous peoples
- Cultural heritage

World Bank's O.P.4.12 Operational Manual sets forth policy objectives for involuntary resettlement and its negative social impacts that are caused by development projects. This policy firstly aims to prevent involuntary resettlement where it is possible; and, if not, the negative effects of relocation should be mitigated. Also, the mechanisms and principles of compensation, recovery and support should be provided.

World Bank's Main Principles for Involuntary Resettlement (World Bank, OP 4.12: Involuntary Resettlement, 2001).

- Involuntary resettlement should be avoided preliminarily or negative impacts should be minimized after investigating all possible projects.
- If involuntary resettlement is unavoidable, then resettlement activities should be evaluated as part of the sustainable development program, and relocated people should be offered adequate resources to benefit the amenities of the project.
- Opportunities to participate in planning and implementation process should be created through information support and consultation.
- Relocated people's efforts to improve their livelihoods and income should be supported or at least the conditions prior to resettlement should be conserved.
- After the relocation, people influenced by the project should also be supported in a way appropriate for the transition, thus that their life standards and livelihoods should be revitalized.
- Project related losses should be compensated.
- New resettlement areas, which could restore advantages of previous house/life and agricultural areas, should be offered.
- The needs of the voluntary groups should be considered especially (people who are on poverty line, not owning any land/property or not recognized legally; elderly people, women, children, ethnic minorities etc.)

Ministry of Environment and Urbanization Approach

The Directorate General of Infrastructure and Urban Transformation Services of the Ministry of Environment and Urbanization has duties and authorities of:

- Identifying the overall planning, programming, feasibility, project design, construction, operation and financing needs and investment priorities of local administrations in accordance with the technical infrastructure facilities, strategic spatial plans, environmental and zoning plans and projects as well as procedures and principles of exploration, project and construction permits and occupancy permits,
- Establishing the principles and procedures of squatter settlements as well as revitalization, renewal and transformation of areas which had lost their function as forests and pasturage areas, the processes of transformation of buildings at (disaster) risks and the Law of 775 which determines the relative standards of rehabilitation, clearance and renovations of areas as well as the determination, declaration and legislation of their and related priorities and programs,
- Providing technical assistance and expertise in terms of determining of transformation, renewal and transference areas and buildings in these areas. Also, it provides support with planning, design, land valuation, finance, construction facilities, expropriations, negotiation processes, building and occupancy permits, transfer of development rights in compliance with plans and procedures of the Ministry of Environment and Urbanization.

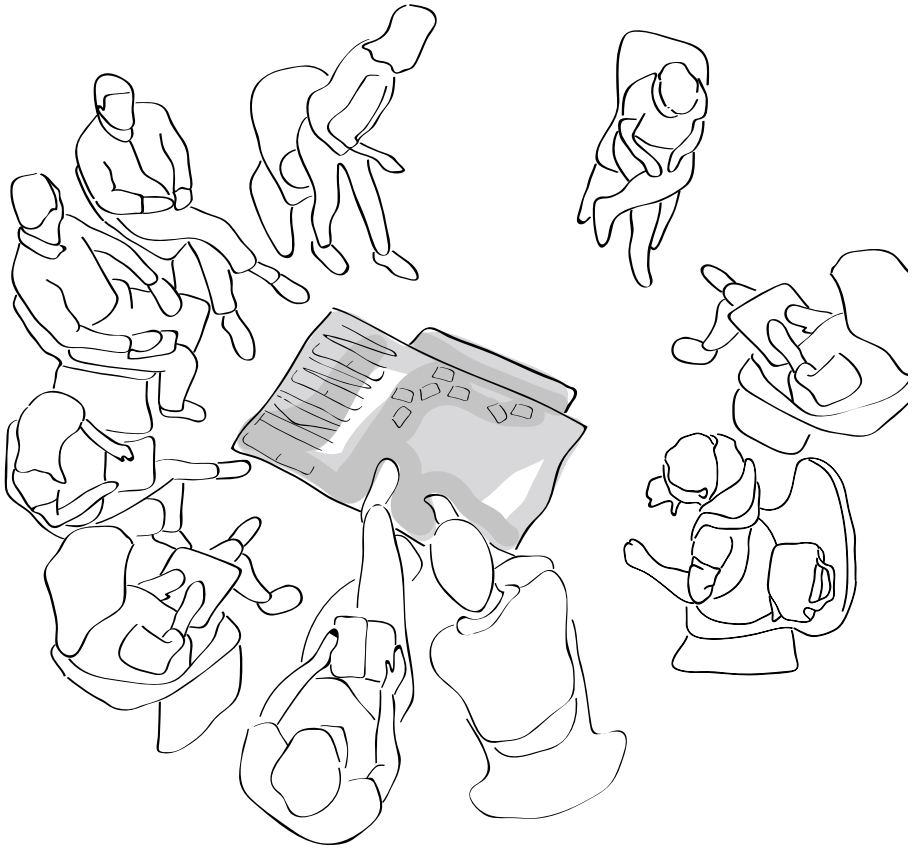
In regard to the duties explained above, urban transformation projects are focused on the subjects of

- Strategic Document of Urban Transformation
- Negotiation
- Social Impact Design

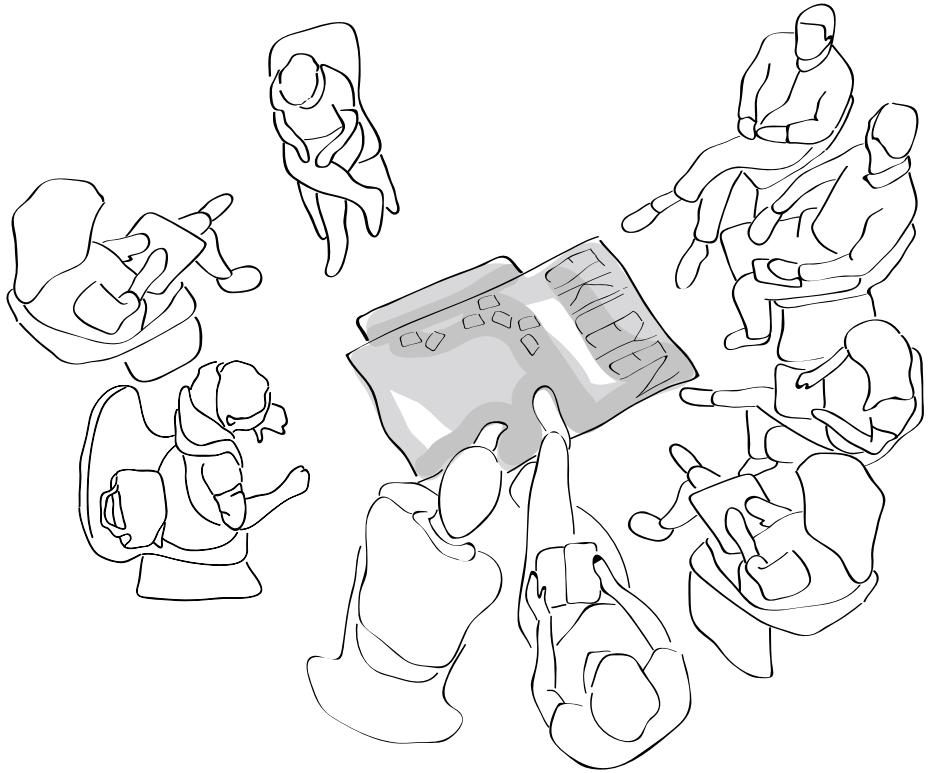
So that new approaches and tools can be developed in respect to the transformation of buildings and areas at risk.

The Ministry of Environment and Urbanization and the World Bank asked Kentsel Strateji to prepare human centered and participatory design processes that takes local dynamics into account so that the method of 'Social Impact Design' is developed.

In this manner, the design principles and the models of design projects are proposed in consideration with local characters of neighborhoods and their inhabitants as well as their future expectations.



Ref.: Social Impact Assessment and Social Impact Design Education, Ministry of Environment and Urbanization, Kentsel Strateji, 2015



The purpose of this study is that learning the needs and expectations of local inhabitants and other interested actors that live in areas that are under the Law of Transformation of Areas under the Disaster Risks (Law no. 6306). In this way, the inhabitants who are directly affected by related projects are reached and their ideas and expectations are included in the process via workshops and participatory design processes.

The Directorate General of Infrastructure and Urban Transformation Services puts the SID Toolkit into its agenda and its technical staff participates in social impact trainings. These works are quite important for social impact approach to be integrated into urban regeneration projects.

Kentsel Strateji Approach

'Social Impact Management Plan' should be prepared in order to mitigate the negative impacts of urban regeneration projects. In this way, project processes should be designed and positive impacts should be reinforced.

An integrated process of design should be maintained through an effective interaction between projects' affecting and affected people, and the insufficient capacity of various institutions should be improved with effective mechanisms.

The management plan which could change depending upon project's character and impact management process should be prepared by considering the principles and the programs shown in the Social Interaction Matrix developed by Kentsel Strateji.

Via the Social Interaction Matrix, questions of 'who should do what, why and how' should be answered by designing an interactive medium among affected people and solutions for the problems should be looked for.

INTERACTION



Providing interaction platforms for affecting and affected groups

EMPATHY

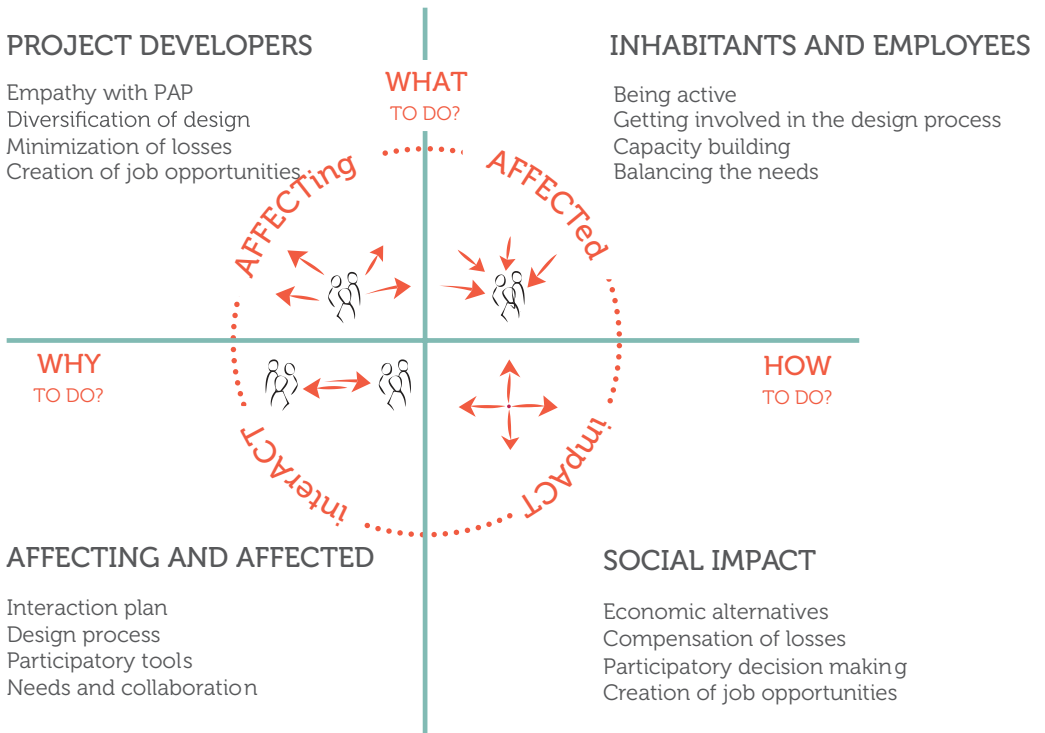


Providing negotiation platforms to enable understanding of different expectations

BALANCE



Providing balance between social and individual expectations



Ref.: Social Impact Assessment (SIA) Guide, Kentsel Strateji, 2015

The purpose is developing strategies, actions, programs and projects in order to minimize the negative social and economic impacts of projects.

Kentsel Strateji prepared Social Impacts Assessment (SIA) Toolkit with its initiation SUPPORT Platform and has been managing Social Impact Design (SID) process and developing Social Impact Programs (SIP) with its initiation TAK and Vision Atelier.

Social
Impact
Design

5

in

Questions



01. What Is SID?

02. Why Is It Necessary?

03. What Kind of a Process?

04. When to Start?

05. Who Should Take Part?

01. What Is SID?

Social Impact Design (SID)

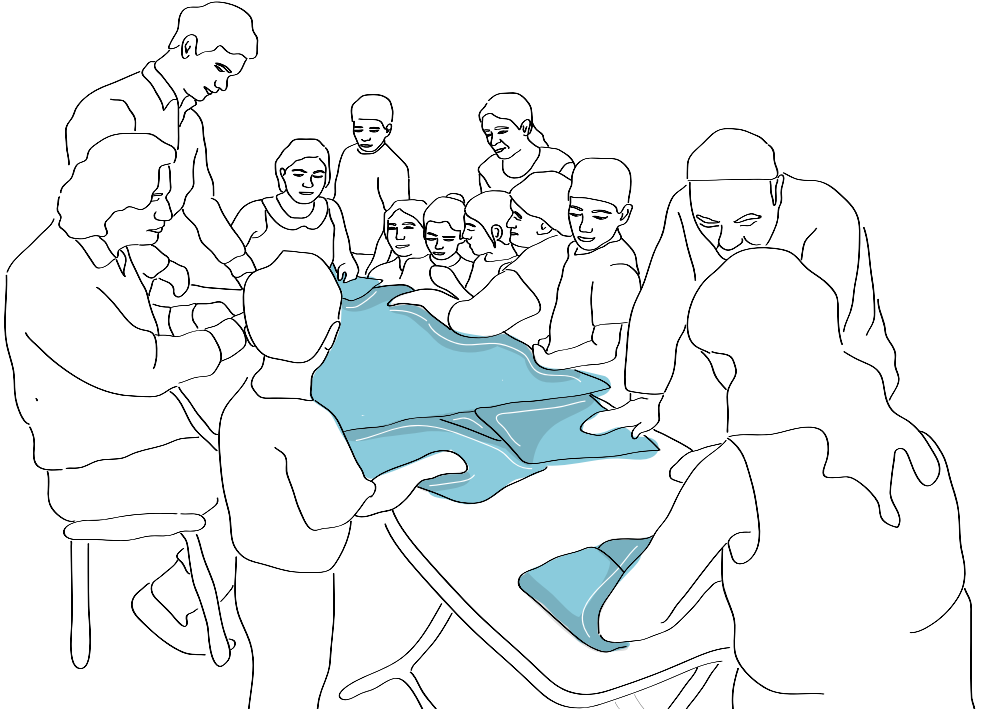
aims to to minimize the negative impact of urban interventions on life and place as a;

- Research Process to Discover Problems
- Empathy and Negotiation Based Participation Process
- Solution Based Strategic Design Process



Ref.: Urban Design Charette Method, Gaziantep Social Impact Responsive Design Process, World Bank, Ministry of Environment and Urbanization, Kentsel Strateji, 2014

02. Why Is It Necessary?



Ref.: Urban Design Charette Method, Gaziantep Social Impact Responsive Design Process, World Bank, Ministry of Environment and Urbanization, Kentsel Strateji, 2014

Process of 'Social Impact Responsive Design' is necessary;

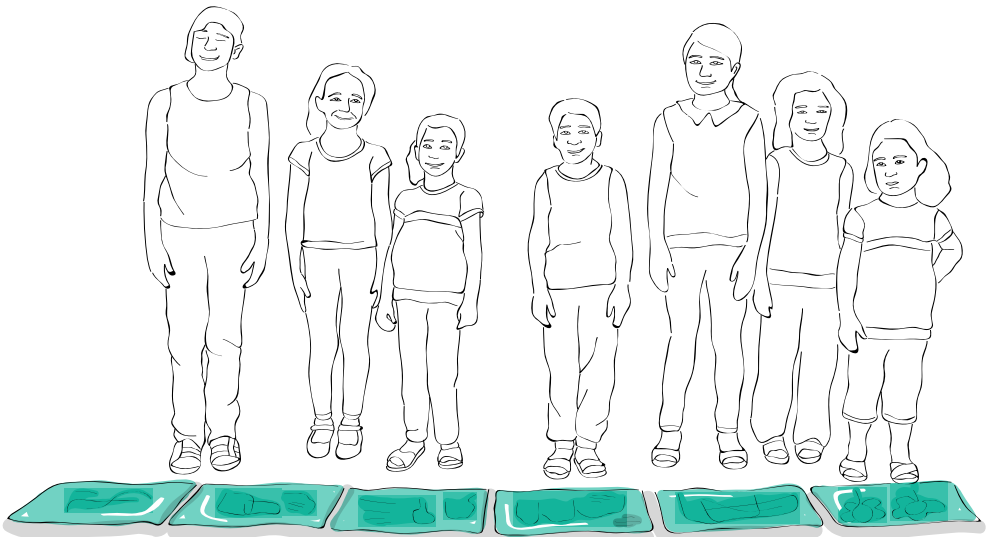
- To understand the needs and the life dynamics of the community,
- To minimize the negative, social impacts which could result from the project,
- To anticipate possible changes (social structure, housing typologies, public services, aesthetic qualities etc.) which could result from the project,
- To convey the tangible and the intangible assets of the neighborhood and the residents into decision making process.

03. What Kind of a Process?

SID is a process of pre-determining the possible impacts of a project beforehand and developing design principles to minimize those impacts with inhabitants and other parties involved in the project.

In order to minimize negative effects of physical interventions, human centered and participatory design processes should be used for understanding life dynamics in neighborhoods and people's expectations.

In addition, daily routines, expectations and desires of local people, climate conditions of city and urban local characteristics should be considered within this approach. Thus, balance between newcomers and outgoing population should be maintained, effects on people and place should be minimized and models for economic alternatives should be created.



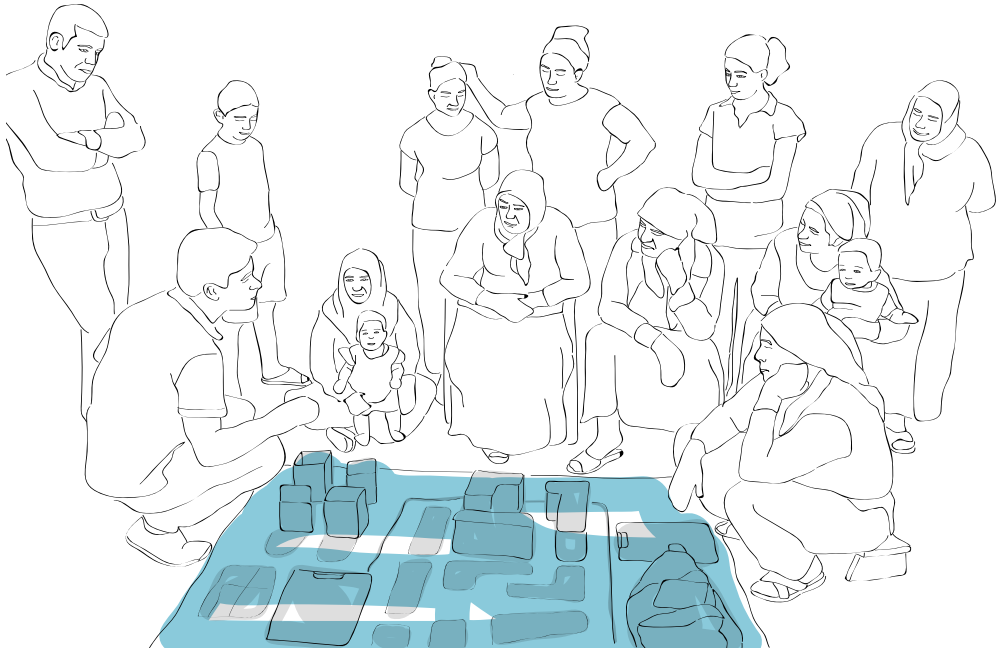
Ref.: Urban Design Charette Method, Gaziantep Social Impact Responsive Design Process, World Bank, Ministry of Environment and Urbanization, Kentsel Strateji, 2014

Social Impact Design proceeds in 3 steps: 'Research', 'Participation' and 'Design'

- 1st Phase: Research Process to Discover Problems
- 2nd Phase: Empathy and Negotiation Based Participation Process
- 3rd Phase: Solution Based Strategic Design Process

04. When to Start?

SID should be started at the same time when the decision to kick off the project is taken. Because social impacts and the interactions among the residents could start after the project is announced.



Ref: Urban Design Charette Method, Gaziantep Social Impact Responsive Design Process, World Bank, Ministry of Environment and Urbanization, Kentsel Strateji, 2014

05. Who Should Take Part?

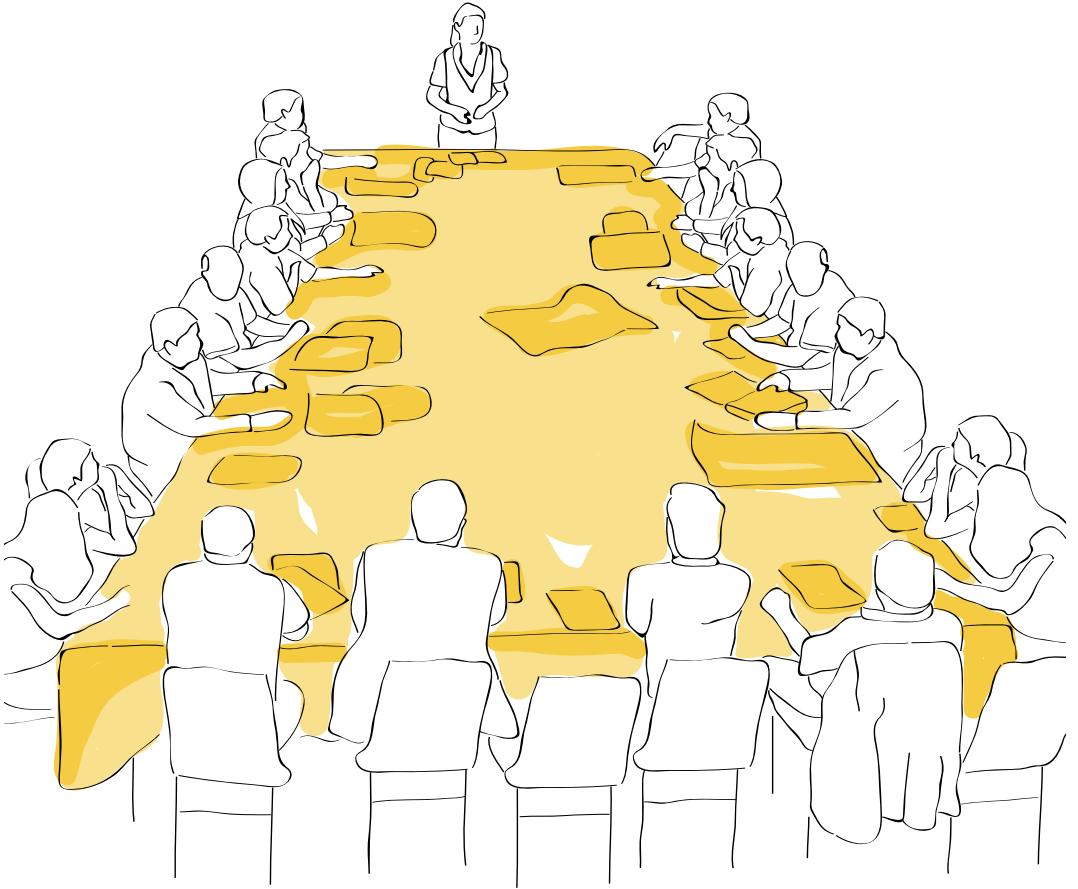
Social Impact Design process should take place with the participation of people affected (inhabitants; residents and employees), people affecting (project developers, local administrations) and community based organizations (CBOs) and non-governmental organizations (NGOs).

Role of the designer in SID Process should be;

- Design Researcher; exploring desires and needs of local people on life and place,
- Negotiation Manager; bridging the gap between expectations of project partners and realities of market,
- Strategic Designer; developing solution based planning and design principles and a projected adopted by all actors.

Designers should develop responsive design principles for;

- Physical and social changes
- Any intervention leading to social impacts
- Social issues



Ref.: Future of Sakarya Basin Workshop, Kentssel Strateji, 2011



Ref.: Urban Design Charette Method, Gaziantep Social Impact Responsive Design Process, World Bank, Ministry of Environment and Urbanization, Kentseel Strateji, 2014

Part.02

How to Implement the SID Process



SID Process in 3 Steps

Social Impact Design process includes 'Research, Participation and Design' steps simultaneously. Role of the designer should be different at each stage.



1st Phase:
Research
'Place and People'

APPROACH

Research Process to
Discover Problems



HOW

DISCOVER place and life dynamics of the neighborhood. **USE** innovative activities and methods in the toolkit to perceive and understand the character and needs of local people.



2nd Phase: Participation

'Expectations and Realities'

Empathy and
Negotiation Based
Participation Process



Bring different stakeholders together, discuss expectations and realities. **DEFINE** agreed principles by **EMPATHY** and interaction with people.



3rd Phase: Design

'Strategies and Solutions'

Solution Based
Strategic Design
Process



In order to minimize negative impacts, **DEVELOP SOLUTION** based strategies and principles with affecting and affected people.



1st Phase:
Research
'Place and People'

TOPICS

Questions and Problems
Habits and Changes
Research and
Interpretations
Perceptions and
Understanding
Character and Needs

ROLE OF
DESIGNER

Design Researcher;
exploring desires and
needs of affected people
on life and place

OUTCOMES

Notes
Brochures
Reports
Events
Social Media



2nd Phase: Participation

'Expectations and Realities'

Impacts and Reactions
Desires and Obstacles
Impacts and Losses
Cooperation and
Negotiation
Expectations and
Realities

Negotiation Manager;
bridging the gap
between expectations of
project partners and the
realities of market

Negotiation Report
Workshops, Meetings
Social Interaction Matrix



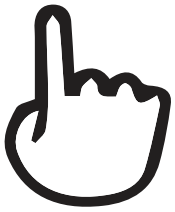
3rd Phase: Design

'Strategies and Solutions'

Strategy and Design
Strategy and Tactic
Economy and Resource
Resettlement and
Compensation
Strategies and Solutions

Strategic Designer;
developing solution
based planning and
design principles and a
project adopted by all
actors.

Strategic and Tactical
Framework
Economic Model
Resettlement Plan



Research

'People and Places'

Approach:

Research Process to **Discover**
Problems

DISCOVER *place and life dynamics of the neighborhood. **USE** innovative activities and methods in the toolkit to perceive and understand character and needs of local people.*

'Research' stage aims to understand characteristics and needs of neighborhood and inhabitants in-depth. At the end of this stage possible impacts on people and places should be determined.



Ref.: Urban Design Charette Method, Gaziantep Social Impact Responsive Design Process, World Bank, Ministry of Environment and Urbanization, Kentsel Strateji, 2014

Past Experiences; *Research Methods

Secondary Data Review

It refers to examining previously conducted research on a similar issue. This method is much cheaper and it helps focusing on research topics easily. In this way, experts and institutions working on the same topic can be identified so that a relevant research framework can be formed and the main indicators can be determined.

Needs Analysis

It aims to identify the daily needs of people; thus awareness of project based issues are raised. In this way, plans or project proposals can be evaluated according to what priorities they should attach to development actions.

Stakeholder Analysis

It is one of the first steps in social impact assessment and participatory processes. The main questions are: "Who are the key stakeholders? What are their roles and interests in the project?" Also, data on the distribution of power among different actors and their role in determining the process can be collected with the help of this method. In this way, institutions and interrelations can be determined in order to have well grounded projects.

* EIA Training Resource Manual, 2002

BEK Analysis

Kentsel Strateji develops its distinctive method that is called BEK Analysis. Instead of using SWOT and SMART analyses, this method aims to fill a gap for better understanding the context specific issues as a background analysis, especially, for the future of cities workshops.

BEK Analysis is carried out in 3 phases:

B: Accumulation (Birikim),
Plentitude (Bereket),
Skills (Beceri),
Vision (Bakış),
Growth (Büyüme),
Expectation (Beklenti)

E: Ecology (Ekoloji),
Economy (Ekonomi),
Equality (Eşitlik),
Empowerment
(Etkinleştirme),
Acquisition (Edinim),
Integration (Entegrasyon)

K: Character (Kimlik),
Conservation (Koruma),
Capacity (Kapasite),
Development (Kalkınma),
Participation (Katılım),
Urban Structure (Kurgu)

Ref.: Kentsel Strateji

Gender Analysis

It focuses on the context-based differences in gender roles, activities, needs and opportunities in order to document them. In this way, it identifies the different roles and behaviors attributed to men and women in a given society. These roles and behaviors change according to culture, social class, income level, ethnicity, education and so on. For that reason, the roles and behaviors of men and women cannot be taken for granted.

Vulnerability Analysis

It is a visual method that enables effective participation of local people with the aim of rapid data collection and analyzing social stratification. It also puts emphasis on the understanding of wealth, right to ownership and its relation to local power hierarchies, division of labor and indebtedness.

Mapping

It is an inexpensive method of data collection and categorization.

Beneficiary Assessment

It gives attention the perceptions and concerns of project partners and beneficiaries in order to influence project and policy proposals. In this way, it tries to 'give voice', especially, to vulnerable as well as hard-to-reach groups and to provide with a systematic feedback and grievance mechanisms.

Access to Resources

This method helps to analyze how local people obtain access to resources and how they are distributed in relation to gender, age, marital status, etc.

Participant Observation

Participant observation is an in-field method used, especially, by sociologists and anthropologists in order to gather qualitative information. In this way, the motivations and behaviors of peoples or social groups can be analyzed in detail. This method is based on observation, listening, asking questions, taking field notes and it is also supported by desk-based research. From this point of view, hypotheses are developed in consideration with local realities and they are tested with the help of local information providers.

Focus Group Meetings

This method aims to analyze expectations and reactions of specific group to a given project or plan, and it enable brief meetings and discussions. Such meetings require a group leader and/or professional who lead – usually one to two hours – discussions. The discussions can be plenary or parallel sessions as a format. It enables to collect comparative data, to understand the possible reasons of reactions and to cross check information. On the other hand, it is important to highlight the fact that discussions do not necessarily build a 'community consensus' or they may not represent the entire community.

In-Depth Interviews

They refer to face-to-face interviews with project partners, interested groups or key actors. This method aims to foresee the reactions, get support from main actors and for content for educative purposes. The disadvantage of this method is that it requires extensive time and competent interviewer.

Semi-Structured Interviews

It is an inexpensive and rapid way of collecting data from individuals or small groups. It helps to focus on a specific topic in a given situation but at the same time it paves way for effective discussion and expressing various opinions. .

Pocket Tables

It is a method to analyze current situation by using stimulant images. Images are presented for interviewees' voting and opinions are received

Add (+) and Subtract (-) Method

Four different groups composed of women, men, youngsters and kids discuss and write their problems on different sides of + shaped form which is made of different materials or drawn by using chalk. So, problems are summed up by inhabitants. In the second step, representatives of four groups prioritise 5 main problems by staying on both sides of - shaped form. After Adding and Subtracting steps inhabitants and designers develop suggestions for prior problems. This method is used in participation and design stages.

Ref.: Kentsel Strateji



Participation

'Expectations and Realities'

Approach:

Empathy Building Negotiation
Based Participation Process

*Bring different stakeholders together, discuss expectations and realities. **DEFINE** agreed principles by **EMPATHY** and interaction with people.*

In participation process, the main objective is to create an empathetic environment among partners. Within this interactive medium, the problems of various actors, their expectations, ambiguities and questions in mind should be determined. Thus, the affected and affecting people of the project can develop greater empathy.



Ref.: Kadife Street, Empathy Meeting, TAK Kadıköy, Kentsel Strateji, 2014

Past Experiences;

*Participation Methods

Public Hearings

Formal meetings for presenting and discussing local issues at large. In general officials or public professionals give information and present proposed actions. In this way gathered information and expectations of the public are discussed and evaluated in order to propose better actions and decisions. Some of its disadvantages could be that it may not enable different sides to get enough time to speak, to prove the contrary, to give feedback and to open dialogue among different actors. Moreover, organization and maintenance require extensive time.

Meetings

This method helps to share information and direct questions and it's less formal than public hearings. The advantages of the method are that it enables an efficient environment for debates and hearing different opinions from the public. It also raises interaction among different groups. The disadvantages of the method, on the other hand, the dialogues might be narrowly established or some groups of interest may dominate the discussions than others so that their opinions might be overrepresented.

Workshops

It is a small group activity that aims to share technical information or to accelerate and/or finalize actions. The advantages of this method are that it enables to work on a specific action or to discuss specific actions and decisions. In this way, it gives chances to establish dialogue and co-decision procedure. The disadvantage of the method is that it is not suitable for big groups.

* EIA Training Resource Manual, 2002

Survey/Voting

It directs in-depth questions to a specific group in a community. As the time and resources are provided research on various groups can be conducted. In this way, proposed projects or plans can involve larger groups' needs, values, expectations and priorities. The advantage of this method is that it helps to produce quantitative data and projections. On the other hand, its disadvantage is that wording and formatting of questions may determine the results and the process might be expensive. Also the results can depict a specific time period that is open to change over time.

Role Playing

It helps people to be more creative and to develop empathy. Thus, the driving motivations, choices and perspectives of other groups can be comprehended. This way, effective discussion and chances for cooperation can be examined.

SARAR

It refers to self-esteem, associative strength, resourcefulness, action planning and responsibility taking for realizing participatory planning processes. It aims to empower people in order to support their self-organization, entrepreneurship and ability to take responsibility. Thanks to this approach, local groups can improve their capacity to form local study groups so that professionals can better learn from their experiences.



Design

'Strategies and Solutions'

Approach:

Solution Based **Strategic Design**
Process

*In order to minimize negative impacts, **DEVELOP SOLUTION** based strategies and principles with affecting and affected people.*

In the 'Research' phase, input data and principles which were agreed upon during 'Participation' phase are transferred into design principles and strategies.



Ref.: Kadife Street, Design Workshop, TAK Kadıköy, Kentsel Strateji, 2014

The design ideas and solutions produced by strategic designers are discussed with -inhabitants of project are with priority- urban actors and their feedbacks are taken into account. As a result of interaction process with all actors, the proposed design solutions are revised and the design process is put into final form.

Past Experiences; **Design** Methods

Charette

Charette or “Enquiry by Design” enables participatory urban design processes and it is commonly used as a method for design workshops. The works (design projects, roadmaps, physical development schemes, etc.) of professionals are evaluated by different parties so that decisions can be revised. Charette is an intensive process of 4 to 7 days of group work. It brings all parties and multidisciplinary groups together to encourage an agreeable result.

Human-Centered Design Workshop

CABE Design Council in England introduces the design-focused -approach to local people in order develop physical, economic or natural aspects of a neighborhood. It also encourages focusing on issues like local job creation, improvement of public services and built environment by using ‘social innovation design’ approach. Neighborhood design process follows 5 steps (CABE Design Council, 2014):

- Organization; Participation Strategy
- Mapping; Determining the Areas of Change
- Meetings; Design Workshops
- Story Telling; Perceivable Messages
- Implementation; Future Plan

IDEO Method Cards

Human Centered Design approach is being used by IDEO for many years. Design teams conceived the deck as a design research tool for its staff and clients, to be used by researchers, designers, and engineers to evaluate and select the empathic research methods to solve design problems. Ask Watch, Learn, and Try—that define the types of activities involved in each method. Each approach is illustrated by a real-life example of how the method was applied to a specific project.

Clients report using the tool to explore new approaches to problem-solving, gain perspective, inspire a team, turn a corner, try new approaches, and to adapt and develop their own methods.

Ref.: ideo.org

Strategic Design Workshop

Strategic design workshop is a process management that is organized in different cities and for different projects by Kentsel Strateji with people who are directly affected by projects.

3 workshops are organized during the management process:

- 1- Strategy Workshop
- 2- Design Workshop
- 3- Common Decision Workshop

Ref.: Kentsel Strateji

Neighborhood Workshops

Neighborhood workshops enable to discuss the problems and expectations of neighborhood and its inhabitants in order to determine the principles of planning and project development via participatory activities. Kentsel Strateji conducts these workshops that focus on four special topics in many neighborhoods.

- 1- Expectations
- 2- Planning Decisions
- 3- Project scenarios
- 4- Common decisions

Ref.: Kentsel Strateji

Research
Participation
Design
Activities

How to Use It?

This section includes practical information for Research, Participation and Design activities.

- **What?** Explanation of the activity
- **Why?** Aim of the activity, expected outcomes of the activity
- **When?** Most suitable stage among Research, Participation and Design to hold the activity
- **With Whom?** Number of participants, profiles, age groups etc.
- **Rules of Event:** Information about how to run the activity
- **Duration:** Time allocated for the activity
- **Which Tools Can Be Used?** Tools, methods and supplementary materials that can be used in Research, Participation and Design stages
- **Where?** Where the activity can be held
- **Equipment and Supplies:** Technical needs
- **Experiences, Suggestions:** Lessons taken from previous activities

Method Cards

Method cards are prepared to be used in urban regeneration processes, in relation to participatory planning, design thinking, strategic design and social impact design approaches and considering national and international case studies.

Method Cards, which are supplementary materials for the toolkit, can be used during Research, Participation and Design activities. Right methods for each step and activity can be found in activity explanations.



SOCIAL IMPACT DESIGN TOOL METHOD CARDS

- 01.1** By using **'5 WHYS'** method you can go in-depth reason of the problem depicted by the inhabitant.
- 01.2** You can analyze the neighborhood and the inhabitants by using **'The MOSTs of the Neighborhood'**.
- 01.3** You can get to know the neighborhood by filling up the Analysis Card in the **'Experience Tour'** method.
- 01.4** You can use the method cards during **'Interview Guide'** to have a meeting with an interactive game format.
- 01.5** You can fill the method cards during **'Story World'** stage with the inhabitants, and use them during Design stage in your atelier.
- 01.6** You can perceive area and life through five senses and make them visible by using **'Silent Walk'** method.
- 01.7** You can determine the initial and secondary problems of the neighborhood with inhabitants by using **'Tree Diagram'**.
- 01.8** You can learn the thoughts of the inhabitants while discussing the future of the neighborhood by preparing **'Prototype'**s. You can also learn the opinions of 3D models, sketches, schemes and role making models.
- 01.9** You can use the questions in the **'Building, Street, Neighborhood'** cards.
- 11.0** At the same time an event called **'I Love My Neighborhood because'** could be done with kids.
- 11.1** By using **'Neighborhood Characteristics'** method you can create a local character by collecting all similar attitudes and opinions of your interviewees in a single archetype.
- 11.2** **'Mind Mapping'** can be used to clarify the discussion topics.
- 11.3** **'Negotiation Management Steps'**
- 11.4** **'BEK Analysis'** puts forward the dynamics, differences, diversity, future issues and strategies of our cities.
- 11.5** **'Expectancy Matrix'** reveals the expectations of the affecting and the affected parties.
- 11.6** You can come up with creative ideas in your team via **'Brainstorming'**.
- 11.7** You can use **'Creative Workshop'** which brings different parties and designers together, shares experiences to find and develop ideas and produces solutions in collaboration.
- 11.8** Method of **'How we...?'** helps us to ask the right questions to transform the findings into design.
- 11.9** We can transform the findings coming out of research stage into scenarios in design stages via method of **'P.O.F.A.T'** Problem - Obstacles - Finding - Ambition - Theme.
- 21.0** **'Prototype Testing Plan'** helps to make a prototype plan in order to test project ideas.
- 21.1** By using **'Adding (+) and Subtracting (-)'** method you can sum up the problems, subtract the prior problems with inhabitants and develop common solutions altogether with designers and inhabitants.
- 21.2** You can use the **'Learning Loop'** method in order to investigate the future contributions of an ongoing process.
- 21.3** By preparing **'Critical Tasks Lists'** you can predetermine the feasibility of the goals according to time and budget limits, and use it as a coordination tool.
- 21.4** **'Experience Map'** can be used to evaluate the opinions of the participants after the process is done.
- 21.5** **Social Interaction Matrix (SIM)** can be used to designate the responsibilities of all stakeholders of regeneration projects in terms of mitigating their negative impacts in an interactive way.

R.01.

Small Talk

Street Talk, Visiting Houses

What?



Activities like Neighborhood Walk, Chat on the Street, Neighbor Visit are observation and dialogue based research methods which are easy to apply. Unlike the surveys, problems of the inhabitants are tried to be conveyed through informal and sincere conversations.

Why?



The tool helps to understand the neighborhood, its dynamics and social, cultural and spatial differences at the first stage. It can be qualified, as the preliminary investigation to choose which activities would be applied in different neighborhoods.

The information gathered at the end of the conversations should be compiled and categorized to be used in Participation and Design stages.

When?



It should be organized at the first stage of SID process in order to start a network with the inhabitants and investigate the main characteristics of the neighborhood. It can be used in Participation and Design stages.

With Whom?



Conversations are held with the inhabitants while walking in the neighborhood. It can be organized for certain participant groups or different age groups.

Rules of Event



You can use the 5 Step Discovery Method to get familiar with the neighborhood and detect the problems in the right way. Consider the interviewee having a nice time during the meeting. A crucial point distinguishing the design research from academic research is thinking about the solution with the participant together. (Social Innovation Design Guide, +37 Studio for Design, 2015).

Notice

Find a topic which creates disturbance and that needs to be changed.

Observe

Who else is experiencing these same problems? Observe if the person is annoyed with the problem or not by holding informal “chats”.

Analyze

At the end of the chat, ask for interviewee’s opinion about the factors triggering the problem. Understand the main reason of the problem.

Question

You can ask 5 WHY questions in row in order to analyze the main reason behind the answer and dwell upon the crux of the problem.

Ask

Question and try to dwell upon the crux of the problem. To reach a solution with the main problem ask “how could it be?” Decide which question to ask to solve the problem.



Duration

There is no time limit, but it is suggested to keep the meetings short and allocate equal time for each participant, so that, you can reach more people.

Which Tools Can Be Used?

During the interview;

- You can use the methods of **'Interview Guide'** to have a meeting in an interactive game format.
- By using the **'5 Reasons'** method you can go in-depth reason of the problem depicted by the inhabitant.
- You can analyze the neighborhood and the inhabitants by using **'The MOSTs of the Neighborhood'**.
- You can get to know the neighborhood by filling up the Analysis Card in the **'Experience Tour'** method.
- You can fill the method cards during **'Story World'** stage with the inhabitants, and use them during Design stage in your atelier.

Where?

Visit the interviewees in their own places without disturbing their daily routine. You can make your interviews in proper corners of the neighborhood.

Equipment and Supplies

- Notebook
- Pen
- Camera



Ref.: Urban Design Charette Method, Gaziantep Social Impact Responsive Design Process, World Bank, Ministry of Environment and Urbanization, Kentsel Strateji, 2014

Experiences, Suggestions

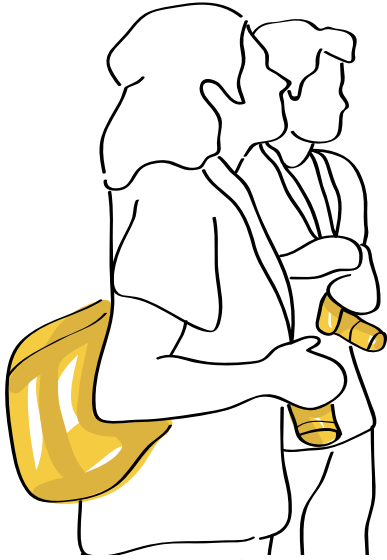
- It is important that your team members are having different roles and that they are predetermined.
- Decide which person in your team is going to guide the conversation. This person should talk with the participant in a fluent way. Eye contact and attention are very important for this role.
- Charge one person from your team to investigate the facial expressions and body language of the user. For this person it is important to understand what the user did not say or did not do.
- Charge one person from your team to take notes and to take photographs. This person will have a more passive role in the meeting, but it is very important not to disturb the user while doing his/her job. Do not forget to ask for the permission before starting any record.

If you have a small team or the participant finding it easier to do one-to-one interview, then you should distribute the roles accordingly and one person could take two roles at the same time.

R.02.

Thematic Walks

Neighborhood Walk



Ref.: Silent Walk, TAKKartal, 2015

What?



Those are the walks done by the experts without influencing the daily life of the inhabitants by observing the spatial and social characteristics.

The method also known as the Experience Tour is used to realize first-hand observation related to a research topic, to develop a clear perspective about it and to set contact with the target group of the project.

Why?



Different expert groups (designer, sociologist, researcher etc.) start to have first implications in relation to his/her field, make sketches and takes photographs. So, evaluation framework for other stages and empathy medium are created. Daily life routines, memorial elements and experiences which need to be taken into account in SID process, are documented on map.

Walks can be organized only with experts or with teams composed of experts and inhabitants.

At the end of the walk, observations, research, notes, photographs need to be archived according to their categories in order to be used in further stages.

When?



It is a useful method to collect quick data about the neighborhood at the beginning- in the Research stage of SID. It can also be done in other stages.

With Whom?



- Event coordinator should organize the walk.
- Participants could be the inhabitants themselves as well as the expert seeing the field for the first time.
- Number of the team members is not recommended to exceed 15. If it does, the team could be divided in a few groups to explore different routes.

Rules of Event



- 1. Briefing:** The coordinator informs all the participants in meeting place.
- 2. Field Trip:** A general overview is done by driving around the neighborhood. It is possible to stop in places suitable to perceive the area from above. Also, symbolic buildings and areas can be visited.
- 3. Teams:** Groups are composed with people from different expertise and inhabitants.
- 4. Topics:** Participants could focus on different topics depending upon the theme.
 - Relationships in the neighborhood
 - Spatial properties
 - Open area use
 - Pedestrian mobility
 - Unsafe places etc.
- 5. Routes:** Theme of the walk and most suitable routes for that are determined.
- 6. Walk:** Walking and observation are done. It is possible to do neighbor visit and chat on the street. Sketching, taking photographs and taking notes are necessary during the walk.
- 7. Evaluation:** All the field notes are brought together. Maps and diagrams are done to be used in next stages.

Duration

In order to observe the change the walk can be repeated three times-morning, noon and evening.

Which Tools Can Be Used?

- You can get to know the neighborhood by filling up the Analysis Card in the **'Experience Tour'** method. Analysis Card can be filled up during or after the tour by taking small notes.
- You can perceive area and life through five senses and make them visible by using **'Silent Walk'** method.



Ref.: Yeldeğirmeni Thematic Walks, TAK Kadıköy, 2015

Where?



Activity route can include center of the neighborhood life or idle places. The size of the selected area should be suitable for walking during the activity.

Equipment and Supplies

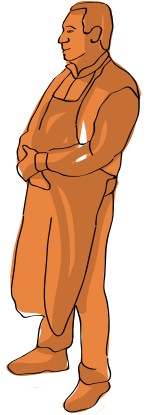


- Neighborhood map with the route
- Camera
- Sketchbook
- Notebook
- Pen

Experiences, Suggestions



- If different thematic walks are going to be done, comparing notes of different participants would provide new inspirations and anticipation.
- It is recommended to do a slow walk in order to enhance the perceptions.



Ref.: Yeldeğirmeni Thematic Walks, TAK Kadıköy, 2014

R.03.

Street Workshop

Responsive Building, Living Street, Our Neighborhood

What?



A comparison among the present and the future (after the project) of building, street and neighborhood are done by inhabitants by using tools like model and drawing in order to comprehend characteristics of the neighborhood, inhabitants' present life dynamics, future expectations and opinions about the future.

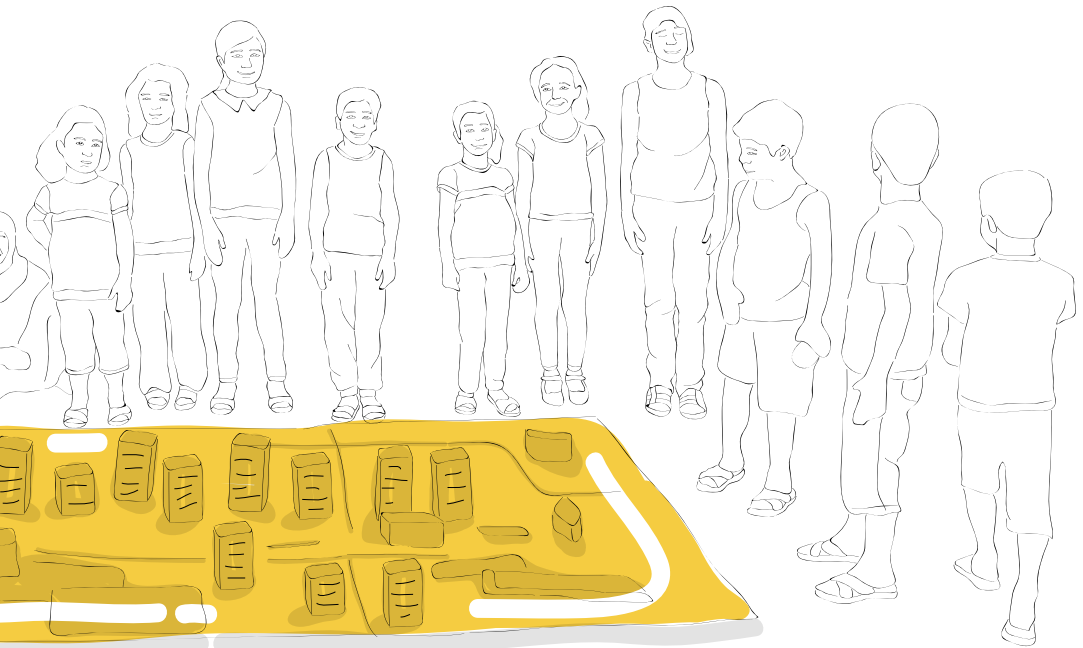
Why?



Using models empowers inhabitants' perceptions for future life, and helps to set empathy with them. It aims to create awareness about life differences by asking questions that inhabitants have never posed to themselves.



Ref.: Urban Design Charette Method, Gaziantep Social Impact Responsive Design Process, World Bank, Ministry of Environment and Urbanization, Kentsel Strateji, 2014



Inhabitants could imagine in what kind of a place they will live by means of questions and supplementary materials. So, possible impact they would encounter are determined.

Coordinator or actively involved designers develop design principles on building, street and neighborhood scale by taking present user experiences, future expectations into account.



When?

It can be used in all stages 'Research', 'Participation' and 'Design'.

It is used in 'Research' stage to determine the impacts on life and space. In 'Design' stage answers will be converted into design principles on building, street and neighborhood scales.

With Whom?



Among project coordinators there should be at least one person who is experienced in the fields of architecture and urban planning. There should be two assistants helping with photo-video shooting and taking notes for answers. Participants are inhabitants. It is recommended to hold the event maximum with 15-20 people to be able to run it smoothly.

It is like a game that all inhabitants easily participate and express their opinions. There could be parallel activities such as model making, neighborhood coloring etc. for children who would also like to be active during the event.



Ref.: Urban Design Charette Method, Gaziantep Social Impact Responsive Design Process, World Bank, Ministry of Environment and Urbanization, Kentsel Strateji, 2014

Ref: Urban Design Charette Method, Gaziantep Social Impact Responsive Design Process, World Bank, Ministry of Environment and Urbanization, Kentsel Strateji, 2014



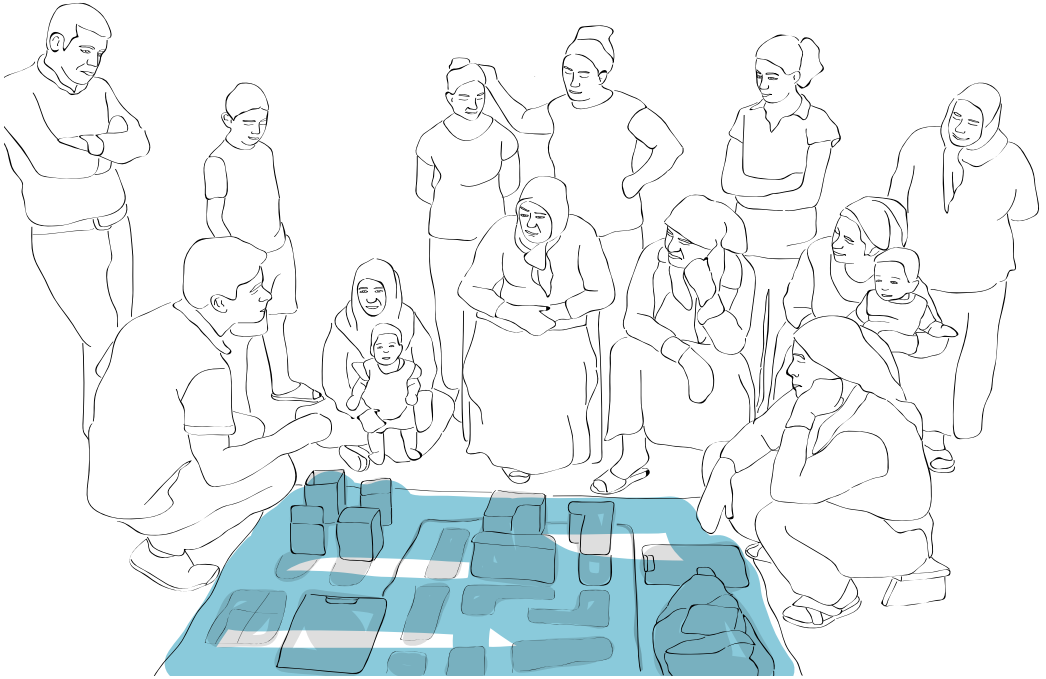
Rules of Event



Building blocks are placed on the base map of neighborhood. Except for the building blocks there should be extra materials that could be used for other suggestions (park, school, community clinic etc.)

Before the Activity

- A working team including the technical people familiar with the area is created.
- An area which has a perceivable neighborhood size is chosen.
- Technical needs are prepared.
- Activity areas in the neighborhood are specified.
- Activity is announced.



Ref.: Urban Design Charette Method, Gaziantep Social Impact Responsive Design Process, World Bank, Ministry of Environment and Urbanization, Kentsel Strateji, 2014

During the Activity

- Participants gather around the base map, the coordinator introduces him/her and tells about the aim and the method.
- Participants are addressed with Building, Street, Neighborhood questions, and notes are taken while they are answering.
- Photo and video shooting should be done with permission.

After the Activity

- Participants could also be consulted about different building, street and neighborhood photographs.
- Survey with other participants could be done simultaneously.
- Activities like painting, playing etc. could be done with kids simultaneously.
- Design principles should be shared with inhabitants.

Duration

Approximately 2 hours is enough. It is recommended to do the activity at least with two sides that are pro-project and against the project to be able to gather different opinions. Activity can be held on different street of the same neighborhood.

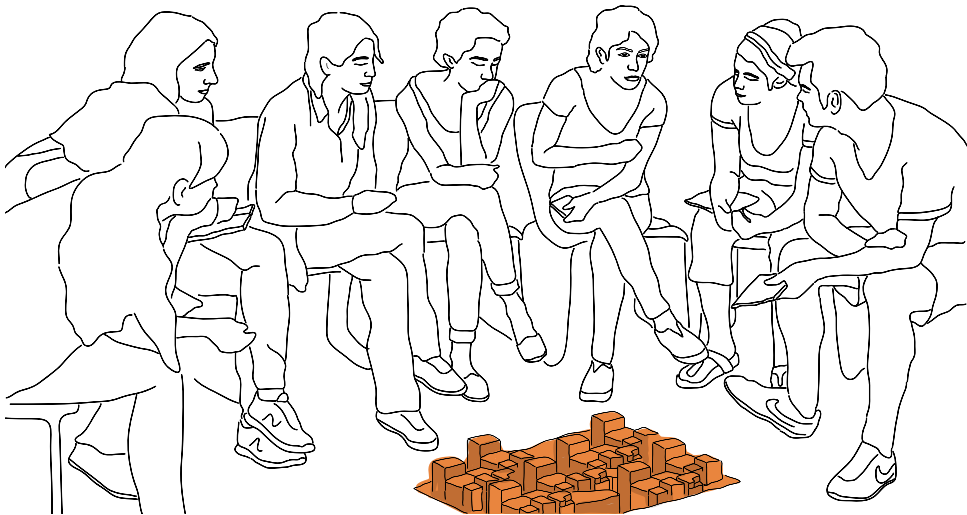


Ref.: Urban Design Charette Method, Gaziantep Social Impact Responsive Design Process, World Bank, Ministry of Environment and Urbanization, Kentsel Strateji, 2014

Which Tools Can Be Used?



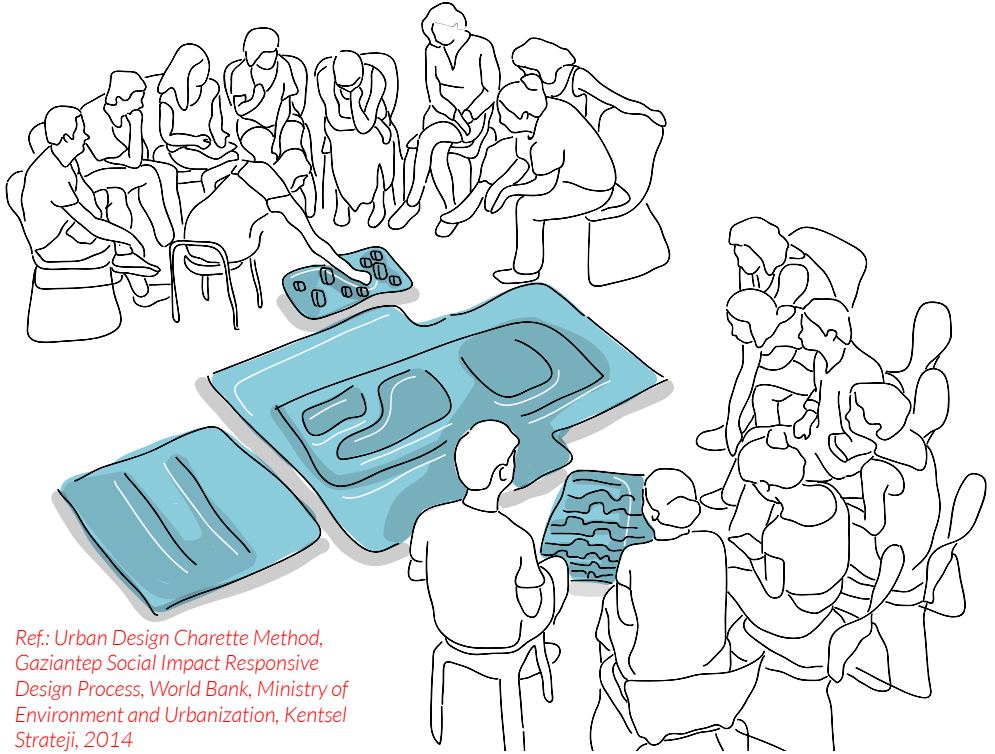
- By using **Add (+) and Subtract (-)** method you can sum up the problems, subtract the prior problems with inhabitants and develop common solutions altogether with designers and inhabitants.
- You can use the methods of **'Interview Guide'** to have a meeting in an interactive game format.
- By using the **'5 Reasons'** method you can go in-depth reason of the problem depicted by the inhabitant.
- You can analyze the neighborhood and the inhabitants by using **'The MOSTs of the Neighborhood'**.
- You can fill the method cards during **'Story World'** stage with the inhabitants, and use them during Design stage in your atelier.
- You can determine the initial and secondary problems of the neighborhood with inhabitants by using **'Tree Diagram'**.
- You can use the questions in the **'Building, Street, Neighborhood'** cards.
- You can learn the thoughts of the inhabitants while discussing the future of the neighborhood by preparing **'Prototype's'**. You can also learn the opinions by 3D models, sketches, schemes and role making models.
- At the same time an event called **'I Love My Neighborhood because...'** could be done with kids.
- Findings and discoveries of the event will be turned into design principles, using **'Creative Workshop'** method.



Ref.: Urban Design Charette Method, Gaziantep Social Impact Responsive Design Process, World Bank, Ministry of Environment and Urbanization, Kentsel Strateji, 2014

Where?

It could be held in a proper street of the neighborhood. Weather conditions should be considered, and the place should be chosen as somewhere easy to sit and move.



Ref.: Urban Design Charette Method, Gaziantep Social Impact Responsive Design Process, World Bank, Ministry of Environment and Urbanization, Kentsel Strateji, 2014

Equipment and Supplies

- + and - signs are drawn on ground or they are designed by using printed materials.
- Questions about Building, Street, Neighborhood and Design Principles Card
- Base map of the neighborhood (1/200 or 1/300 scale, building, street names, green areas)
- Building block models prepared for possible scenarios (styropor or cardboard box)
- Building and street photographs
- Camera, video camera
- Table, chairs, panel
- Colorful cardboards
- 2x2 m. white paper

Experiences, Suggestions

3D model of neighborhood can be prepared by various methods. Preparing the first model with the inhabitants would increase participation and mingling.

R.04.

Neighborhood Memory

Notice the Change; Keep the Track

What?



Neighborhood Memory is an activity aiming to keep record of physical and social characteristics of neighborhoods that change in time by inhabitants' transforming them into visual and audio products.

When?



It can be conducted during the processes of 'Research' and 'Design'.

With Whom?



It can be conducted in small or bigger groups with participants including various ages, gender or social groups. It is recommended to have visual communication experts and designers as well as sociologists and historians.

Why?



With the memory technique an archive about the neighborhood is formed. So that, designers, decisions makers to have in-depth information about the character of the neighborhood.



Ref.: Memory Workshop, TAK Kadıköy, 2014

Rules of Event



The participants, either as individuals or as a team, use photography or video recording based on the subject determined according to the field. It should be considered that an expert (i.e. historian, architect etc.) of the subject should be involved in the team.

Different scenarios are developed by evaluating the 'past-today-tomorrow' of the place and the phenomenas in question. In this way, the data on neighborhood's historical development, daily routines and future expectations can be better collected. Based upon the data, designers can develop new ideas.

After photo shooting, the materials collected from the field are categorized according to their topic, scale and location. Then, they are grouped and attached on a map or on a blank paper. These documents are analyzed with the help of experts and they are used as an input in design processes.

1. Briefing: The coordinator informs everyone.

2. Themes: Target, process and themes are determined. Theme examples are:

- Cultural heritage
- Stories, outgoing and incoming population, changing lives
- Distinctive building typology in the neighborhood
- Cultural diversity
- Street and/or neighborhood culture
- Children's play
- Memorable places and images
- Places with sense of danger
- Private places, public places

3. Teams: Forming teams .

4. Photo shooting: Teams going around to take photos (Teams can have the same or different themes.) (1 -3 hours, depending on size of area).

5. Presentation: Teams, reflecting the pictures on the wall, receive suggestions, opinions and evaluations of other participants via post-it's.

6. Exhibition: Each team presenting their results. Determining discussion topics and agreed topics.

Duration

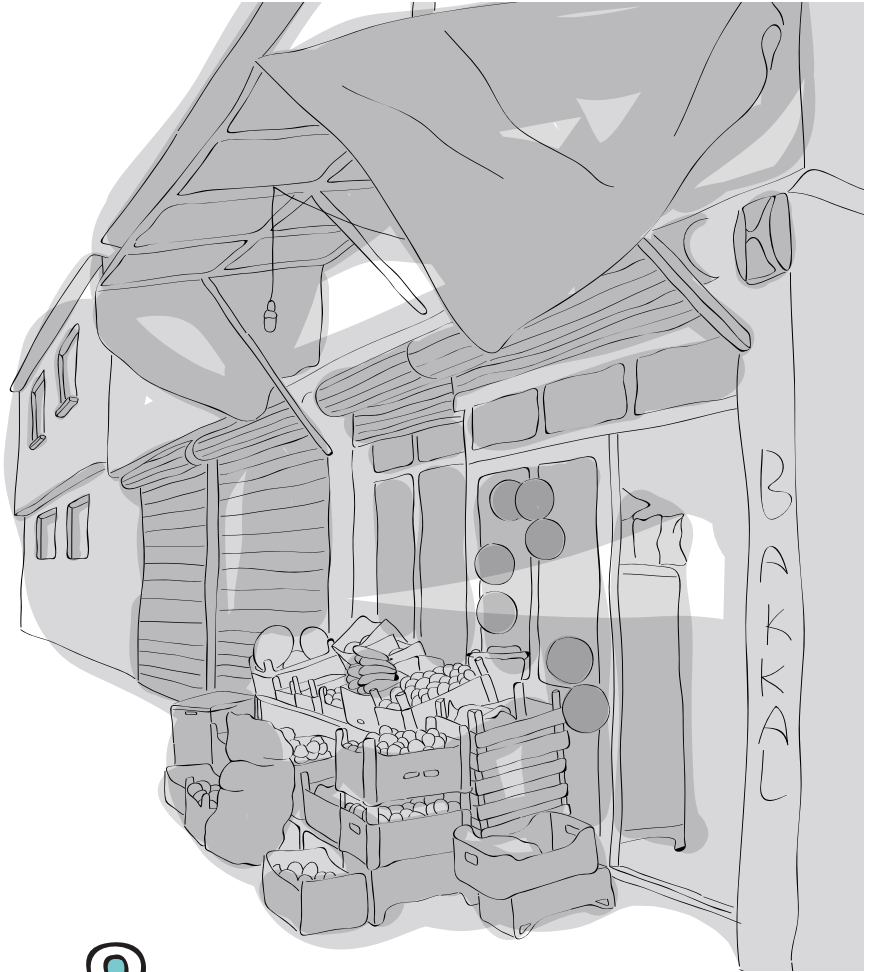
It might differ from one day to a week.

Which tools can be used?

- You can get to know the neighborhood by filling up the Analysis Card in the **'Experience Tour'** method. Analysis Card can be filled up during or after the tour by taking small notes.
- By using the **'5 Reasons'** method you can go in-depth reason of the problem depicted by the inhabitant.
- You can analyze the neighborhood and the inhabitants by using **'The MOSTs of the Neighborhood'**.

Different methods such as photo-interviews, video, walking interview could be used during the photo shooting. Exemplary questions:

- For how long have you been living in this neighborhood?
- Where did you come from and with whom?
- Do you keep any memories or archives in form of photos, videos, music records, stories etc.?
- Why did you choose to settle down in this neighborhood? What are its 'good and bad' features in your opinion?
- Do you have neighbors or acquaintances that moved in after you? How do you get along with them?
- Do you plan to live in this neighborhood in the future as well?



Where?



Interviews and recording could be done in public spaces or shared communal spaces of the neighborhood, and if allowed in the houses or working spaces.

Equipment and Supplies



Depending on the subject video, digital camera, sound recorder and written tools can be used. Products need to be shared for free and open to public as they are archived in printed or digital form.

Experiences, Suggestions



The communication with local people should be based on trust and honesty. Before keeping records or taking photos the approval of local people should be asked.

R.05.

Film Atelier

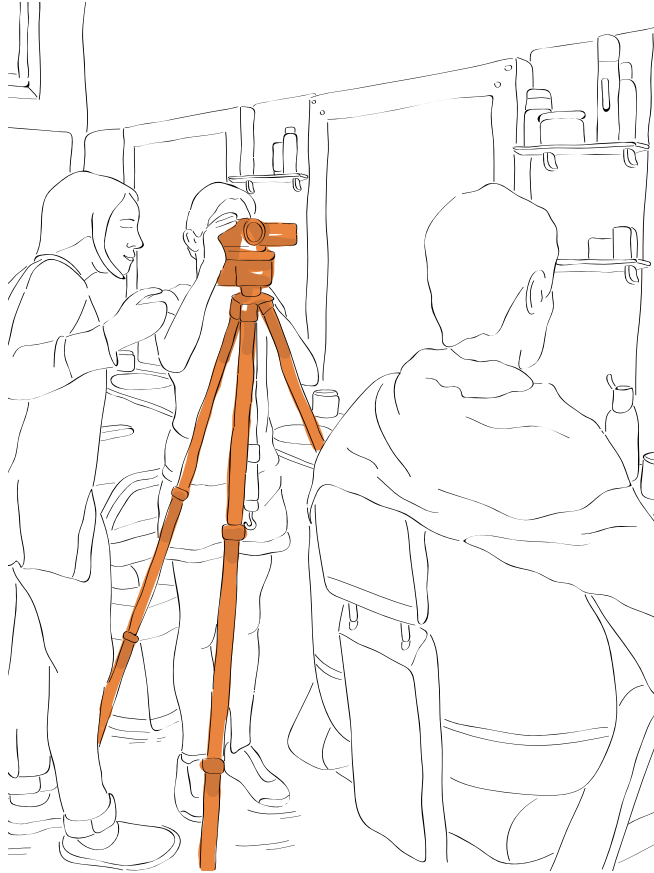
Make The Invisible, Visible!

What?



Film Atelier is a 1-month workshop composed of training, video shooting and montage works in order to understand and express the impacts of regeneration.

In order to trace the change in the neighborhood and to understand positive and negative effects on “people” and “place”, participants living in the regeneration area are provided with main film and montage training to make short films about their lives and neighborhoods.



Ref.: Fikirtepe Film Atelier, TAK Kadıköy, 2014

Why?



Participant and innovative techniques as well as traditional analysis methods should be used to understand impacts of urban regeneration. Chance to see the lives of inhabitants living in regeneration area from their own perspectives are found through "Film Atelier". How the regeneration is perceived, experienced and has been influencing their own lives are understood. The invisible is made visible.

Family life, friendships, hidden and natural situation of daily routines can be documented via short films by recording traces of rapidly changing life in the neighborhood.

The trainings given to participants, on the other hand, aim to introduce children and young people to camera, photography, interview and montage. Thus, they can improve new skills and raise personal awareness about the transformation they are experiencing.

Final products aim to reflect the social impacts of the regeneration projects from the perspectives of affected people. It provides opportunity for making the impacts visible and developing creative solutions.

When?



Film Atelier can be carried out during the 'Design', 'Research' and 'Participation' processes.

With Whom?



Volunteer coordinators from cinema and various fields give 5 week training, which will have participants from age group of 10-18. Number of people attending the workshop is 5-8. Coordinators assign the participants after the 1-2 days of field visit.

The project should be carried out by participants from 3 different groups.

1. Group: Locals (residents, workers, researchers and students)

2. Group: Experts (urban planners, sociologists, designers, documentary directors, etc.)

3. Group: Conductors (the people who work in the field of Social Impact Design and Social Impact Assessment)

Rules of Event

Participants who would like to document transformation and regeneration processes of places are trained. Short movies, in which content creating, shooting and montage are completely belonging to participants, are later screened in the neighborhoods.

Each participant is expected to produce fiction or interview based short movies at the end of the workshop.

In next stage of the atelier a discussion platform is created by screening the movies and the documentaries in the neighborhood.

Workshop

Week 1

Theoretical framework of film making and documentary
Walking interviews and exploring the area
Discussing the topics
Preparing story telling framework

Weeks 2-3

Applied documentary film training
Preparing the visual and auditory materials

Weeks 4-5

Montage
Final montage with the coordinator

Final Product: Film Screening Event in Neighborhood

Duration



5 weeks

Which tools can be used?



- By using the **'5 Reasons'** method you can go in-depth reason of the problem depicted by the inhabitant.
- You can analyze the neighborhood and the inhabitants by using **'The MOSTs of the Neighborhood'**.
- You can use the methods of **'Interview Guide'** to have a meeting in an interactive game format.
- You can get to know the neighborhood by filling up the Analysis Card in the **'Experience Tour'** method. Analysis Card can be filled up during or after the tour by taking small notes.
- By using **'Neighborhood Characteristics'** method you can create a local character by collecting all similar attitudes and opinions of your interviewees in a single archetype.

In the first week of the workshop the participants are asked to brainstorm by using the questions below:

- How would you explain your neighborhood to a person who has never seen it before?
- In your opinion what are the distinctive qualities of your neighborhood?
- How do you feel about the changes in your neighborhood?
- Do you have any story that you cannot forget about your neighborhood?
- How do you think of the future of your neighborhood? How do you feel about it?

Where?



Indoor and outdoor places are used alternately during the atelier.

The indoor trainings should take place in the same neighborhood where local participants live. Weekly trainings should be given in that place. Places like classrooms or community centers can be chosen for that purpose.

Equipment and Supplies



The amount of cameras and other technical materials need to be supplied by the conductors according to the number of participants. Also, conditions for film editing should be provided.



Ref.: Kartal Film Atelier, TAK Kartal, 2015

Experiences, Suggestions



In order to maintain the continuity of attendance by participants, event should be located within neighborhood or nearby.

R.06.

Neighborhood Models

Perceive Your Neighborhood

What?



It is a method for local participants to prepare 3D models in places like parks and squares on neighborhood, street or building scales.

Why?



Locals and designers meeting around the model start sharing knowledge through game in a short time, and perceive the physical characteristics of the place built as model in 3D. With the help of questions directed to participants during the event, data on the daily usage can be accessed easily.

When?

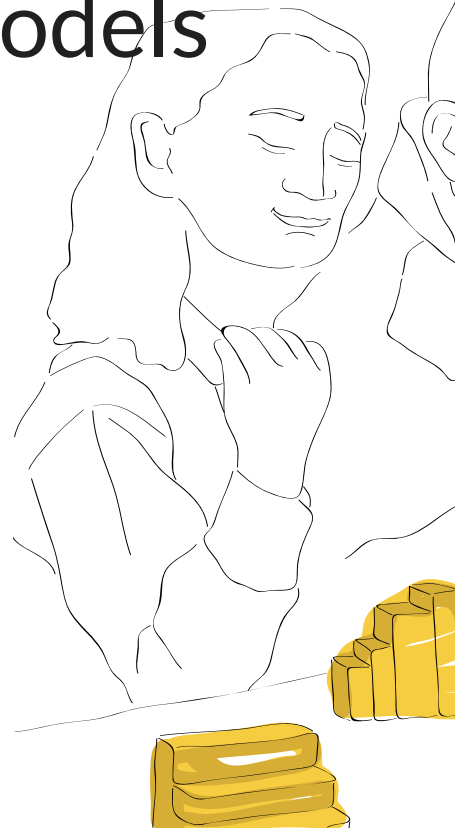


It is suggested that this method is used during the 'Research' process.

With Whom?



Neighborhood models can be played in more than one group, which are small (6-12 people) and larger groups (+30) with a mixture of participants from all age groups. It is recommended that at least two coordinators run the event.





Ref.: Neighborhood Models, TAK Kadıköy, 2014

Rules of Event



As a preparation for model making coordinators and designers make photo and video shoot while observing the neighborhood.

The MOST quiet/crowded, liked/not-liked, safe/unsafe areas are anticipated. Those elements are tested during model making.

Duration



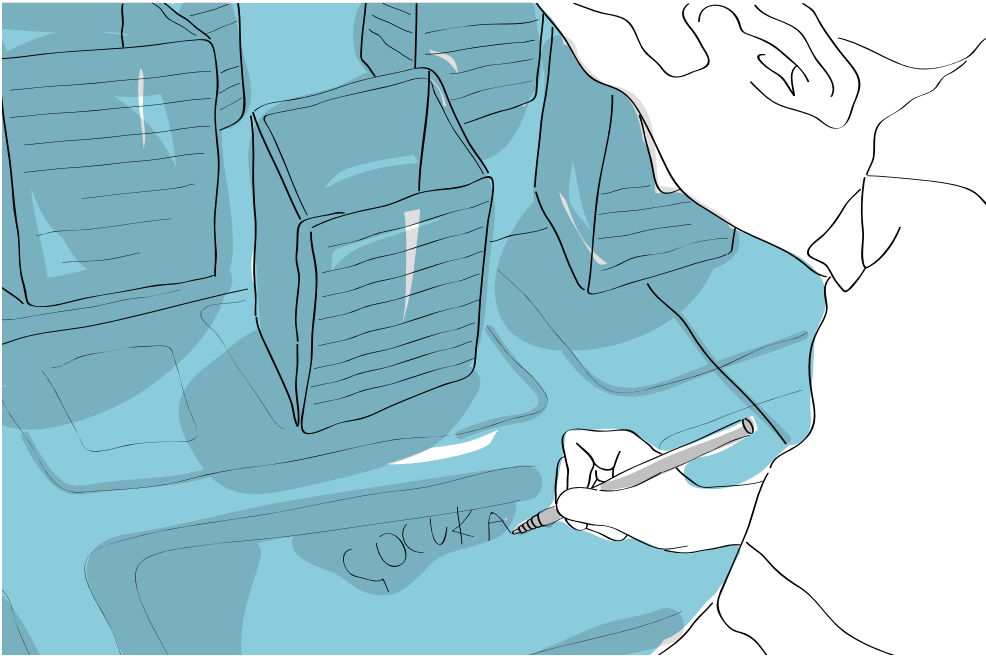
Half day

Which tools can be used?



During the activity medium for dialogue is established where the locals are posed by questions.

- By using the **'5 Reasons'** method you can go in-depth reason of the problem depicted by the inhabitant.
- You can analyze the neighborhood and the inhabitants by using **'The MOSTs of the Neighborhood'**.
- You can use the methods of **'Interview Guide'** to have a meeting in an interactive game format.



Ref.: Neighborhood Models, TAK Kadıköy, 2014

Where?



Public spaces, parks, backyards and shared spaces can be used. The most suitable places for the event can be parks which is high density of daily users but having noise as minimum as possible.

Equipment and Supplies



Models can be prepared of various materials. Realistic or symbolic models can be produced. The materials, scale and abstraction of models are based on the purpose of event.

- The neighborhood, street or building structure should be big enough to easily perceive. (i.e.: scale of neighborhood base map can be 1/500, street scale can be 1/50 and building scale can be 1/10)
- Printouts of the selected area should be simple and clear.
- Modeling materials (be creative in the choice of material. You can use recycled materials, painting, catchy colors, leftovers like straw and metal or play dough.)
- Event tables
- Camera or video camera
- Glues, scissors, etc. are necessary.

Experiences, Suggestions

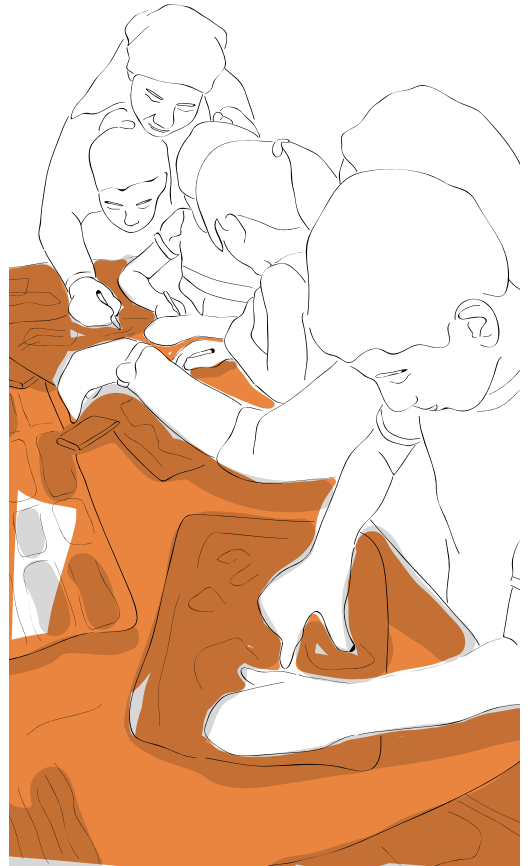


The coordinators should test model making according to the material and scale chosen in advance.

During the event, the participants should be provided with technical information about model making. Also, it is important that location and time of the event are selected carefully to minimize the possible negative factors like car traffic, noise and high temperature. During model making measures should be taken to protect children from any risks like cutting/injuring.

After the activity works should be photographed and information gathered from the locals should be recorded.

The event is not suitable to gather data on topics like land use, environmental problems or population density. It should aim to learn uses dynamics in the neighborhood uses dynamics and perceptions.



Ref.: *Neighborhood Models, TAK Kadıköy, 2014*

R.07.

Maps

Old Traces, New Drawings

What?



It is a method to transform past and currently changing traces of neighborhood, local perceptions into easily understandable, printed or digital maps with high visual quality by relying on public participation and artists' creativity.

When?



It can be conducted during 'Research' and 'Participation' processes.

With Whom?



It is done in teams of 2-3 people who live and/or work in neighborhood, program coordinators and if needed with visual designers. Teams can be made of participants from different age groups.

Why?



It aims to make the unnoticeable values visible, understand people's perceptions about places as well as differences among those perceptions by looking at the local values with different eyes.



Rules of Event



Getting to Know Neighborhood: The event coordinators make a preliminary research so that they get to know the neighborhood. During this research local people are contacted to assist during the event.

Mapping Theme: The coordinator determines the themes and the most suitable method for preparing maps.

Participants: It is decided whether the work is done in groups or as individuals.

Event place and Materials: A suitable place for mapping is decided. Table, ground or walls are prepared. Also, necessary materials (paper, pens, painting, fabric, chalk, glue etc.) are obtained.



Ref: Neighborhood Map Workshop, TAK Kadiköy, 2014

A table with a big size map showing borders, houses and workplaces of the area is placed in a busy place. The most important points of the district are marked with models made out of play dough.

Mapping: Activity is aimed to reach people with different profiles by holding it in one or a few busy places located in the research area. The questions can also be directed to people who live and work outside the area.

Coordinators direct local participants via questions and map drawing starts. Local people prepare physical maps by choosing various materials. Most used areas, symbolic buildings, borders, places to be seen etc. are pinned.

Discussion: Prepared maps, differences among maps and lessons learnt are discussed.

Recording: Prepared maps are photographed, and recorded to be used in participation and design stages. Maps are analytical tools about understanding different point of views and planning of things to do.

Maps can be prepared in different themes.

Activity Maps: These are the maps depicting usages/functions of places. Maps for the most used places, most liked places etc.

How do you spend one day in your neighborhood? Can you mark your daily route on the map?



Ref.: *Neighborhood Maps Atelier, TAK Kadıköy, 2014*

Abstract Maps: These are the maps with artistic qualities. Thus, maps can be prepared with the help of artists and designers. Memories, emotions etc. could be transformed into abstract maps.

Perceptive Maps: They depict the perceptions of local people about place.

Maps of Change: Those are the maps pinned with the differences between the old and the new places in rapidly changing neighborhoods.

Diagrams: Diagrams create a chance for discussing issues about the neighborhood - for both literate and non-literate people. So that, ways of creative thinking and producing are stimulated.

Duration

60 – 120 minutes

Which Tools Can Be Used?

- You can use the methods of **‘Interview Guide’** to have a meeting in an interactive game format.
- By using the **‘5 Reasons’** method you can go in-depth reason of the problem depicted by the inhabitant.
- You can analyze the neighborhood and the inhabitants by using **‘The MOSTs of the Neighborhood’**.
- You can fill the method cards during **‘Story World’** stage with the inhabitants, and use them during Design stage in your atelier.
- You can learn the thoughts of the inhabitants while discussing the future of the neighborhood by preparing **‘Prototype’**s. You can also learn the opinions by 3D models, sketches, schemes and role making models.

Where?

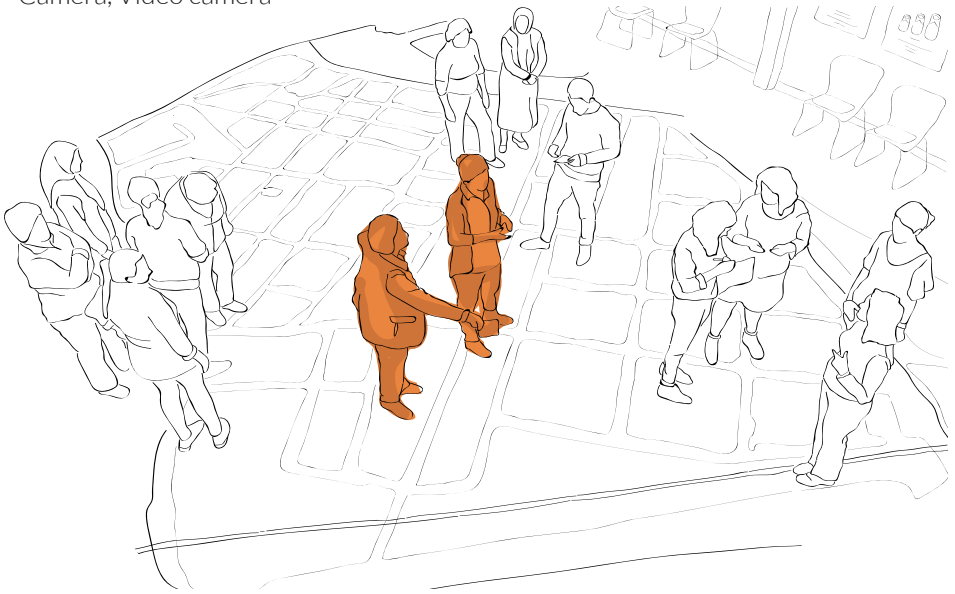


A place, which is frequently used by pedestrians, can be chosen. Neighborhood maps could be applied on papers or a suitable ground in big scales.

Equipment and Supplies



- Table, chairs
- Paper and pen to take notes
- Paper, pen, painting, fabric, chalk, glue, play dough, pin etc.
- Camera, Video camera



Ref.: Yeldeğirmeni Neighborhood Perception Map Study, TAK Kadıköy, 2014

Experiences, Suggestions



It is suggested that the event takes place in different places and different time periods to increase the sorts of people reached.

Before setting up the table and maps for the event necessary permissions should be asked.

Diagrams should be recorded as drawings or as photographs placed on an even surface. It is important to involve people knowledgeable about the topic; however, including as different groups as possible would create variety.

R.08.

Public Art

Creative Neighborhood

What?



It is a work done collaboratively by artists and local people in order to draw attention to any kind of problem of the neighborhood via public art.

Why?



It is a fun and creative activity used to attract local people to research stage. It empowers neighborhood identity and local consciousness while developing creativity and skills of participants.

It removes social exclusion among inhabitants and helps to develop a common vision.

When?

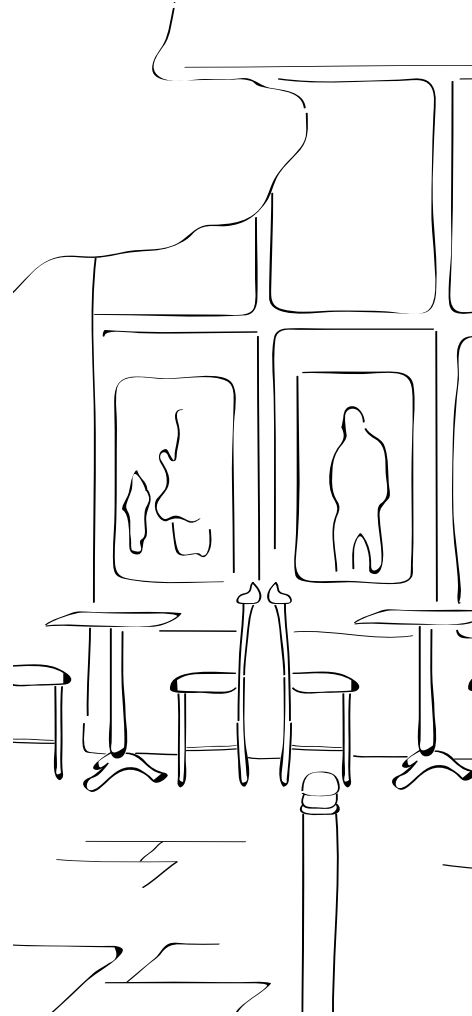


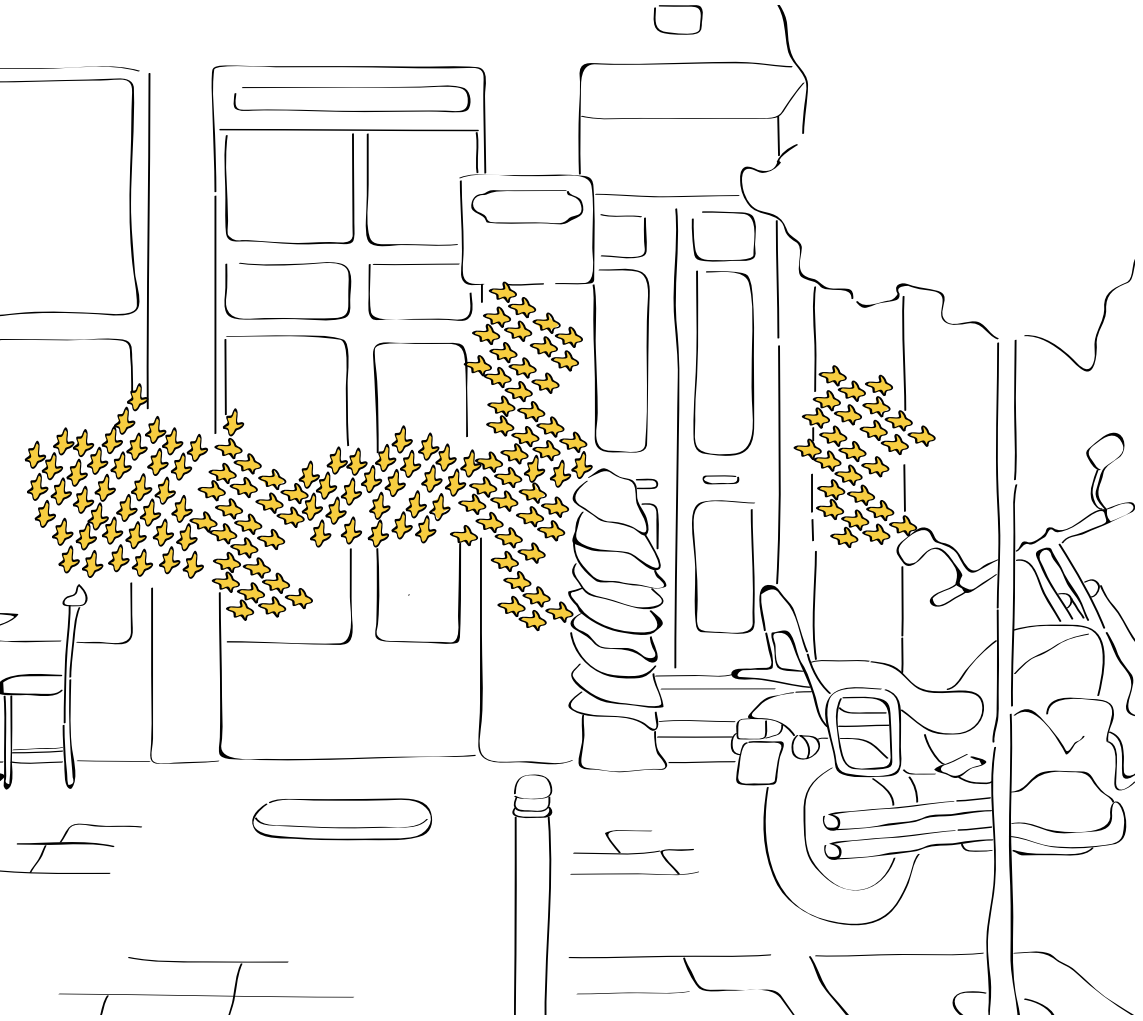
It can be used in 'Research' stage.

With Whom?



It should be facilitated with artists who volunteer to collaborate with inhabitants. It is open to all age and skill groups in neighborhood.





Ref.: *Corners and Borders*, Yeldeğirmeni, TAK Kadıköy, 2015

Rules of Event



- Public art ideas should be developed by inhabitants as a result of collaborative work with artists.
- Ideas should be put in the final form by artists' interpretation.
- Experts from architecture and product design should approve the feasibility of the idea.
- Inhabitants should vote for which design idea would be applied.
- Inhabitants could join in while applying the art projects.
- There could be a celebration activity after the project comes to realize.

Duration

There could be workshops for 1 day or 1 week.

Which tools can be used?

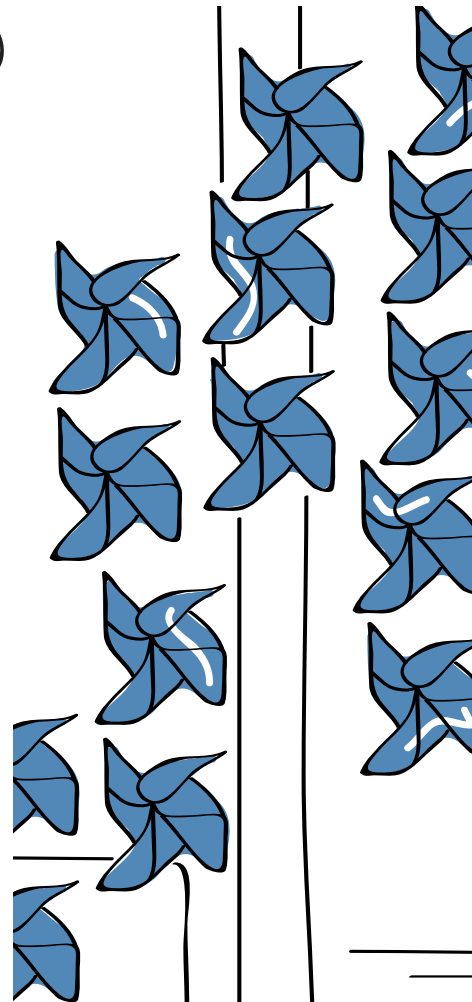
Problems regarding the neighborhood could be determined and local perceptions could be understood by making sketches or asking in-depth questions to people brought together in Public Art Workshop.

- By using the **'5 Reasons'** method you can go in-depth reason of the problem depicted by the inhabitant.
- You can analyze the neighborhood and the inhabitants by using **'The MOSTs of the Neighborhood'**.

Where?

Some public spaces that can be used for public art workshops are:

- Cycling lanes
- Bridges
- Historical remnants
- Lightning
- Parks
- Fountains
- Blank walls, blank façades
- Granolithic
- Railway
- School buildings
- Monuments
- Other



Equipment and Supplies

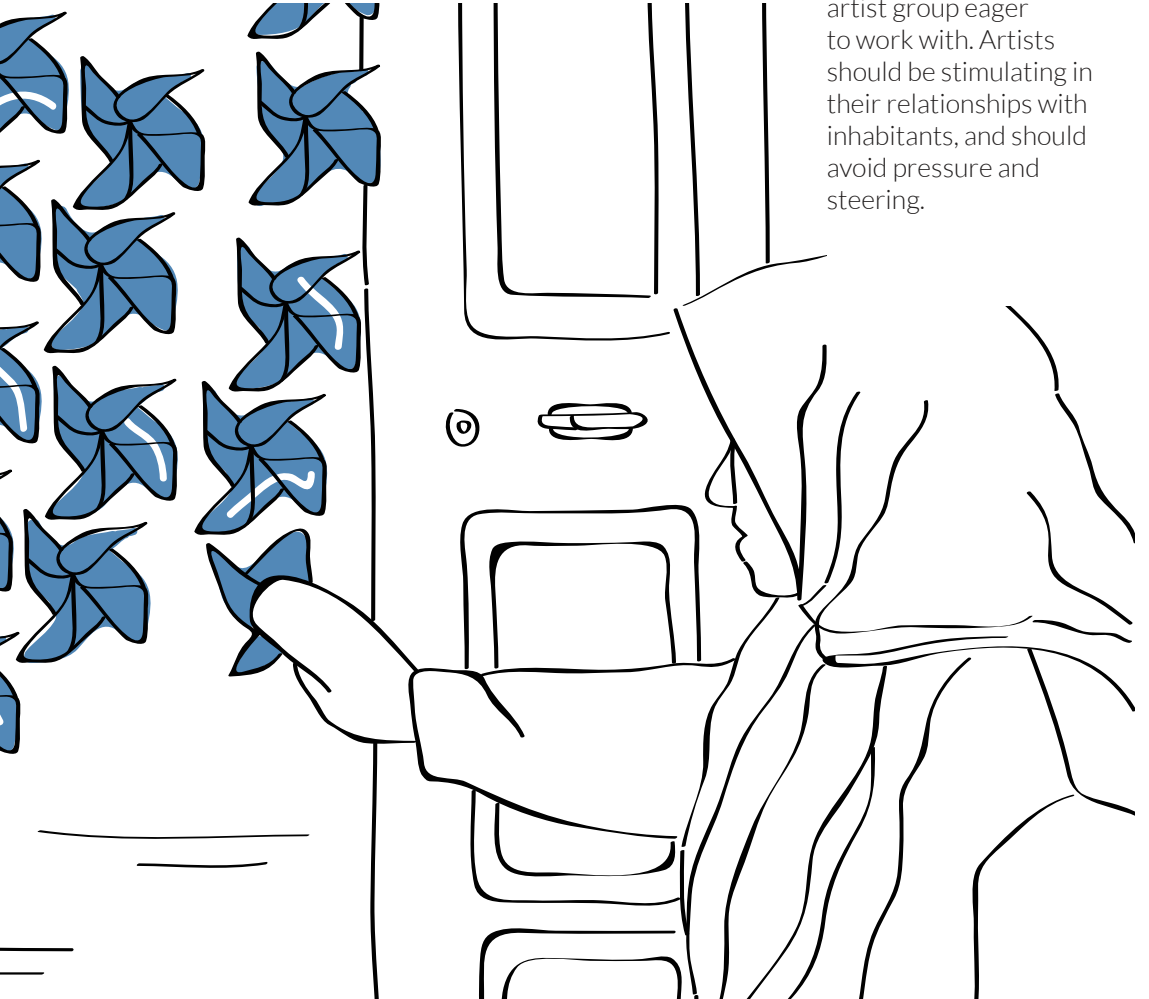


Use local materials; be creative in selection of materials. You can transform waste materials into recycled art objects by utilizing them.

Experiences, Suggestions



Inhabitants should collaborate with an artist group eager to work with. Artists should be stimulating in their relationships with inhabitants, and should avoid pressure and steering.



Ref.: Corners and Borders, Yeldeğirmeni, TAK Kadıköy, 2015

R.09.

Street Game

Treasures of the Neighborhood

What?



Street events help to understand neighborhood's identity better from children's perspective. By playing games participants become able to get acquainted with neighborhood. Cultural heritage, nature, neighborhood's identity, notable characters, the themes of change and transformation are some examples of topics to be observed by playing. It might be said that street games are 'treasure hunt' played within real neighborhoods with real maps.

Why?

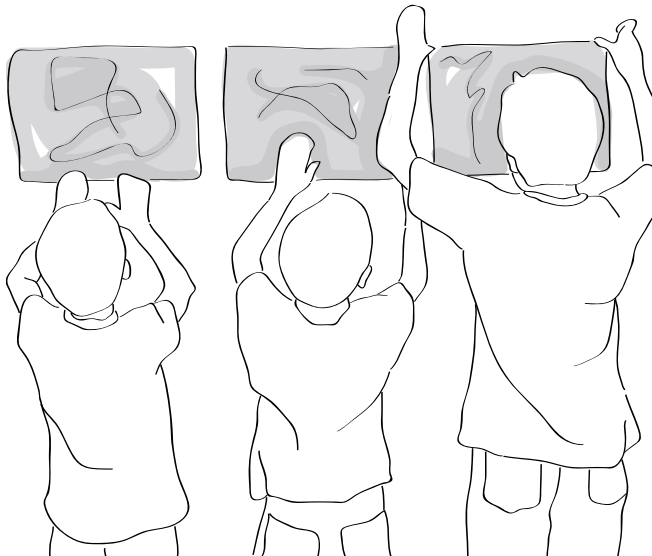


It helps children to discover their neighborhood from a different perspective. On the other hand, it helps designers to transfer input rapidly into design process.

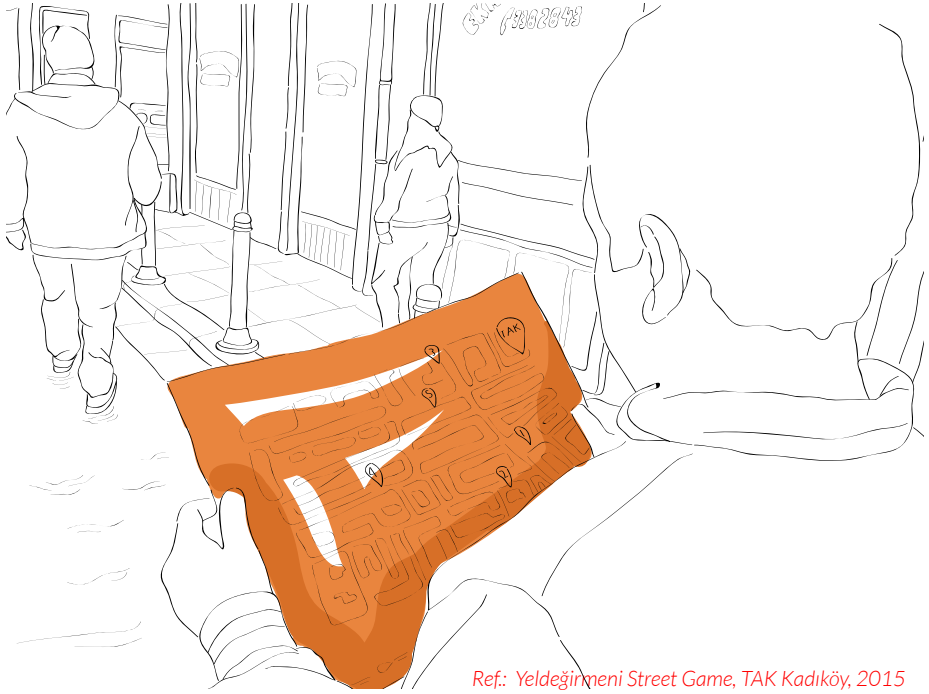
When?



It is suggested to implement the method in 'Research' process. Depending on the research subject, content and rules of games can change. Street game method can also be used in different research steps.



Ref.: *Yeldeğirmeni Street Game, TAK Kadıköy, 2015*



Ref.: Yeldeğirmeni Street Game, TAK Kadıköy, 2015

With whom?



Similar age groups (min. 7 years old, max. 5 people within each group) should be grouped and there should be two groups in total. Each group also has a person who executes game. Also, it would be helpful to have additional persons who take photos or record video and take notes while questions are asked.

Rules of Event



Two teams choose two different themes and game starts with the help of a facilitator. Examples for themes:

- **Cultural heritage:** Historical artifacts, civic architecture, fountains, etc.
- **Nature:** Parks, monumental trees, fruit trees, yards, playgrounds, street animals
- **Neighborhood Identity:** The most commonly used corners, squares, streets, hills, schools, etc.
- **Change and Transformation:** Olds-news, incoming-outgoing population, lost values, memories, etc.

Teams walk around the neighborhood for 45 minutes and they pick up 10 treasures.

In this walking tour game leader, facilitator and guide should be present. The leader should ask the question “What is your most preferred ... in the neighborhood?” and he/she also ensures that each treasure is picked up in relation to a theme.

Leader (and also assistant, if any) takes note on the definitions of treasures and fill in the list of ‘neighborhood’s most’ for example:

- The most beautiful building
- The most crowded playground
- The most likely person
- The most crowded corners

After picking up a treasure, the leader of game should ask the Why* questions so that he/she collects in-depth input on the place chosen.

Teams mark the treasures like building, tree, corner and so on, with a team logo.

During the second round, maps are exchanged among groups and they are expected to find the 10 treasures of the other group. Game leaders ask the Why question for other themes at this time.

Which methods can be used?



- You can use the method of ‘**Interview Guide**’ to have a meeting in an interactive game format.
- By using the ‘**5 Reasons**’ method you can go in-depth reason of the problems depicted by inhabitants.
- ‘**The MOSTs of Neighborhood**’ method can help to better analyze the neighborhood and its inhabitants.

<p>*The most place / person in your neighborhood liked, disliked time spent quiet interesting/different old ... other</p>	<p>**Why Why do you like/dislike this place? How does it feel? Why do you think this treasure has been chosen?</p>
--	---

Duration



Around 90 minutes

* ‘Your neighborhood’s most’ questions are developed in accordance to themes which are chosen by researchers.

** Rather than asking ‘What’ questions, ‘Why’ questions are asked to understand the feelings, perceptions and concerns of participants

Where?



Street games are played in public areas of neighborhoods.

Size of the playing area should be max. in 30 minutes walking distance for 10 treasures.



Ref.: Yeldeğirmeni Street Game, TAK Kadıköy, 2015

Equipment and Supplies



- Maps which are big and easy enough to read (only streets, buildings and parks can be shown, also Street names should be written on maps)
- Notebook
- The list of 'the Neighborhood's most ...'
- Markers (enough for the size of groups)
- Ten stickers for two groups (each group has a different color)

Experiences, Suggestions



Leaders of game should specify themes and questions before the event.



Ref.: Yeldeğirmeni Street Game, TAK Kadıköy, 2015

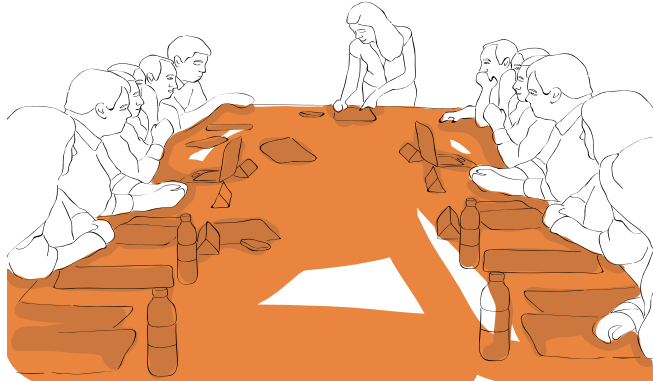
Workshops

Future of Cities

What?



Common vision is built to find solutions to a specific urban problem with the help of various urban actors. This workshop method enables higher participation and more efficient communication among participants.



Ref.: Future of Sapanca Basin Workshop, Kentssel Strateji, 2011

Why?



Solving urban problems, creating a vision on the urban and project basis and developing strategies with the help of various actors' participation are the main reasons behind these workshops. In this way, a new perspective for planning can be also developed. Workshops enable creating a vision from a specific field to broader topics. Through these workshops different perspectives can be brought into discussion.

The results of workshops are vision plan, roadmaps, strategic plan, spatial growth models, products of conceptual projects and they are widely debated by the public. Moreover, the social and economic development roles of the projects can be discussed by taking into account of strategic social planning and social impacts that have gained significance.

When?

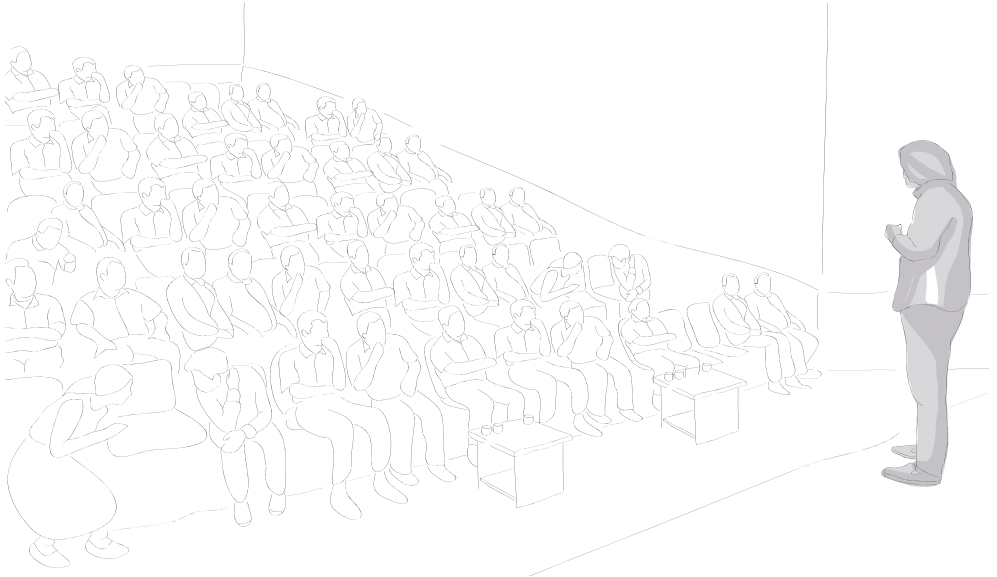


It can be used in the 'Participation' phase with the participation of the affecting and the affected groups of projects

With whom?

1 or 2 experienced moderators hold the event.

Participants are the affecting and the affected groups, local authorities, stakeholders, volunteers, interested academicians and NGOs. The participant body can be around 70-100 people in total.



Ref.: Future of Gaziantep Workshop, World Bank, Kentsel Strateji, 2014

Rules of the Event



The process is divided into 3 phases. Remarks of each phase are wrapped up by group representatives.

Session 1: Where is it?

General meeting is held by the participatory group as a whole.

The participants like public, private and civic sectors are asked to give opinions on the potentials and risks of city. The topics of discussion are:

- Potentials
- Main Problems and Opportunities
- Expectations Analysis
- Common Vision and Strategic Vision
- Differing Themes

Session 2: Where it goes?

The themes which are defined in the first session will be discussed by three groups which are equivalent and formed by public, private and civic sectors.

Each group is moderated by a person in relation to the specific theme and specific questions are asked by the moderator. Strategic analysis of BEK is conducted by each group and the results are discussed in terms of common visions and applicable strategic aims.

Session 3: Evaluations

Notes are taken and systematized by reporters. As a result, '10 Main Principles' are determined.

The executor of workshop sets the agenda and the future strategies are discussed by general and thematic groups. The notes and inputs are together form the strategic framework report.

After the workshop, the results of BEK Analysis are conveyed into strategies and actions. Also, roadmaps, vision plan, strategic plan, spatial growth framework, strategies of planning and design are determined in consideration with regional, urban and project scales.

Duration



Future workshops are one day events. The first session takes place before the afternoon and the 2nd and 3rd sessions are held in the afternoon.

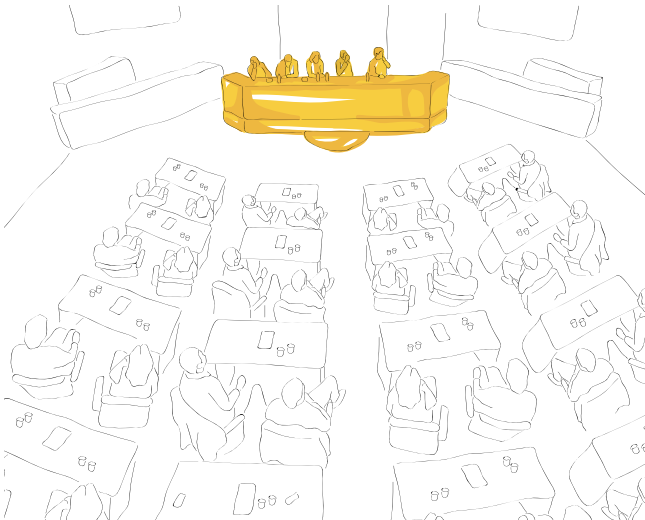
Which methods can be used?



- By using the '**5 Reasons**' method you can go in-depth reasons of the problems.
- You can determine the initial and secondary problems of the neighborhood with inhabitants by using '**Tree Diagram**'.
- '**Mind Mapping**' can be used to clarify the discussion topics.
- '**Expectancy Matrix**' reveals the expectations of the affecting and the affected parties.
- '**BEK Analysis**' puts forward the dynamics, differences, diversity, future issues and strategies of our cities.

Where?

The event should be organized in a place that is available for larger group meetings. Also, it is recommended to hold thematic group meetings in three different places.



Equipment and Supplies

- Projector, computer
- Sound system, microphone
- Portable tables and chairs
- 3 flipcharts, fiber tip pens and markings
- Lunch and drinks service

Experiences, Suggestions

Cooperation with local authorities should be maintained and coordination team of the workshop should be formed.

Each participant should have equal opportunity to give opinions so 3 min. can be the max. limit of speakers.

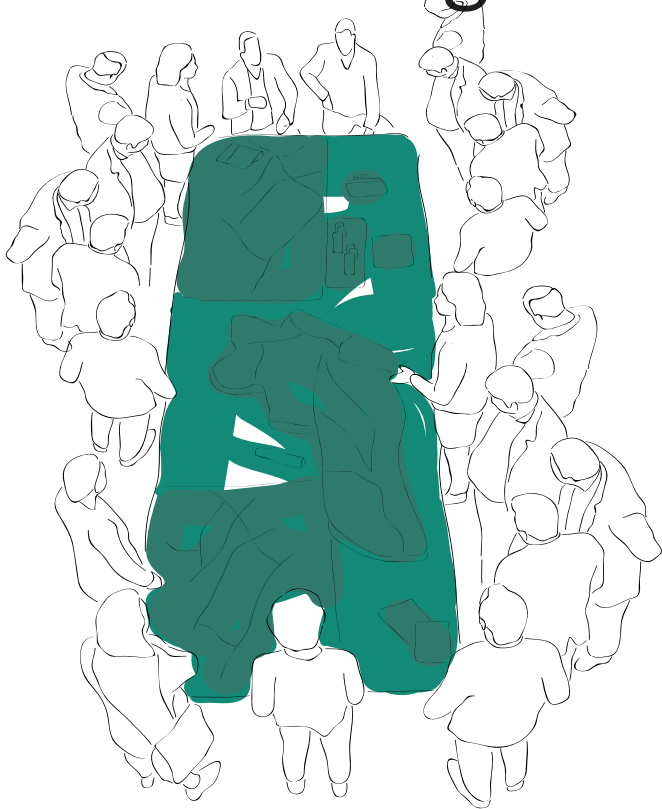
Participants should be encouraged to reflect opinions. The time limits of sessions should be applied.

Negotiation Meetings

What?



During the project development phase, a bottom-up approach, public participation, interaction and negotiation processes are operated between the project affected people (workers and inhabitants) and the project affecting people (project developers, local authorities). In this way the six steps (informing, awareness-raising, meeting, expectation, uncertainty and adoption) are followed in order to manage the various processes of projects. .



Ref.: Negotiation Meetings, Kentsel Strateji, 2013

Why?



Locals should play role in the project development processes. Otherwise tensions are aroused and the outcomes of the projects do not fulfill the needs and expectation of local dynamics as well as economic models of projects do not become executable.

When?



As soon as the project announced.

With whom?



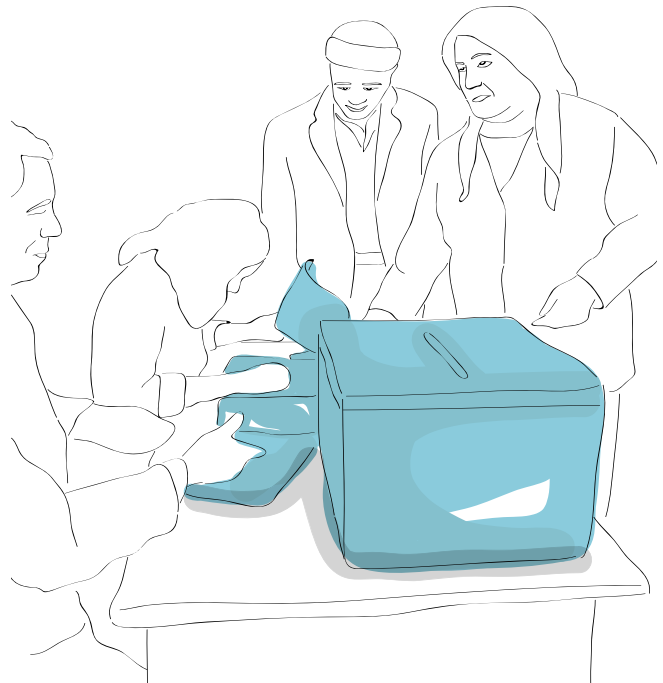
People and groups who are directly affected by the project having priority, all actors can be participated.

Rules of the Event

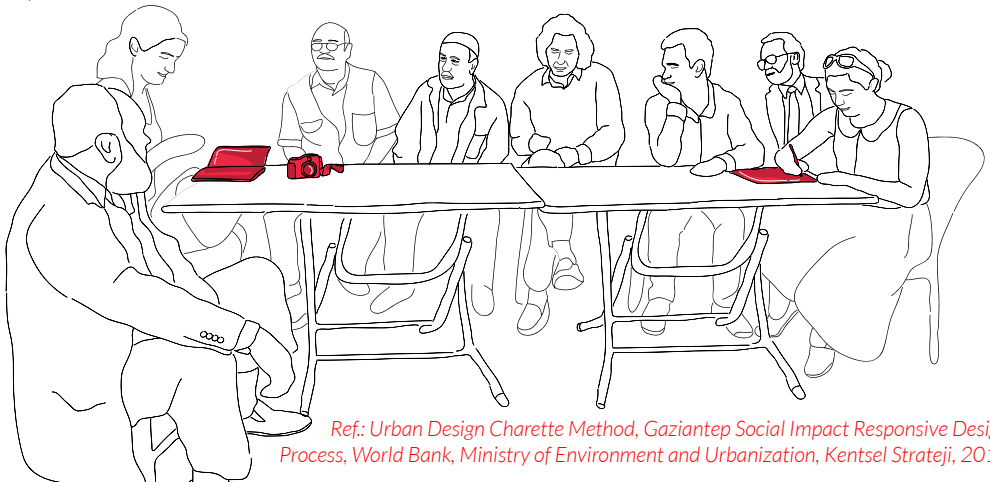


6B Components:

- **Informing** property owners about concept design, valuation and sharing of rights.
- **Raising awareness** of residents and property owners in relation to sharing values, heritage, risks of buildings, quality of life, social and economic development, legal rights.
- **Managing the expectations** of the affecting and the affected groups.
- **Meeting** of the project developers and the people who are directly affected by the project so as to increase the level of public participation and to arrive at agreements.
- **Overcoming uncertainties** by defining problems and opportunities.
- During the design phase, developing projects that **can be adopted** by all project parties.



Ref.: Kepezaltı and Santral Neighborhood Regeneration Negotiation Meetings, Kentsel Strateji, 2012



Ref.: Urban Design Charette Method, Gaziantep Social Impact Responsive Design Process, World Bank, Ministry of Environment and Urbanization, Kentsel Strateji, 2014

Duration

It can take 1-6 months. Short or longer meetings can be organized in order to learn about different expectations.



Ref.: Urban Design Charette Method, Gaziantep Social Impact Responsive Design Process, World Bank, Ministry of Environment and Urbanization, Kentsel Strateji, 2014

Which methods can be used?

- **'Expectations Matrix'** reveals the expectations of the affecting and the affected parties.
- **BEK Analysis** puts forward the dynamics, differences, diversity, future issues and strategies of our cities.



Where?

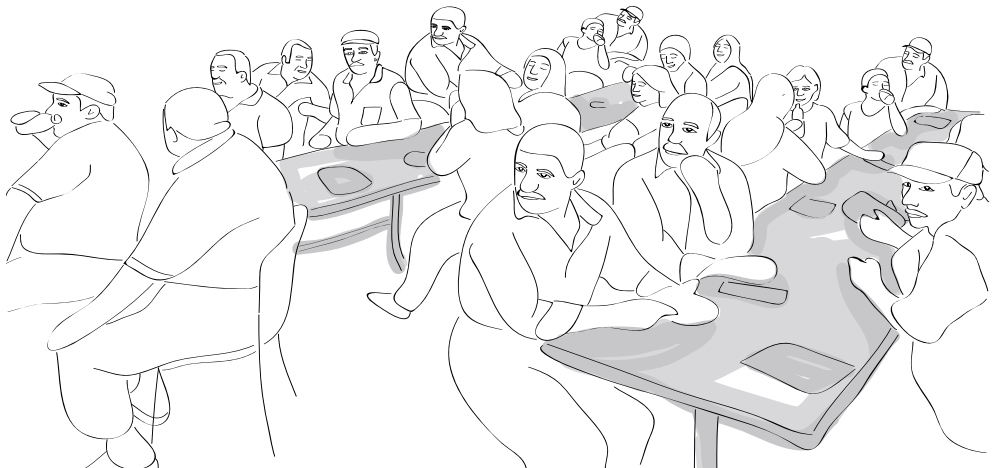


The place of event should be easily accessible by locals. Forming local associations should be encouraged.

Equipment and supplies



Local associations should fulfill spatial needs and necessary infrastructure of meetings.



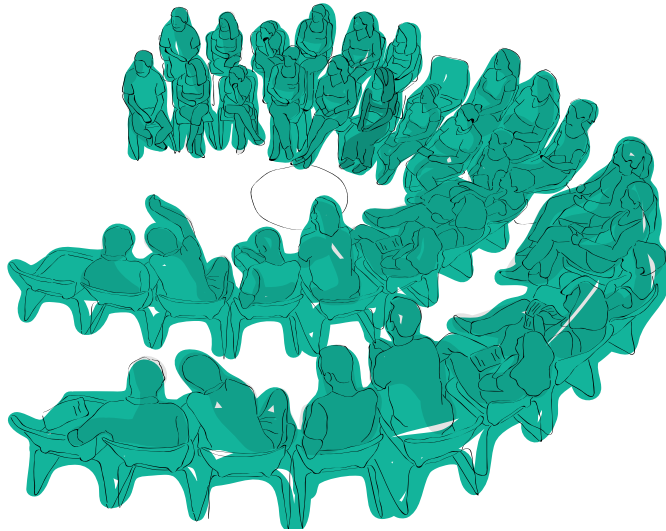
Empathy Meetings

From Common Problems to Common Solutions

What?



Series of meetings are held in order to solve local problems on the street or neighborhood scale by making use of empathy and negotiation. Local inhabitants (representatives of local residents and workers), project implementers (departments of local municipalities), experts (sociologists, designers, etc.) should come together to determine common problems and common solutions.



Ref.: Kadife Street, Empathy Meeting, TAK Kadıköy, Kentsel Strateji, 2014

Why?



It aims to solve local problems by generating discussions and empathy among different groups. Participants who know local problems better are encouraged to find solutions to these problems and generate new ideas with the help of experts.

Roles and responsibilities of different actors are determined in order to transform common problems into common solutions.

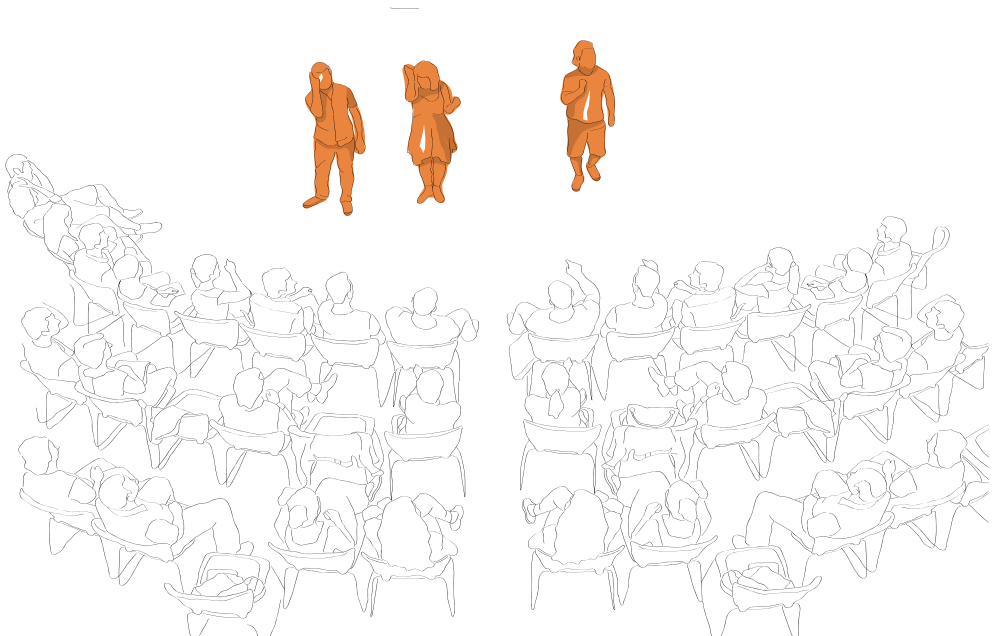
When?

Neighborhood and street meetings serve of various purposes and these meetings can be organized during the 'Research', 'Participation' and 'Design' phases.

With whom?

Local people (representatives of resident and working groups), decision makers (representatives of local authorities), experts

(sociologists, designers, etc.) and executors of workshops conduct the meetings.



Rules of the Event



The process is maintained in 6 steps:

1. Group Meetings / Informing

The executor holds separate interviews with the neighborhood/street groups. Different problems of different groups are noted and groups and designers are informed about the project processes.

2. General Meeting / Common Problems

Local inhabitants, local workers and visitors explain their daily problems and first hand experiences. Seating arrangement is formed as two entwined circles. The inner circle is formed by local inhabitants and they are active speakers. The outer circle is formed by experts, representatives of local authorities and project implementers and they are passive listeners. After meetings, the main problems are determined and a committee of 7-10 people is formed in order to actively involve in solving local problems.

3. Design Workshop / Ideas, Suggestions

Designers generate ideas and suggestions on how to solve local problems and they look for answers to the question of 'How can we create social and physical changes via design?' Designer teams try to generate ideas and to find solutions to local problems that they have picked up. Ideas are visualized via sketches, sampling, modeling, etc. At the end of the workshop, the representatives of different teams share the ideas of their groups.

4. Evaluation Meeting / Common Decisions

The solution groups, representatives of local authorities and designers participate in the meeting in order to evaluate the ideas, solutions and physical arrangement decisions that are taken during the design workshops. Other actors evaluate these ideas and develop these ideas further and also develop new ideas on the same issues. During the meeting the main 'common decisions' are determined.

5. Street Meeting / Sharing Ideas and Decisions

The solution group and the design ideas adopted by the designers as well as common decisions are shared with locals via street meetings. Ideas of how to solve local problems and common decisions are shared, suggestions are collected.

6. Decision Meeting / Roles and Responsibilities

Mayor, municipal council and other local departments are informed about the processes of workshop. Common decisions and adopted design ideas are shared. Sharing of roles and responsibilities are assigned in order to implement the decisions and ideas discussed during the workshops.

Locals should follow up the process and representatives of different groups should systematically give feedbacks on how the process is maintained.

Duration



The process should be finalized within 3-4 weeks.

Where?



Meetings should take place in commonly used areas which are easily accessible by local people. Street meetings can be organized. Also, indoor places can be chosen for meetings.

Which methods can be used?



- By using the **'5 Reasons'** method you can go in-depth reason of the problem depicted by the inhabitant.
- You can analyze the neighborhood and the inhabitants by using **'The MOSTs of the Neighborhood'**.
- 'Mind Mapping'** can be used to clarify the discussion topics.
- You can determine the initial and secondary problems of the neighborhood with inhabitants by using **'Tree Diagram'**.
- 'Expectations Matrix'** reveals the expectations of the affecting and the affected parties.

Equipments and Supplies



Meeting places should have presentation equipments, sound system, voice recorders, photo camera and video. Papers, pens, colors, modeling tools and post-its should be enabled for design workshops.

Experiences, Suggestions



Different opinions should be listened without any interruption and empathy development should be enabled. Each person should have equal right to reflect opinions. Participants should be informed about the decisions of meetings.

D.01.

3x3 Design Workshop

3 Designers, 3 Workshops, 3 Projects

What?



3x3 Design Workshop is a design method that aims to create a vision on the urban and project basis. It enables public, private and civic sectors to cooperate in order to develop innovative ideas for solving urban problems of cities that undergo rapid transformations. Three project areas are chosen for 3 local, 3 national and 3 international designers to develop ideas and suggestions.



Ref.: Kadife Street, Design Workshop, TAK Kadıköy, Kentsel Strateji, 2014

Why?



It aims to develop innovative ideas and models by bringing various designers together. Thus the designers diversify project methods and learn to manage various project processes by considering urban needs and expectations of the market. The expectations of inhabitants and private sector should be understood in-depth by considering the equality criteria.

When?



It can be used in the 'Design' process.

With whom?



Local, national and international designers, 9 people in total and local authorities should cooperate for each project area.

Duration



Approximately 3 months.

Rules of the Event



Planning and design principles should be determined during the 'Research' phase.

- In 3 project areas,
- 3 local, 3 national and 3 international designers work together and,
- 3 workshops are organized.

3 workshops are arranged in the process of determining project area, planning and design principles and project design embraced by everyone:

1. The Urban Strategy Workshop is organized. Public, private and civic sectors are brought together in order to determine project areas and visions and expectations.

2. Strategic Design Workshop is organized with technical experts and designers. Strategies and design principles are discussed for each project area.

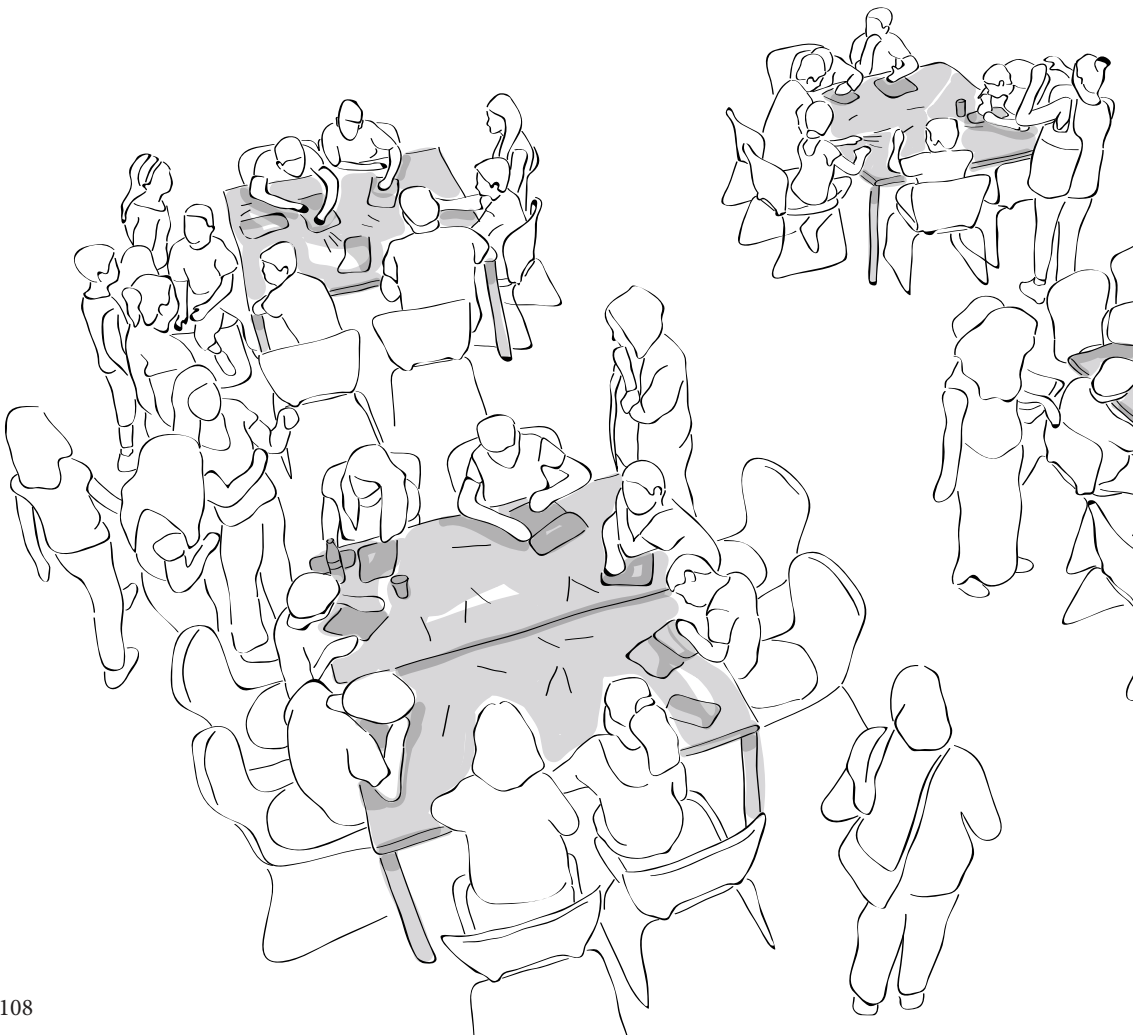
3. Decision Workshop is organized with public, private sectors and civic society and the outcomes of 9 designers are introduced to the participants of workshop. The adopted projects are discussed and voted by a civil committee.

During the workshop the civic and technical groups use one vote for each project area. The Municipal Authority decides on whether the projects are going to be implemented or not.

Which methods can be used?



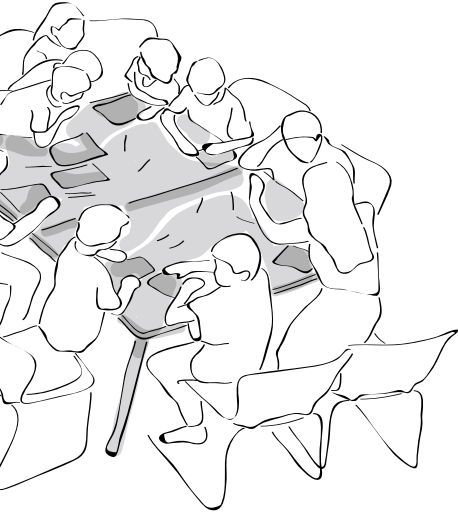
- **'Mind Mapping'** can be used to clarify the discussion topics.
- You can use **'Creative Workshop'** which brings different parties and designers together, shares experiences to find and develop ideas and produces solutions in collaboration.
- Method of **'How we...?'** helps us to ask the right questions to transform the findings into design.
- We can transform the findings coming out of research stage into scenarios in design stages via method of **'P.O.F.A.T.'** Problem - Obstacles - Finding - Ambition - Theme.
- **'Prototype Testing Plan'** helps to make a prototype plan in order to test project ideas.



Where?



A space for 70-100 people is needed to hold workshops with designers as well as meetings and exhibitions.



Equipments and Supplies

Supplies (stationery, computer, projector etc.) and technical infrastructure that might be needed during the workshops and meetings.



Experiences, Suggestions

The ideas and expectations of the Advisory Board should be included in the design process.

The process is flexible and manageable so that the project ideas can be adoptable and implementable in the short term. You can view Denizli 3x3 Strategic Design Workshop case study, in the third part.

D.02.

Corners and Borders

Understand the Place, Place Your Design
Collect the Material, Implement Together

What?



The underused areas of neighborhoods are discussed in terms of their potentials so that the processes of input collecting, project development and implementing with the local people can be generated.

The specific areas for project implementation are transformed by designers' innovative ideas and design by working with the locals.



Why?



The underused public spaces are transformed in a cost-efficient and innovative way. Thus, neighborhoods are transformed and designed to revive.

Duration



1-3 days

The process of design, research and implementation would take around a week if necessary.



Ref.: Hasanpaşa Corners and Borders, TAK Kadıköy, 2015

When?



It can be used during the 'Design' and 'Participation' processes.

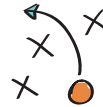
With whom?



The local people, the employers and the shopkeepers of neighborhoods can contribute. Also young people taking role in the implementation process is very important. A small executive team of designers can play role in leading the crowd of people.

Designers, students and experts from architecture, product design, landscaping, fine arts etc fields as well as volunteers can participate. The size of participatory groups or the age levels are determined according to the borders, corners and the problems of the project areas.

Rules of the Event



- Preliminary research is necessary to select the project areas.
- The drawings, photos and sketches of the project area are prepared.
- Interviews with local people are conducted so that their needs and expectations are learnt by researchers.
- After the preliminary research, the designers and the local people gather together in order to suggest ideas to solve specific local problems.
- The ideas for solutions should be easily implementable, cost-efficient and practical. These ideas are voted to implement for the short or long terms.
- The selected designs of projects are voted by the public and evaluation committee.
- The owners of selected designs are awarded.
- The implementations of selected projects are done by designers and locals.

Which Methods Can Be Used?



- By using **'5 Reasons'** method you can go in-depth reason of the problem depicted by the inhabitant.

- You can analyze the neighborhood and the inhabitants by using

- 'The MOSTs of the Neighborhood'**.

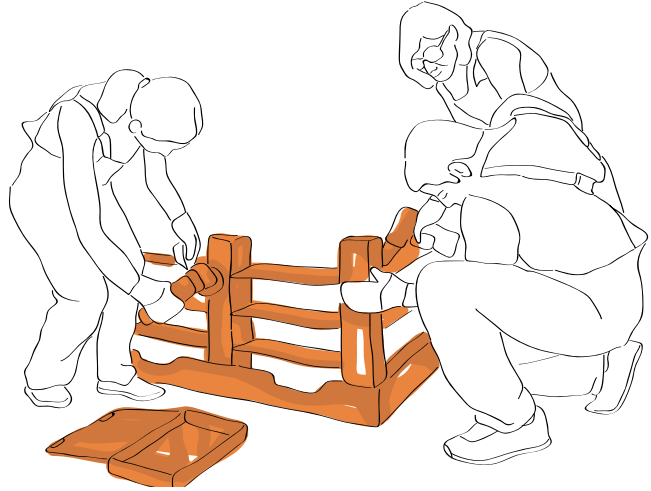
- 'Mind Mapping'** can be used to clarify the discussion topics.

- You can use **'Creative Workshop'** which brings different parties and designers together, shares experiences to find and develop ideas and produces solutions in collaboration.

- Method of **'How we...?'** helps us to ask the right questions to transform the findings into design.

- We can transform the findings coming out of research stage into scenarios in design stages via method of **'P.O.F.A.T'** Problem - Obstacles - Finding - Ambition - Theme.

- 'Prototype Testing Plan'** helps to make a prototype plan in order to test project ideas.



Ref: Yeldeğirmeni Corners and Borders, TAK Kadıköy, 2015

- Where are the underused areas in the neighborhood? Why are they underused?

- Are there other people using the area besides you? What reasons would be behind?

- Which areas do you think should be revived or used more often?

- Which of these areas would be more practical and cost-effective for projects?

- Do you want to these areas to be transformed for a short or long term?



Ref.: *Yeldeğirmeni Corners and Borders, TAK Kadıköy, 2015*

Experiences, Suggestions

The borders and corners should be determined according to their current use and importance. For that purpose, local people should be asked for information. In this way, the ideas and suggestions for the project would be better adopted.

The process of communication would provide trust relations with local people. Sound, video or photos should be recorded only if the local inhabitants allow. The questions directed to the local people should be project specific and the data should be collected accordingly. After the project is finalized, local experiences should be observed and the reactions should be investigated.

Where?



Borders, corners areas can be any places which are underused in neighborhoods. Preliminary research and observations can help to determine these areas specific to the neighborhood. The example of project areas can be staircases, empty plots, walls or fences.

Equipments and Supplies

- Small scale wooden and metal materials and equipments (jigsaw, cutting tools, drilling machine, hammer, nippers, etc) have priority. As the projects change equipments and materials also change.
- The drawings and photos of the project area
- 1/100 or 1/50 scaled plans, cross-sections or views of the area
- 3-D digital modeling or perspectives
- Models (if necessary)

TIPS for better SID process



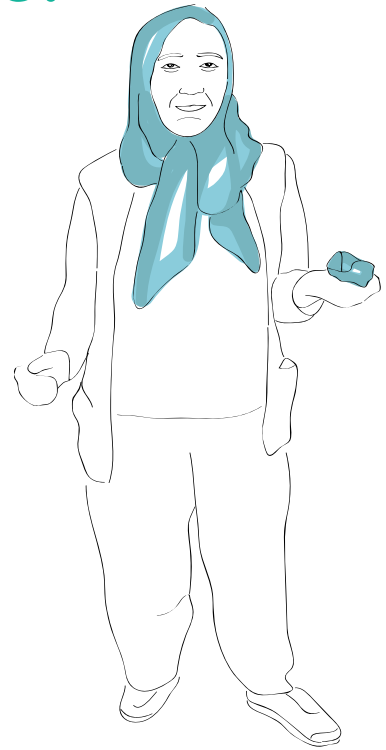
In the processes of
Research, Participation and Design,
you might ask yourself some questions.



Whom Should I Speak with? How Should I Communicate?

Specify participants

Specify people to whom you would like to talk with. Define the characteristics of these people. Do you need to talk with children, women or men? In this way, you can be clearer and more determined in terms of effective communication. Pay special attention to differences of people. Work as a team and select together the people who will be interviewed.



Be honest and transparent

Explain clearly and transparently the purpose of event and who you are. Inform participants. Specify your objectives and intended results. Be clear about what you possibly can change in the end. Thus, the expectations of participants become realistic and they can give relevant answers to your questions.

Also, the context of interviews is significant in giving interviewees a sense of trust. Therefore, your personal interviews should provide local inhabitants with a place where they feel comfortable. Group interviews should also be well balanced in terms of numbers and qualifications of people. Moreover, choose the meeting place that is unbiased and a common shared space for interviews.

Use simple and understandable language



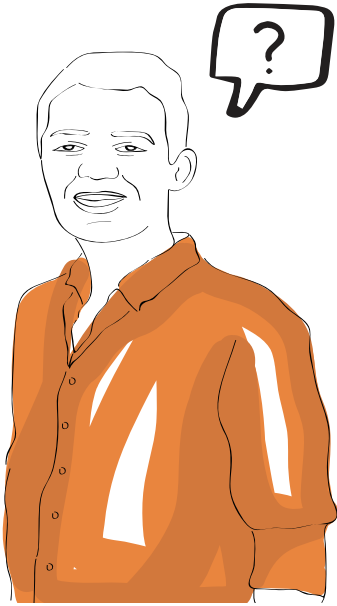
Use a simple language. Explain your aim, the amount of time and research questions of the activity. Don't use professional language. This might restrain local people from participating in the process and it might also make people feel left out. If there are some people who are not able to speak Turkish language, get support from others who can translate.



Have fun, entertain



Don't forget that it's a social environment that brings local inhabitants together. Approach participants sincerely and organize your event with fun. Each group may have nervous and negative persons. Be patient and keep calm towards these people. Explain the purpose of your activity again and don't allow them to upset and to demotivate others. Other participants might advise against their behaviors.



Be a Learner, Not a Teacher

Inform local inhabitants that you don't have enough knowledge of the local dynamics like information about building, street and neighborhood characteristics and, therefore, you organize the event in order to learn from them. Explain local participants that their inputs are quite valuable and significant in terms of designating good design principles for neighborhood. Make them feel and comprehend that you are not an educator rather someone who wants to learn from their knowledge and experiences.

What Should Be My Mindset ?

Treat everyone equally

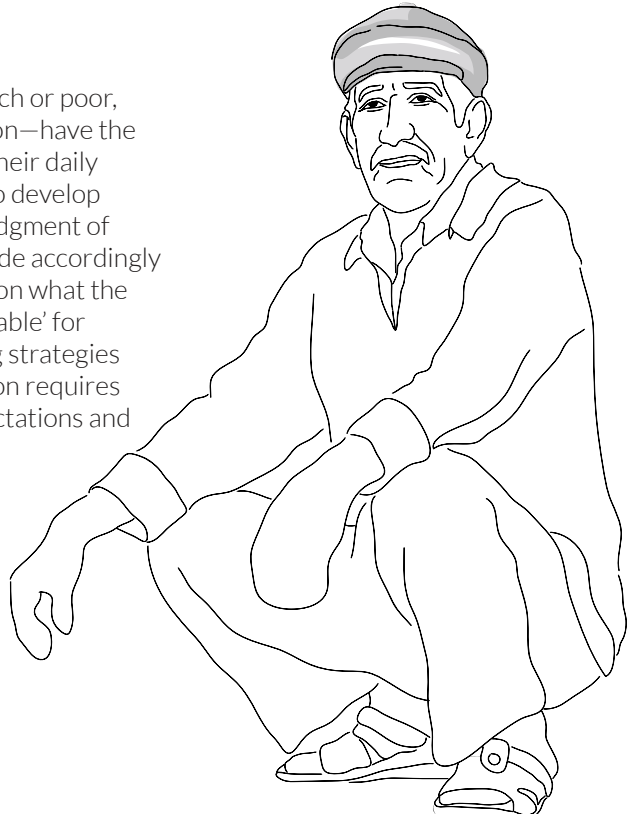
Attitudes and behaviors are as important as research methods in the participatory processes. Treat everyone equally, create a trustworthy environment, encourage participation and conduct events with self-confidence.

Respect cultural context

The method you chose should suit to local socio-cultural context. Make your questions be adapted to local circumstances. Consider local cultural codes like gender roles, social sub-groups, having voice in public. If you are concerned that events for mixed groups may not allow everyone to have equal voice, organize events special to groups like women or children.

Respect local accumulation of knowledge

All persons –literate or not, rich or poor, child, woman or man, and so on—have the abilities to give meanings to their daily life and social environment, to develop understanding and making judgment of various situations and to decide accordingly so that they are much better on what the experts think of as being ‘suitable’ for them. Therefore, determining strategies and objectives for participation requires respecting perceptions, expectations and choices of local people.



How Can I Increase Participation?

Aspire to improve culture of participation

The results of social impact responsive design may not be directly implemented. Yet, keep in mind the fact that people who are affected by projects should participate in design processes so that culture of participation can be enhanced. Participation processes are aimed to help to determine the design principles of projects. Also, they play prominent role in creating better standards of living environments.

Invite

Before the event, use all communication channels and explain to local people the content of your event as well as how they can participate in the process. Choose an event place that is easily accessible by all and is known by the public. Local newspapers, brochures and posters can be used in order to get in contact with local people and invite them to the event. Use a sincere and natural language for communication.



Include all stakeholders



Include all stakeholders in the planning of various project phases. Determine actors properly. If there are persons or groups who disagree with decisions in the beginning, inform them continually in the process and offer them alternatives.



Reach various social groups

Different groups of age, gender and culture have different perspectives. Make sure that all groups affected by the project are included. It is more important than including more people. Try to reach all social groups in terms of youth, minorities, ethnic groups, small businesses, 'silent majority', 'hard-to-reach people' etc. Yet, it is very important to highlight the fact that disadvantaged groups should not be treated differently than other groups in the participation process because this may lead to excluding these people.

Create qualified community

People are the most important source of inspiration. Therefore, choose carefully the people that you want to meet. Select the person with most suitable profile for your project by detailing them specifically. Your meetings should be planned beforehand; therefore, determine what you want from each interviewee and how to set the tone of the meeting. During the interview do not forget to take notes, if permitted, to do voice recording. A well planned participation model composed of a small group could be more efficient than an unplanned event with broad participation. Identify the number of participants accurately for an efficient activity.

How Should I Be Prepared



Be informed



Have adequate information about topics like project area, project, population and size of neighborhood, building value, expropriation value, and value after the project. But, do not try to explain to participants by giving detailed information and analyses. Share brief information with participants.

Be realistic, change the point of views

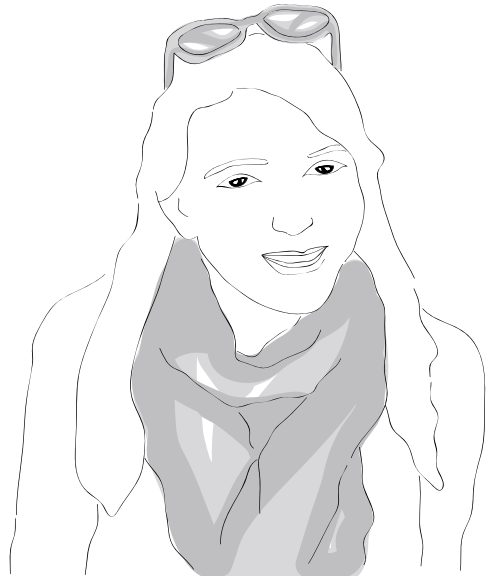
Do not get stuck in the middle of technical data and details. Be realistic and consistent about the project. Do not make unfeasible promises. Aim to broaden perspectives of the participants. Establish balance between being visionary and realistic.

Be practical

After determining main principles and methods of the process, develop solutions with quick thinking. Use rules or guide books but do not feel limited. You can always develop new methods and tools.

Initiate

Almost all participative planning experiences started with someone's initiation. Do not wait for others. This person could be you.



Share your experiences

Organizing trainings in each step is quite beneficial for yourself and your team. Make connections with other studies, share your experiences, and organize field studies and trainings. Include those trainings into all activities.

Plan the process carefully

Do not get stuck in any approach. Look for the alternatives. Design the process to make the conditions more suitable. You can combine different approaches or come up with new methods. The process is important as much as the result. Always be ready to explore new methods.

What Should I Notice While Managing the Process



Determine the common decisions in each stage

Research, participation and design steps should be integrated into decision making process. Commons decisions about topics like possible impacts, agreed principles, planning and design principles are taken after each step. It would not proceed well if the decision cannot be taken.

Use knowledge and experience of the experts in the right way



Best results come up as a result of comprehensive work done in collaboration of experts from different disciplines and public. Do not hesitate to ask for experts' opinions; but avoid becoming dependent on them in the process as well. Even if there are possibilities to do mistakes, provide public with the opportunity to develop necessary capacity by letting them to take place in the process 'shortly but often'.

Progress in the right pace



Hurrying could bring up problems. On the other hand, having no deadline could result with everything piled up. Allocate enough time for the process but avoid overextending it and disappointing inhabitants. Keep track of the process regularly in order to make sure that right steps are taken and goals are realized. Completing three stages is usually a long process. If a break is necessary, do not start again from the very beginning but from the point you left. Regular revision is very important to keep acceleration and participation.

Follow, share



A frequent mistake done in participation is the mismanagement of sharing processes. Share generated principles and project suggestions with inhabitants, receive feedbacks and be ready to revise the project.

How Should I Choose the Right Method



Use this toolkit

All of the 'Research', 'Participation' and 'Design' methods existing in this toolkit have been experienced examples. Make use of these methods. Take local dynamics into account while implementing those methods.

Work in the field

Try to operate your participative planning practices in the field at every possible situation because field studies make the progress easier for everyone. So, a bridge could be established between concepts and realities.

Improve your own technique

Modify the process and participation methods according to how conditions develop. Avoid inflexible methods and strategies. You can change the methods and the questions in the method cards by considering local differences.

Develop a method and a strategy specific to each neighborhood. Develop your own methods by taking local characteristics, dynamics, traditional building, cultures, climates, and development conditions etc. You can create your own method by combining different methods.

Visualize



People participate in the process more actively if information is presented with an impressive visual language. The reason for an unaccepted project or why there is a negative attitude towards a good project is usually its misunderstanding by people. Therefore, in necessary conditions do not avoid using methods like graphic, map, illustration, cartoon, sketches, photomontage and modeling. In order to make the participation process more visual, make use of flip charts, post-it notes, colorful marks and posters effectively.

Improve the local capacity



Develop local skills and capacity for long-term social sustainability. Communication and cultural activities are very important for capacity making. Encourage the inhabitants to take initiative in research, participation and design processes, determine the roles and distribute the responsibilities.

What Should I Consider While Organizing Events



Prepare for the event beforehand



Put adequate time and effort to get prepared before all events. Include all interested people and institutions; make sure you prepared all necessary materials for the activity at least one day in advance. Check whether the place is going to be adequate or not and the necessary materials one day in advance.

Record and document



Make sure all activities are visually recorded in a proper way and archived (photograph, video, notes about decisions etc.). Thus, you can follow who is involved in the process and how.

Since data collected would be a lot at the end of each stage, you could get lost in it. Therefore, organize and interpret your research and finding while they are still new.

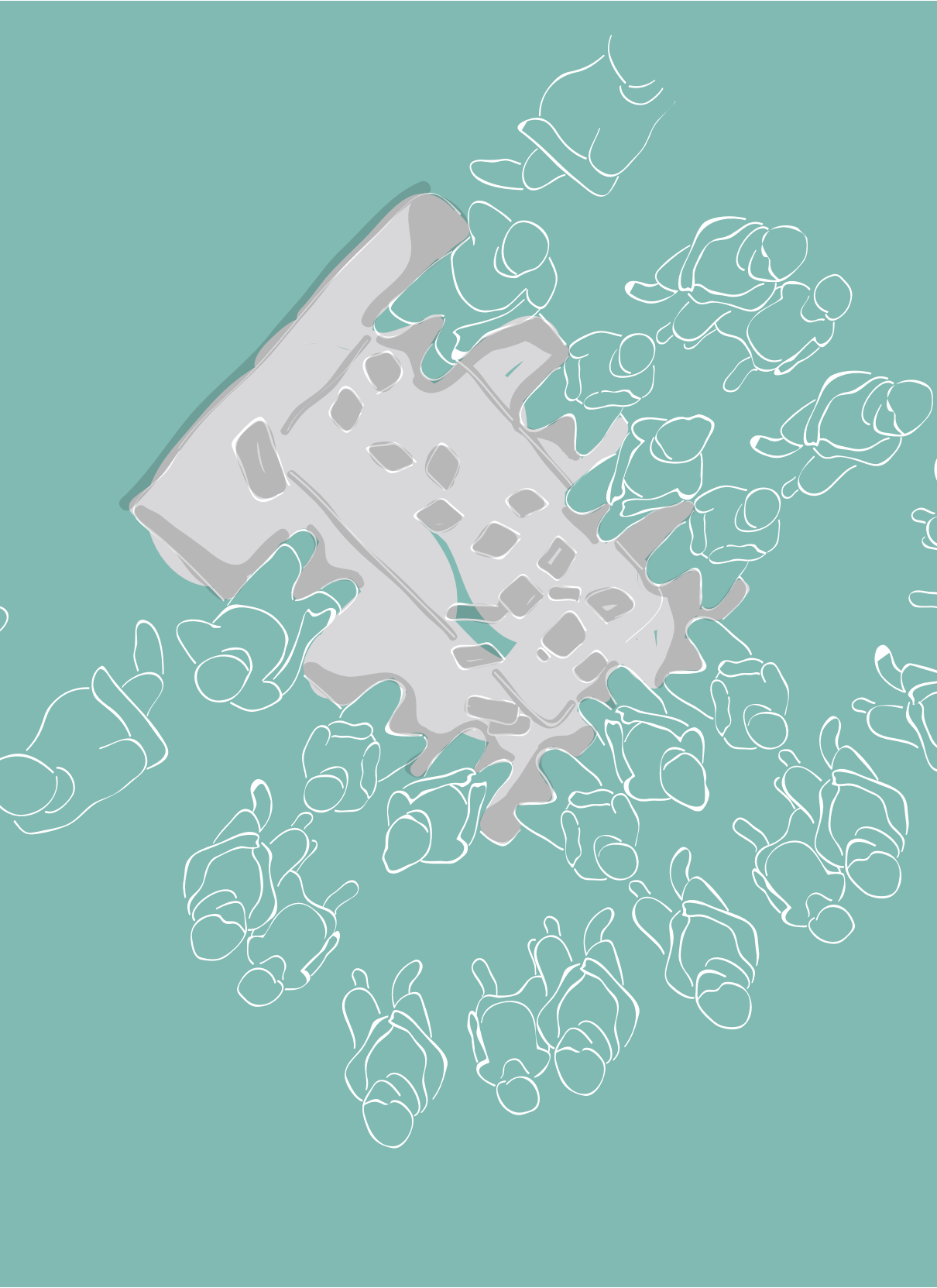
Use local skills

Utilize the skills and the expertise of inhabitants. Assign them with active duties in events and organizations, and provide them with the chance to develop their capacity. So, the events would be more successful in the long-term.

Apply to people who ease the process

Managing the group activities actively is a pretty tough quality. If there are no experts enabling the process, powerful people or people expressing themselves easily could become dominant in it. This situation could make equal right to speak in events harder. Especially in an event with broad participation, make sure that people executing the event are qualified to make the participation easier.





Part.03

What Has Been Done?



Social Impact Responsive Design Process - Gaziantep

Aim

Aim of the study is to get needs and expectations of the neighbors who live in risk area and encourage all stakeholders that are directly or indirectly affected by urban transformation risk areas (according to Law 6306), to participate in design process and thus determine design principles together.

Method

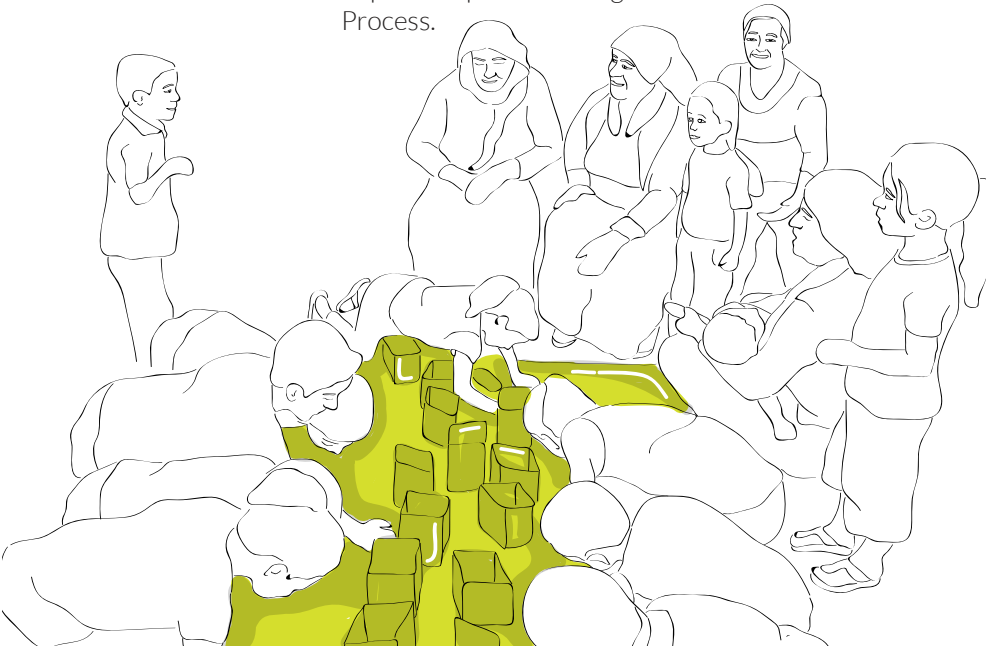
As part of the Sustainable Cities Program, 'Urban Design Charette Assignment' developed under the cooperation of The World Bank and The Ministry of Environment and Urbanization.

In order to create human oriented and participant design processes, Kentsel Strateji developed Social Impact Responsive Design Process.

01
Understand
the place and people

?

Possible Impacts



Ref.: Urban Design Charette Method, Gaziantep Social Impact Responsive Design Process, World Bank, Ministry of Environment and Urbanization, Kentsel Strateji, 2014

4 Steps for Social Impact Responsive Design Process



Process

'Social Impact Responsive Design Process' is developed in four stages.

1. **Understand** place and people
2. **Perceive** current life
3. **Empathy** with local people
4. **Share** with actors



BUILDING




Intention of the designer is to...




Today

... understand **current physical conditions** of buildings and quality of life standards.



Tomorrow
(after the project)

... get opinions about **current regeneration projects** and their **expectations** from the new life.



Comparison
(between today and tomorrow)

... raise awareness about possible **changes on buildings** and **impacts on life**.

Questions to local people;



What are the positive and negative sides of your building?

Why 'high-rise buildings' are being considered as more attractive?

Can you imagine yourself living in a high rise building and compare differences with current building?




STREET




Today

... understand current **street use habits**.



Tomorrow
(after the project)

... learn users opinions about **possible street typologies**.



Comparison
(between today and tomorrow)

... raise awareness about the positive and negative sides of **narrow and wide** street typologies.

Why do you sit on the street?

If there is urban regeneration, roads will be changed, widened, then where are you going to sit?

What are the advantages and disadvantages of narrow and wide roads?




NEIGHBORHOOD




Today

... understand neighbourhood **characteristics and dynamics**.



Tomorrow
(after the project)

... learn opinions about the **new lifestyle** expectations.



Comparison
(between today and tomorrow)

... raise awareness about the **change** on their current life habits.

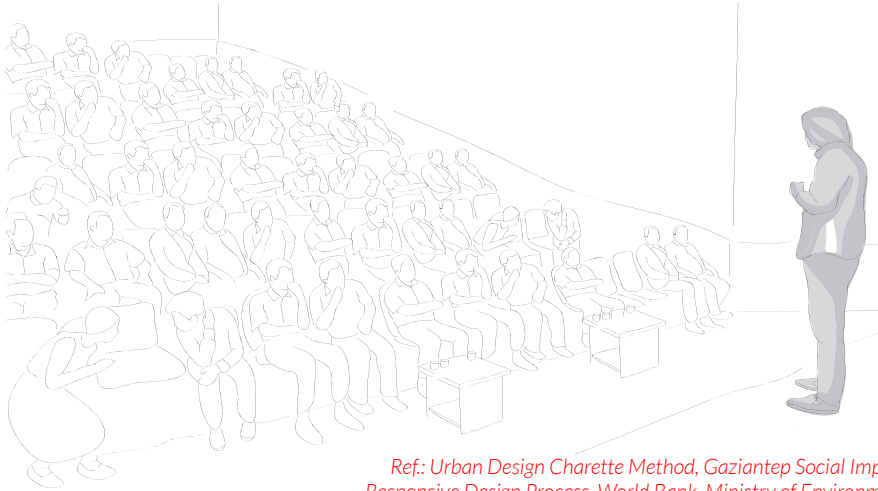
For how many years you are living here? Can you tell a little bit about?

Imagine the new neighborhood. How would you spend your time?

What kind of urban regeneration process should take place?

02. Participation

In order to understand the city and expectations of several project actors, Future of Gaziantep Workshop was organized.

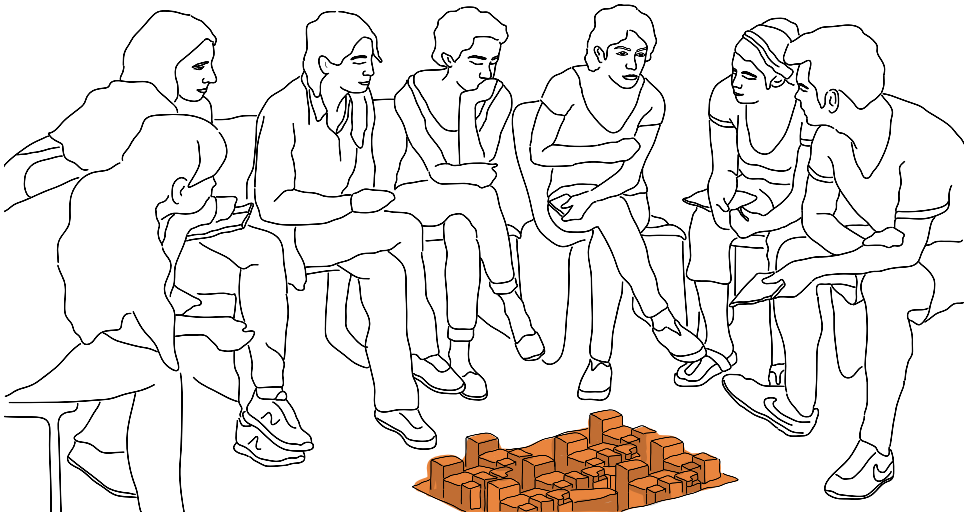


Ref.: Urban Design Charette Method, Gaziantep Social Impact Responsive Design Process, World Bank, Ministry of Environment and Urbanization, Kentel Strateji, 2014

Outcome; Spatial Strategy Plan

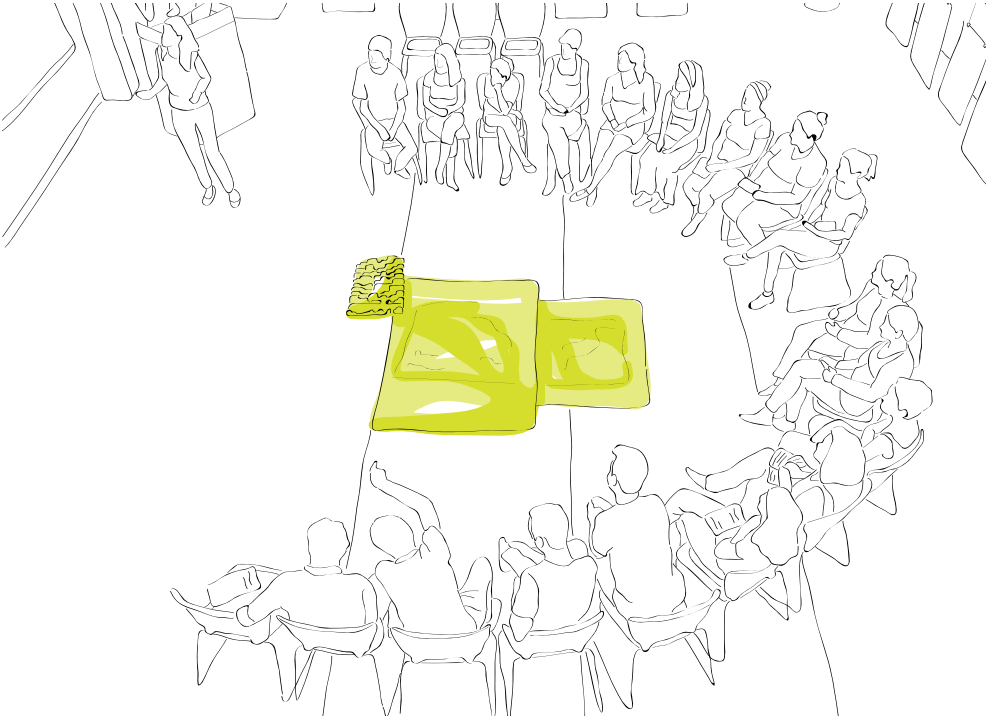
03. Design

In the design phase, several designers came together in creative workshops and findings of the site visits and workshops are transferred into design principles and solutions.



Ref.: Urban Design Charette Method, Gaziantep Social Impact Responsive Design Process, World Bank, Ministry of Environment and Urbanization, Kentel Strateji, 2014

Outcome; Good Design Principles for Building, Street and Neighborhood



Ref.: Urban Design Charette Method, Gaziantep Social Impact Responsive Design Process, World Bank, Ministry of Environment and Urbanization, Kentsel Strateji, 2014

TAK Model (Design, Research, Participation) TAK Atelier

What?

TAK, which was established by Kentsel Strateji, in collaboration with municipalities, brings designers and residents together.

TAK is a creative innovation space that welcomes citizens, designers, volunteers, students and supporters establishing national and international collaborations to create ideas and products for public good. As an independent organization, it creates programs and projects based on volunteering and collaboration with the contribution of a variety of designers from different disciplines.

The main principles of TAK are:

Design; rising the quality of life and places

Research; finding solutions with the help of information and research

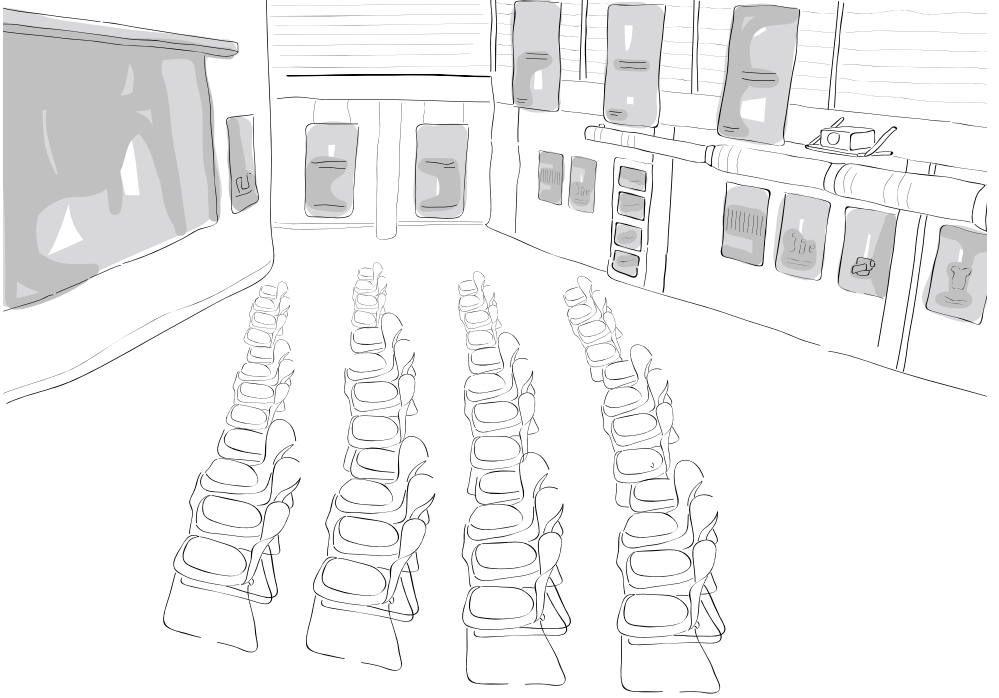
Participation; expectations and ideas are shared

Why?

TAK establishes design processes that are sensitive to social conversions and evaluates urban problems. The programs of TAK should be developed with respect to local needs, social and cultural identities and their differences and cultural heritage.

The guiding principles of TAK's events and programs are:

- **Power of Design;** Solving problems via design tools
- **Strategic Design;** Creative ideas, applicable designs
- **Idea Sharing;** Gathering volunteer and professional designers together
- **Experience Sharing;** National and international collaborations
- **Participatory Ideas;** Contribution of the citizens in project processes by means of ideas and design
- **Meeting;** The convention of designers from different disciplines
- **Enterprising Designers;** Knowledge and entrepreneurship
- **Raising Capacity;** Accessible education and knowledge
- **Creative Collaborations;** Innovative sectors
- **Social Capital;** Developing space, inventing employment



Ref: TAK Kadıköy, Yeldeğirmeni, Kentsel Strateji, Kadıköy Municipality, 2013

With whom?

Innovative and creative ideas meet design in TAK with the help of;

- Local people who have ideas,
- Designers who have creativity,
- Volunteers who have skills,
- Students who say I have future,
- Supporters who have abilities.

How Does It Work?

1st Step: Idea Basket; Ideas and suggestions of the local inhabitants are discussed via the participatory events and programs of TAK. Their ideas and expectations are collected in the idea basket of TAK.

2nd Step: Program Balloons; Priorities and demands of locals are categorized into the themes of Research, Participation and Design.

3rd Step: Open Calls; Programs are announced with the principle of volunteering for designers and the public.

4rd Step: Generating Ideas; the municipality, designers and the public come together via workshops, events and programs in TAK or neighborhoods.

5th Step: Introductions; Ideas are turned into projects by designers. The products are introduced to the public and the municipality.

6th Step: Appreciation; Program and projects are appreciated by locals and participants.

7th Step: Implementation; The municipality and/or supporters implement the adopted projects.

The Organization of Space

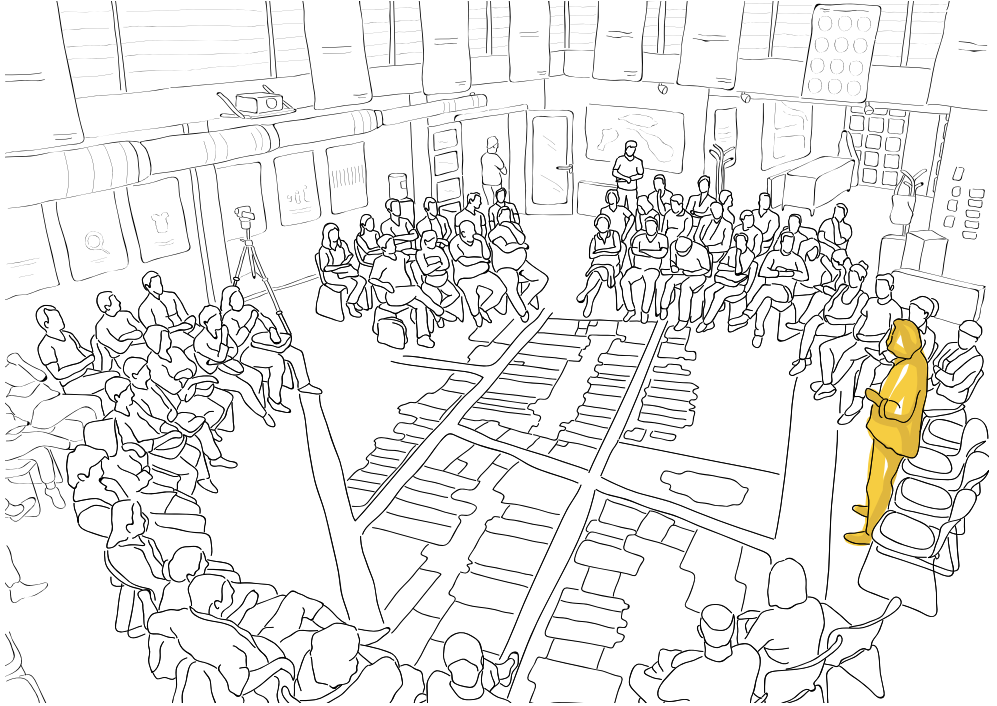
The foundation of place, organization, programs and team would take around six months plan of action. Different workshops are organized by relying on:

- Event place for the wider participation (presentations and workshops)
- The working space of TAK team
- Open working space
- Meeting room
- Modeling atelier
- Portable tables and chairs for various workshops

Experiences, Suggestions

The TAK Atelier should be found in a place that is accessible for wider public participation and it should be operated as an open office space.

The yearly working plans of TAK should be prepared in accordance with local authorities. Since its operation takes long term planning and actions, the founding, management and operation processes should also be parallel to local authorities' working plans.



Ref: TAK Kadıköy, Yeldeğirmeni, Kentsel Strateji, Kadıköy Municipality, 2013

Case Study.02

TAK Model (Design, Research, Participation)

TAK Kondu

What?

TAK Kondu, which is established by Kartal Municipality and Kentsel Strateji, brings designers and residents together.

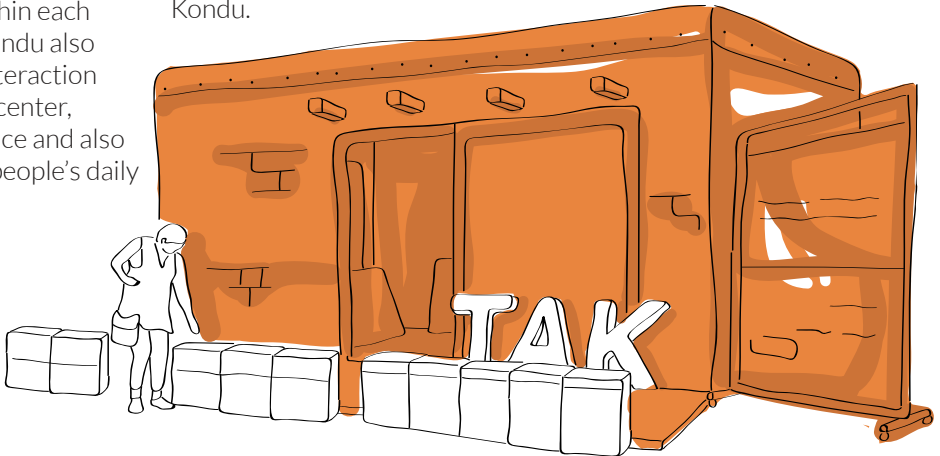
TAK Kondu is a portable and extendible modular unit that land on the neighborhoods. It is a meeting point of the designers and local people in order to discuss the expectations and ideas among and within each group. TAK Kondu also serves as an interaction point, training center, production space and also a part of local people's daily life.

Why?

TAK Kondu stands for the idea that it compensates for where the TAK Atelier fails to reach so that local inhabitants can easily adopt and reach designers within their own neighborhoods. It provides with not only research, participation and design opportunities but also social and artistic production and sharing can be maintained via TAK Kondu.

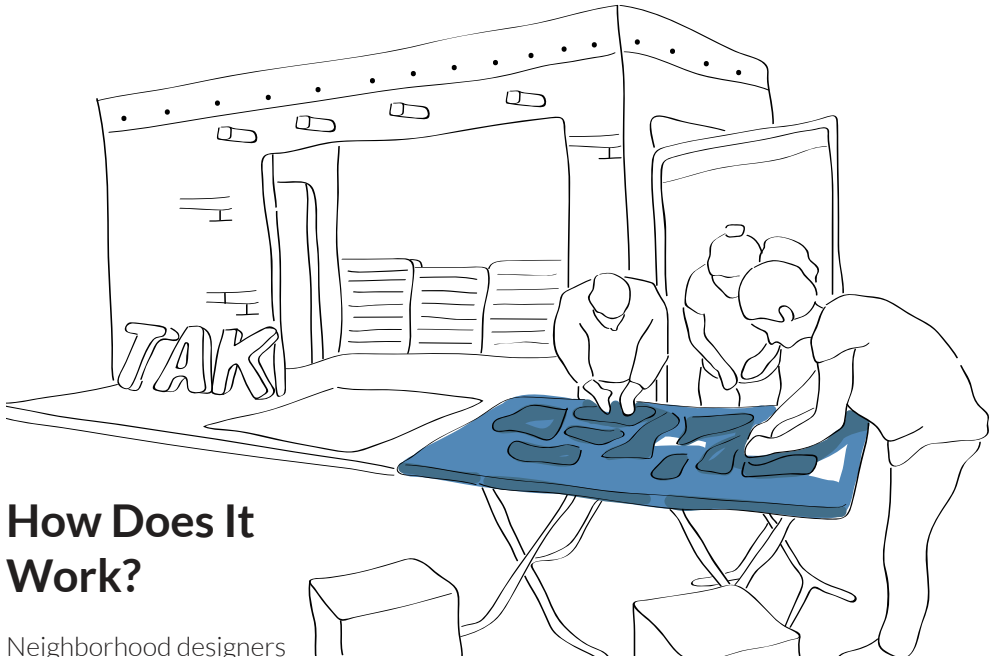
With whom?

TAK Kondu is the places that the designers and the locals use. Neighborhood designers should have enough knowledge for giving answers to local people's questions and they should also develop good relations with locals as well as coordinating the events and projects.



Ref.: TAK Kartal, TAK Kondu, Kentsel Strateji, Kartal Municipality, 2015

TAK Kondu can involve various expertises like architects, planners, environmental scientists, engineers, artists and project managers. TAK Kondu should cooperate with other volunteer organizations that also aim to operate in the neighborhoods.



Ref.: TAK Kartal, TAK Kondu, Kentsel Strateji, Kartal Municipality, 2015

How Does It Work?

Neighborhood designers should be selected from the locals if possible and they should always be reachable.

TAK Kondu should provide with information and event calendar in neighborhoods.

Design, Research and Participation methods can be implemented in TAK Kondu places.

It is suggested that TAK Kondu are landed on the neighborhoods where social infrastructure are unavailable. It can land on the best known squares, parks. The place of TAK Kondu can change in systematic periods. The structure is built by designers and craftsmen via participatory design implementation events.

The Organization of Space

The equipments should be available for the TAK events; computer equipments, projector, enough chairs, table, stationery etc.

Electricity, internet, water and sewage infrastructures should be provided or should be available nearby. The service of free drinks can help to increase the use of the place.

TAK Kondu is modular, dismantlable and easily assembled. They can be made of composite materials.

Experiences, Suggestions

Local people should be communicated and kept informed before the TAK Kondu is landed on the neighborhood. The implementation of its structure should be done with locals.

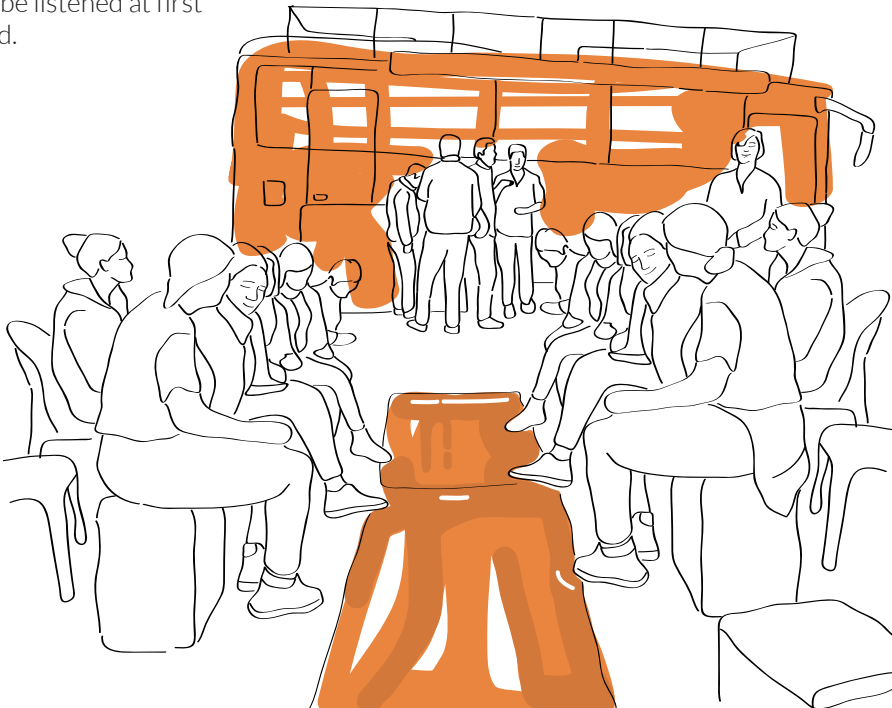
TAK Model (Design, Research, Participation) TAK Mobile

What?

TAK Mobile which functions similar to TAK Kondu is a vehicle. These mobile ateliers bring together inhabitants and designers in neighborhoods so that local problems, ideas and expectations of inhabitants can be listened at first hand.

Why?

TAK Mobile widens the impact area of designers. Since it has technical infrastructure like electricity, internet etc., participations activities become much easier. TAK Mobile enables to compensate the inabilities of neighborhoods in terms of technical infrastructure like equipments of presentation, sound systems, meeting space etc. It is useful especially when there is a need to organize the same event in many different neighborhoods.



Ref.: TAK Kartal, TAK Mobile, Kentsel Strateji, Kartal Municipality, 2015

With whom?

TAK Mobile is used both by the local people and the designers. People from different expertise can involve in the team. An architect, a planner, an environmental scientist, an engineer, and an artist can be the project coordinator. TAK Mobile should cooperate with local voluntary organizations.

How Does It Work?

TAK Mobile is an important tool for providing with technical infrastructure for participatory events in neighborhoods which are not able to provide with that infrastructure. The level of participation can be increased by announcing the events in neighborhoods in advance.

TAK Mobile can be used for exhibition, presentation, workshop, cinema, meeting or other social purposes during the 'Design', 'Research' and 'Participation' phases.

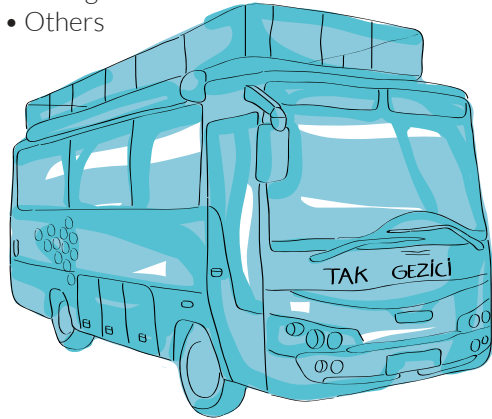
The Organization of Space

TAK Mobile is a vehicle which can be transformed from an old bus or container. The size and character of the vehicle can change according to its using purpose.

The outside of vehicle should be designed with the purpose of increasing interaction with the inhabitants. Graphic design, black board and drawings can be used.

The tools and equipments that can be used inside of TAK Mobile are:

- Computer
- Internet and electricity infrastructure
- Drawing Board
- Exhibition panels
- Large papers and pencils
- Table
- Screen and projector
- Portable chairs (20-30)
- Modeling equipments
- Storage space
- Photo camera and video camera
- Storage
- Others



Ref.: TAK Kartal, TAK Mobile, Kentsel Strateji, Kartal Municipality, 2015

Experiences, Suggestions

TAK Mobile can also be used to communicate the ideas and projects to farther neighborhoods as well as public voting.

Vision Atelier Urban Vision Platform

Why Was It Established?

- To rethink cities.
- It has been established in cooperation of NEF and Kentsel Strateji companies for developing new planning approaches and models in the neighborhood, urban and region scales in cooperation with public, private and civic sectors.

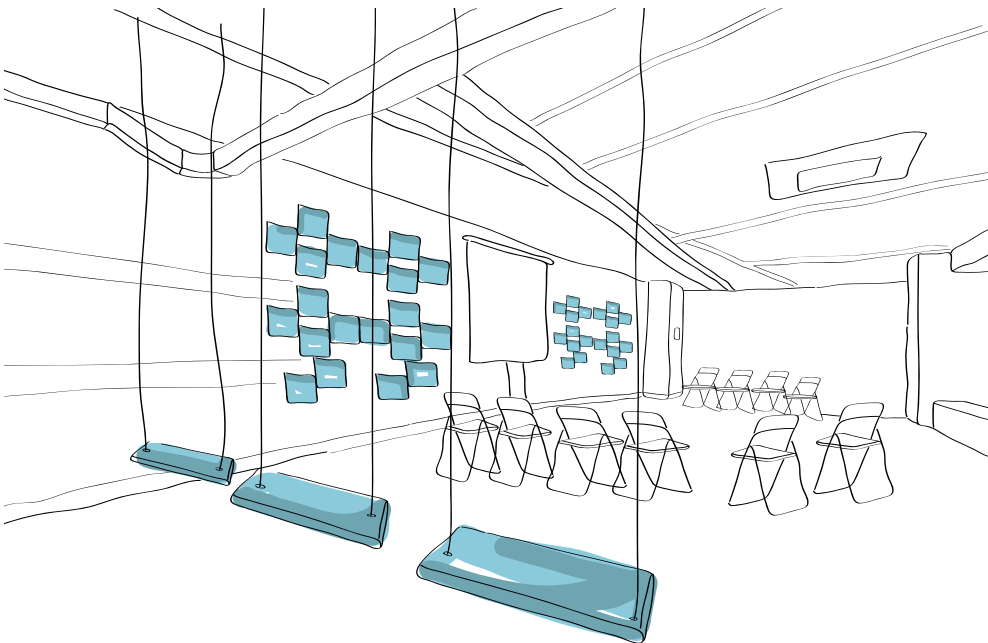
How Does It Work?

By creating medium for participatory cooperation based on programs and vision network.

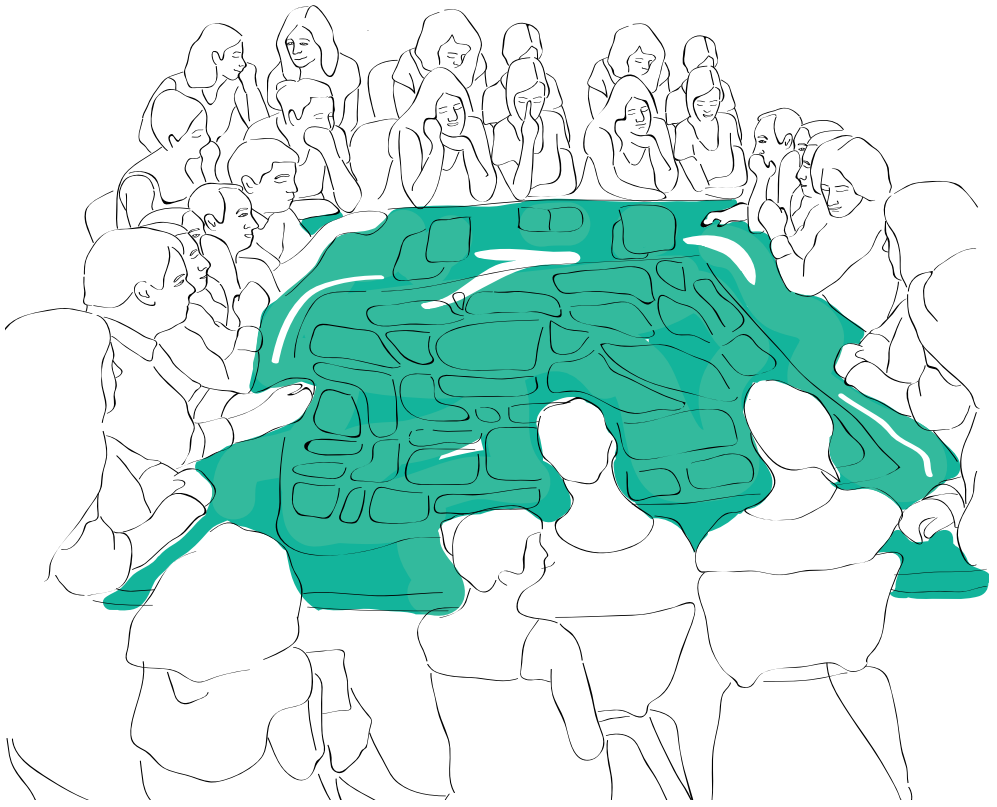
1. All Together; Joint and Accumulative

Individuals; Students and Experts (planning, design, sociology, economy, law etc.)

Sectors; Public, Private Sector, NGOs, Universities
Institutions; Ministries, Municipalities, Chamber of Commerce, Universities



Ref.: Vision Atelier, Urban Vision Platform, Kentsel Strateji, Nef, 2015



Ref: Vision Atelier, Urban Vision Platform, Kentsel Strateji, Nef, 2015

2. Themes and Programs; Open Calls

Themes; Vision, Design, Social Impact

Programs; Urban Models, Planning Approaches, Social Impact Responsive Design

Scale; Region, Urban, Neighborhood, City, Building

3. Participation and Solution; Meetings

Workshops; Strategic Meetings

Activities; Public participation

4. Vision Network; From Discourse to Action

Designer's Network; Students and professionals

Urban Network; Public administration (Central and Local), NGOs, Universities

Project Network; Experiences

Entrepreneur's Network; Local entrepreneurs

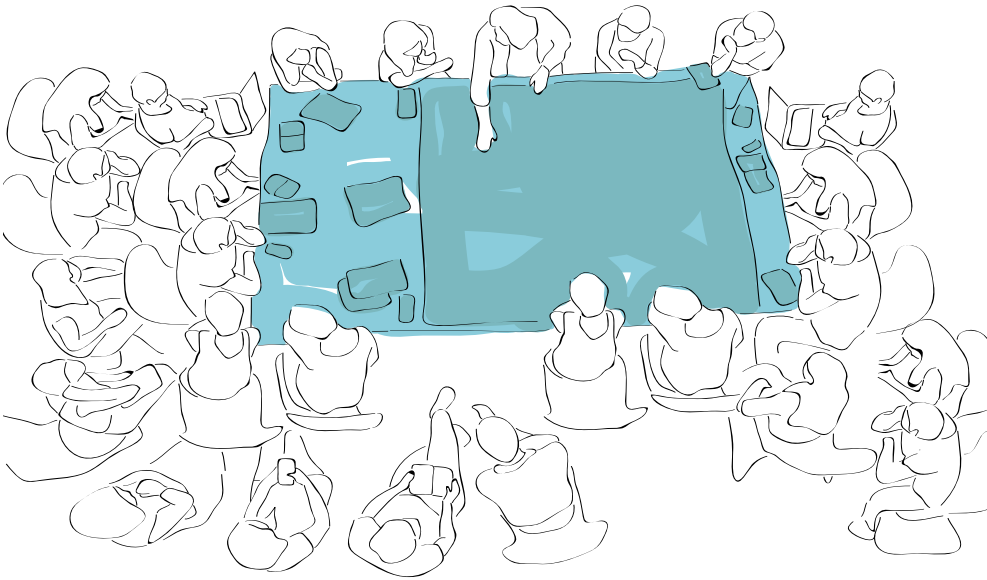
What Are the Impacts? Venues in the Atelier

- Creating difference and awareness
- Strategic and tactic thinking
- Interdisciplinary cooperation
- Opportunities for jobs and startups

Swing: Oscillating ideas

Staircase: Producing ideas

Stairs: Sharing results



Ref.: Vision Atelier, Urban Vision Platform, Kentsel Strateji, Nef, 2015

Programs

81Cities 81Visions

Aim; Preparing roadmap for cities to reconfigure them according to vision and action framework

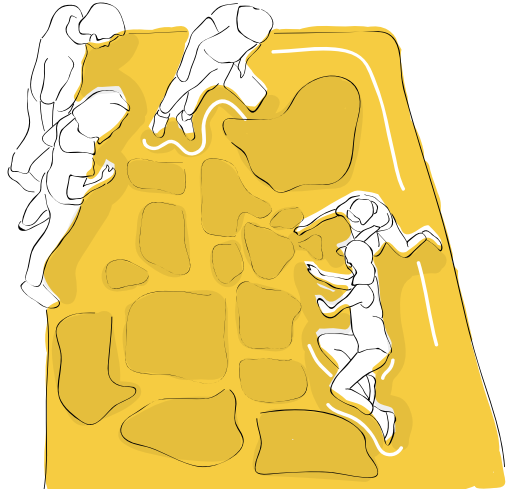
Outcome; 81 Vision Plans



39Cities 1İstanbul

Aim; Turning the strategies which will be the base maps for development plans of Istanbul into urban spatial schemes.

Outcome; İstanbul Spatial Development Strategy Framework



Ten Projects Tens Of Impacts

Aim; Analyzing impacts of urban transformation projects on people and space, and minimizing those impacts by doing social impact analysis.

Outcome; Social Impact Assessment (SIA) Guide



Neighborhood Guidebooks

Aim; Developing regeneration strategies together with the project affected people and designing new neighborhood by using the strategy of Axes, Node and Pattern.

Outcome; Neighborhood Design Guidebook

Ref.: Vision Atclir, Urban Vision Platform, Kentsel Strateji, Nef, 2015

Case Study.04

3x3 Design Workshop - Denizli

3 Design Areas, 3x3 Designers, 3 Workshops

Aim

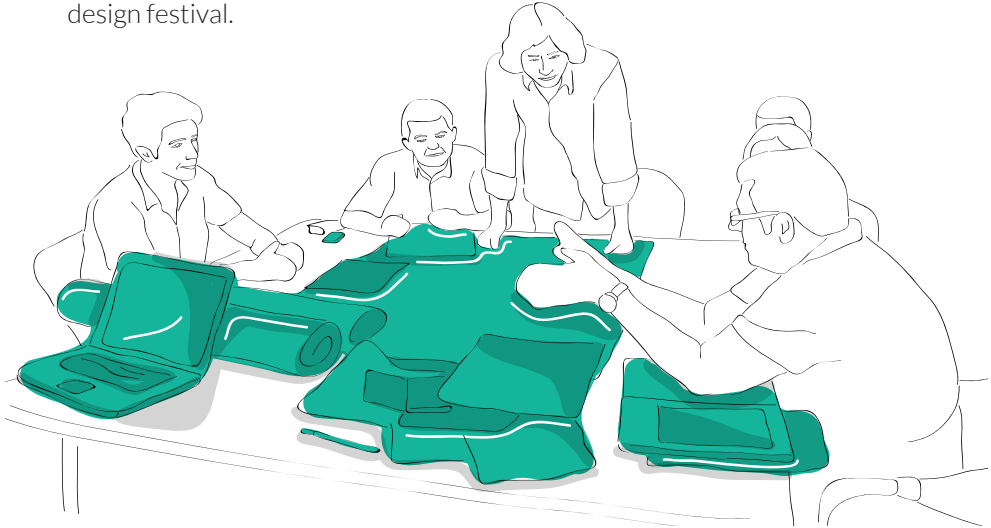
Aim is to offer an insight by developing innovative ideas with different designers on potential areas that can contribute to urban transformation processes in cooperation with public, private sectors and civil society.

This is composed of main targets such as:

- To bring up a new vision on project and urban scales,
- To generate connection between strategy and design,
- To create medium for project democracy and design festival.

Approach

Approach is to make use of different ideas as **'adoptable'** designs through **'planning and design principles'** which are discussed in **'participative'** mediums and arrived at 'consensus'.

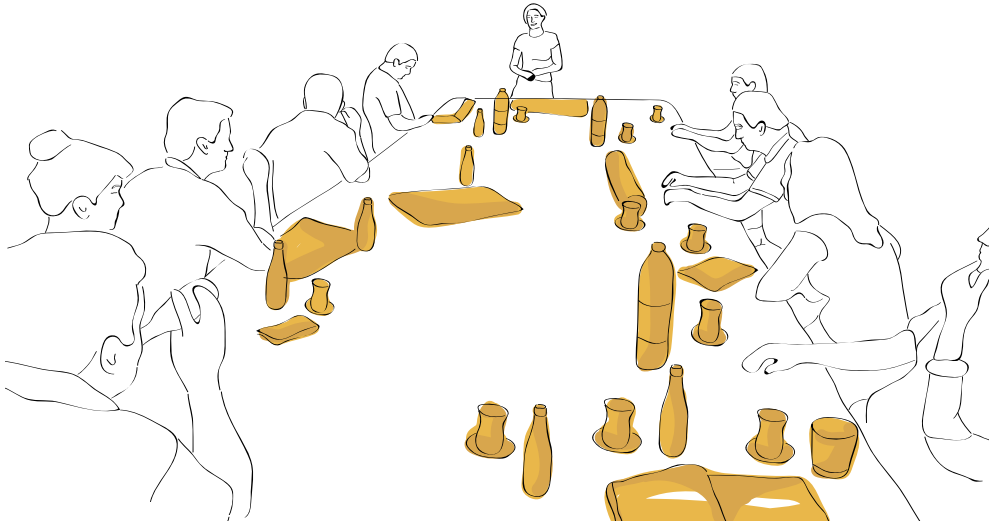


Ref.: Denizli 3x3 Design Workshop, Kentsel Strateji, Denizli Municipality, 2012

Method

It is having adoptable designs, which are created on the basis of planning and design principles agreed upon, by discussing different ideas in participative workshops.

- 3 project areas are determined in collaboration with representatives of public and private sectors and NGOs.
- 9 local, national and international designers participate in design process.
- 3 workshops are organized in the processes of determining project areas, planning and design principles and bringing up adoptable design.



Ref.: Denizli 3x3 Design Workshop, Kentsel Strateji, Denizli Municipality, 2012

3x3 Designers

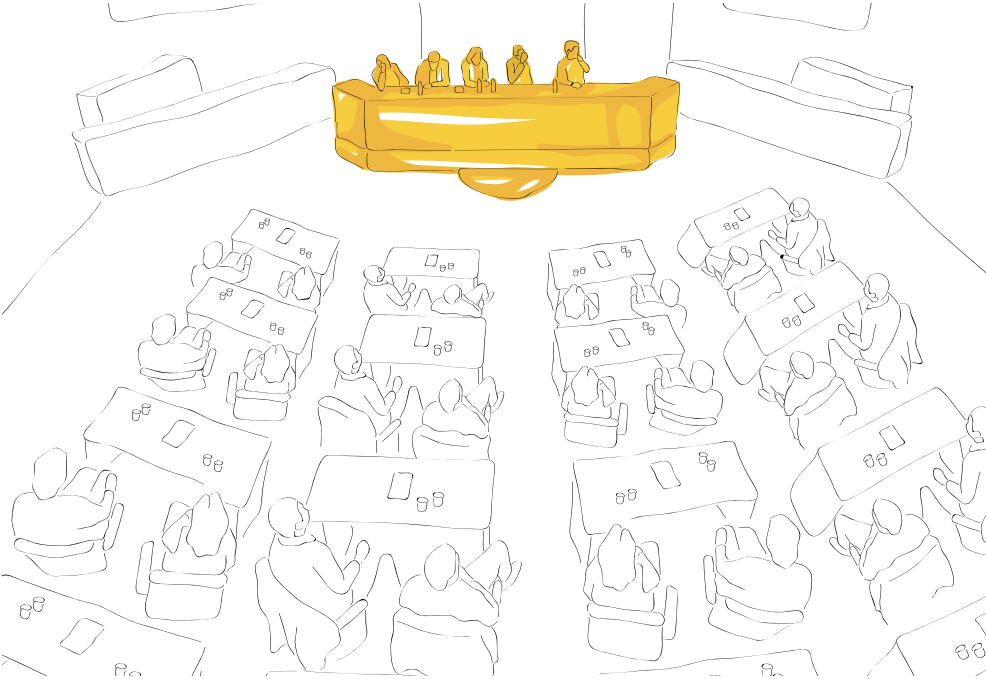
For each area 9 designers in total composed of

- 3 Local,
 - 3 National
 - 3 International
- participate in the process.

3 Workshops

In the process of determining design areas, planning and design principles and adopted design;

- 1. Urban Strategy Workshop (Vision, Strategies, Expectations)
- 2. Strategic Design Workshop (Strategies and Design Principles)
- 3. Decision Workshop (Suggestions and Voting for Adopted Project) are done.



Ref.: Denizli 3x3 Design Workshop, Kentsel Strateji, Denizli Municipality, 2012

1. Urban Strategy Workshop

The Urban Strategy workshop is organized. Public, private and civil sectors are brought together in order to determine the project areas and the visions and expectations.

2. Strategic Design Workshop

Strategic Design Workshop is organized with technical experts and designers; strategies and design principles are discussed for each project area.

3. Decision Workshop

Outcomes of 9 designers are presented in a workshop with broad participation composed of public, private and civil sectors. The adopted projects are discussed and voted by a civil committee.

Selection

Designs in the level of Concept Projects are evaluated by

- Civil Board (Public, private and NGO representatives, 50 - 70 people)
- Technical Board (Technical Experts, Technical Administration of Municipality)

Both of the boards vote for adopted design(s). Decision to implement the project or not belongs to the municipality.

Duration

3x3 Strategic Design Program is 3 months in total.

Expectations from Designers

Every designer should produce for his/her project area following outcomes independently;

Strategic Framework for Spatial Development

- Vision
- Strategies (functions, height, density)
- Scenarios
- Integration of City and Project

Product: Report and diagrams (without scale)

Strategic Design Project

- Strategic Design Principles
- Identity and Image
- Variety and Form
- Innovative Methods

Product: Design Booklet (A4, diagrams, designs and visuals)

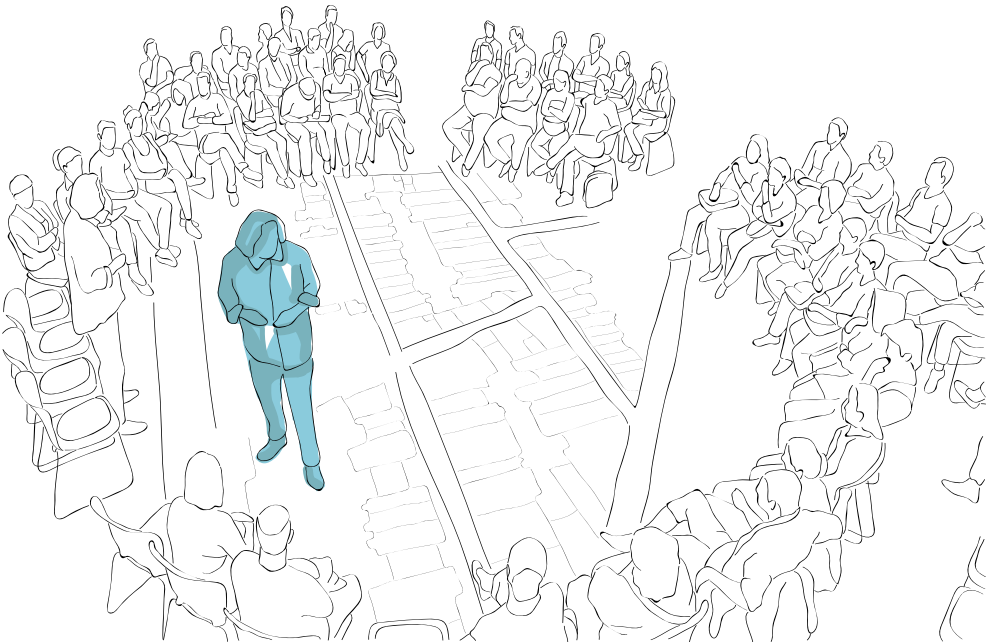
Design (1:500)

3D Visuals (A0)

Empathy Meetings Kadife Street

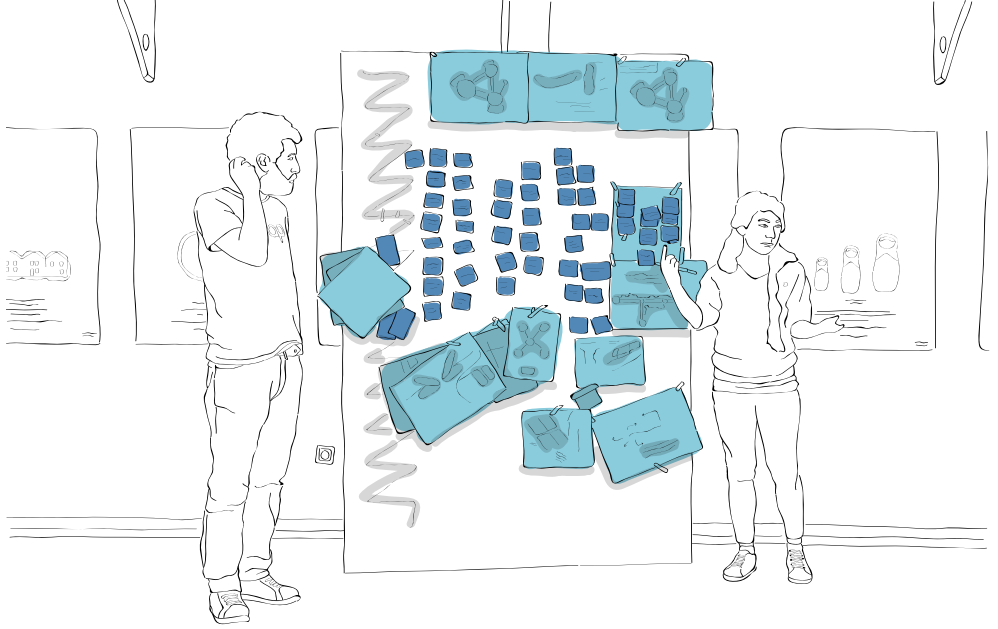
The problems stemming from overuse of Kadife Street in evenings and at nights were identified. In this manner, a new process was started by TAK Kadıköy in order to develop agreed solutions.

The residents, shop owners, street users, the mukhtar of Caferaga neighborhood, municipal officials, designers and sociologists met in meetings and workshops.



Ref.: TAK Kadıköy, Kadife Street Empathy Meetings, Kentsel Strateji, Kadıköy Municipality, 2014

The question of 'how can we trigger social and physical change via design?' was discussed, and the topics of new ideas, suggestions for solution, physical interventions and legislative regulations were arrived at consensus.



Ref: TAK Kadıköy, Kadife Street Empathy Meetings, Kentsel Strateji, Kadıköy Municipality, 2014

1. Meeting for Informing

Active Participants: Local inhabitants, designers

2. Problem Identification Workshop

Active Participants: Occupants, managers, users, mukhtar

Passive Audience: Designer, municipality

3. Design Workshop

Participants: Designers

4. Evaluation Workshop

Participants: Solution group, designers, municipality

5. Street Meetings

Municipality information meeting

Ten Projects, Tens of Impacts

'Ten Projects Tens Of Impacts' is a program which has been initiated by Urban Vision Platform in order to determine impacts of the current urban regeneration projects on space and life and to bring Social Impact Assessment (SIA) Reports which aims to alleviate the negative impacts of the projects into question.

Why

Identifying Urban Regeneration Projects';

- negative impacts on people and places
- process management for impact mitigation

How

STEP 1; Ten Project Areas

- Different neighborhoods
- Different project phases
- Different legislative frameworks
- Different cooperation models are determined.

STEP 2; Ten Teams

- Each project area is investigated via a team which is formed by a researcher, a communication professional and a local inhabitant.

With Whom?

- Researchers should be students or experts from the fields of sociology, urban planning, urban design and architecture.
- Local inhabitants should also be included in the teams.

Working Organization

- Researchers conduct both desk research and fieldworks. They focus on social impact assessment and analyze the impacts on people and places.
- Communication professionals develop a simple and understandable language that helps to communicate outcomes of field research and local expectations.
- Local inhabitants inform the team about the local knowledge and expertise, and bridge the gap between the local people and the team.

Program is made of 7 steps:

1. Ten Project Areas:

At first stage ten urban regeneration areas, which are in different phases and located in different locations of Istanbul, managed under different laws have been selected.

2. Ten Groups: Groups have been formed with at least three people to be composed of researcher, visual communication designer and inhabitant after an open call.

3. Four Workshops: Work groups created the content of the study by gathering in different activities, shared their experiences and analyzed the social impacts. In that framework;

- a.Content Workshop
- b.Experience Workshop
- c.Communication Workshop
- d.Commonisation Workshop

have been done.

4. Field Work:

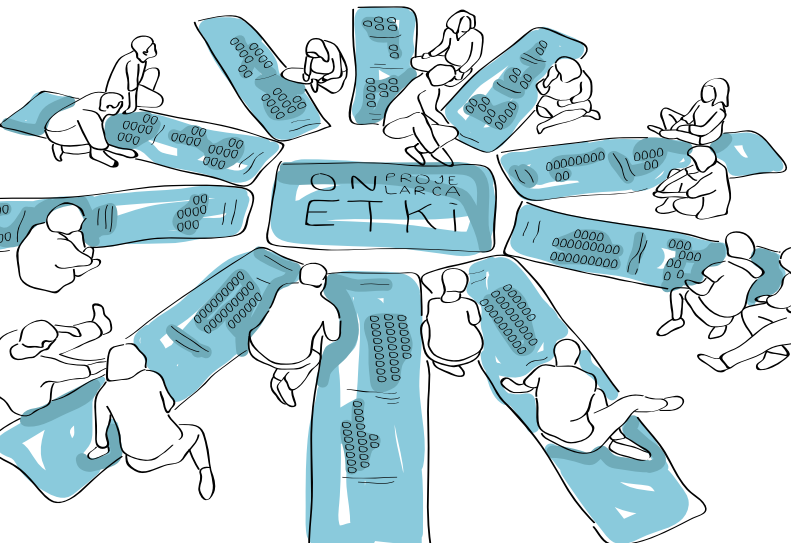
Observation and in-depth interview have been done. The impacts on life and space and the perceptions regarding the regeneration have been investigated. Medium of interaction has been created through activities, games, and chats on street.

5. Reporting: Teams prepared reports by using also methods like research, face-to-face interviews, field experiences, photographs and graphics. Different report contents have been developed for different areas and all the reports have been transformed into a common form in the 'commonisation workshop'.

7. Preparing SIA

Toolkit: The SIA Toolkit for evaluating urban regeneration projects has been prepared by considering research results, fieldwork experiences and national and international examples.

6. Commonising: Themes and impacts that have been brought up by group works were commonised under the titles of 'Life' and 'Space' as being analyzed.



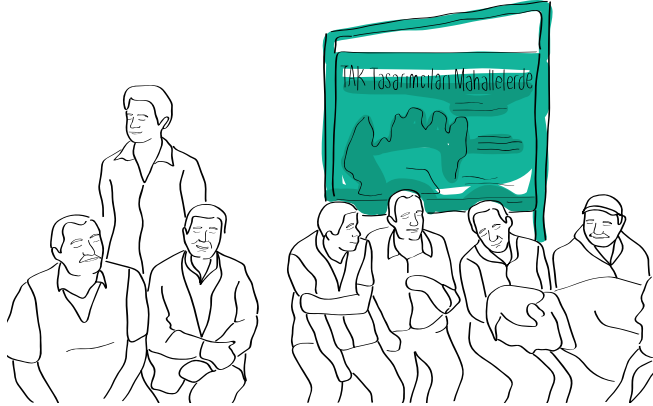
Ref.: Vision Atelier, Urban Vision Platform, Kentsel Strateji, Nef, 2015

Designers in the Neighborhood TAK Kartal

TAK Kartal designers organize Street Workshops with inhabitants and designers in Kartal's streets. Aim is to find the ways of exploring and solving problems together by following participative planning and design thinking approaches; in other words, experiencing Design Process together.

What Do We Do? "Social Impact Design"

We experience the management of Research, Participation and Design processes together with inhabitants and designers.



Ref.: TAK Kartal, Esentepe Street Workshop, Kentsel Strateji, Kartal Municipality, 2015

Why Do We Do?

We do it in order to explore problems and solutions together with inhabitants.

How Do We Do?

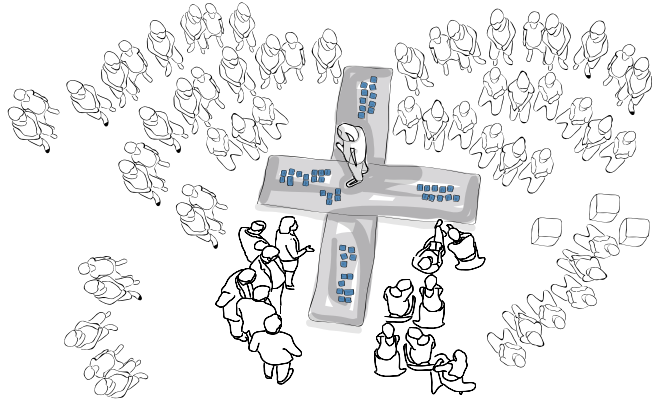
We do it by using Add (+) and Subtract (-) method in participative and joyful mediums.

Add (+) and Subtract (-) Method;

Problems are Added

The problems are determined via collective and dialogue based methods.

A 4 meter-length and + sign shaped paper was unrolled on ground. Groups of kids, youngsters, women and men sit on each corner of the + sign. More than 50 problems have been written on post-its or drip mats. Later head of each group classified the problems and commonized them.

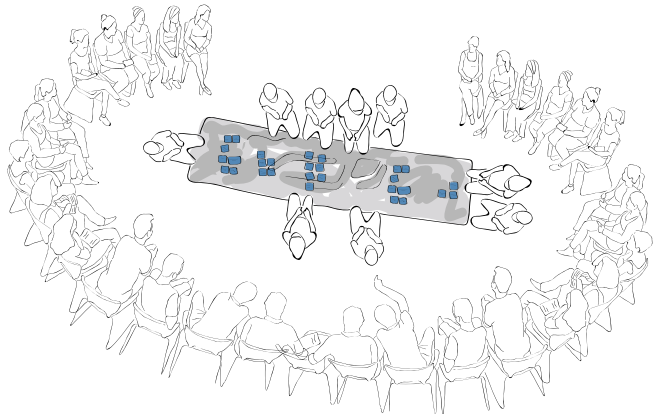


Priorities are Subtracted

Prior problems are determined by group leaders and designers together.

A 4-5 meter-length – sign was unrolled. Inhabitants sit on one side of minus sign and designers on the other, and prioritized 5 main problems by using empathy.

- 1.Planning permission
- 2.Safety
- 3.Uncertainties
- 4.Amenities
- 5.Unemployment



Ref.: TAK Kartal, Esentepe Street Workshop, Kentsel Strateji, Kartal Municipality, 2015

Suggesting Solutions

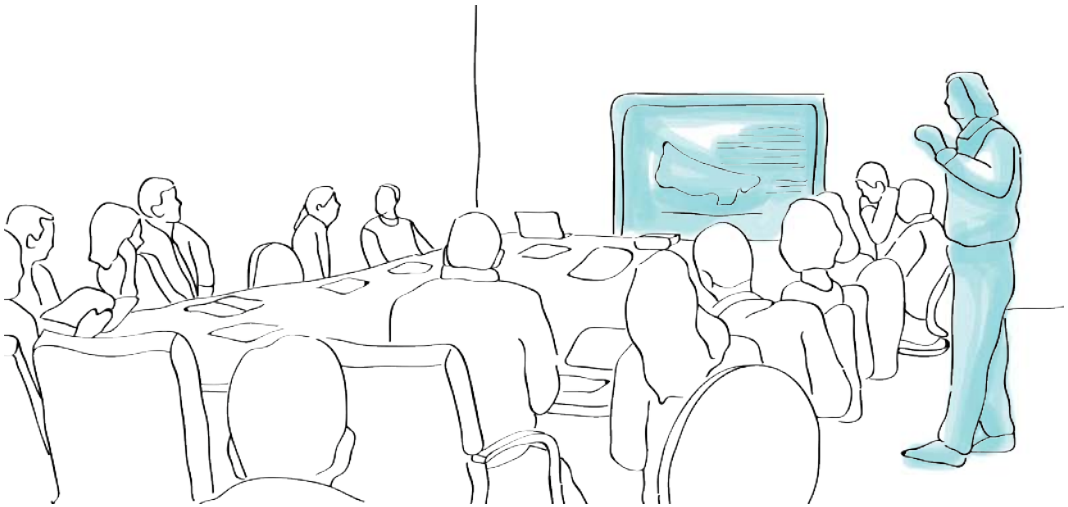
Suggestions for solving 5 problems are discussed.

In the last stage group representatives, designer and administrators from the Municipality developed suggestions for 5 prior problems. Groups (inhabitants-designers, or kids, youngsters, women, men) presented their ideas. Suggestions are written on the solution board.

3BLOCKS1BLOCK Program DESTEK Platform

What?

DESTEK (SUPPORT) volunteers have come together to redesign the living areas upon the principle of “everything should not be expected from the public sector”, under the leadership of Kentsel Strateji.



Ref.: DESTEK Platform, 3BLOCKS1BLOCK Program Call, Kentsel Strateji, 2011

Volunteers collaborate with the perspective of participatory planning approach and the purpose to provide support to local initiatives on the following fundamental areas:

- Democratic Rights
- Economic Development
- Social Development
- Tactical and Strategic Planning
- Equality Approach
- Key Actors' Participation

Volunteers are working towards the fundamental strategy of providing support to:

- local people with the message of **“develop your own project”**
 - professionals with the message of **“create your own job”**
- and establishing an applicable regeneration model.

Why 3BLOCKS1BLOCK?

The new (re)building scale should be defined to mitigate parcel-based high-density construction in urban tissue, lack of public spaces and quality of life risks.

The following innovative approaches should be established for design, finance, organization, construction and legal issues to resolve the problems brought about by urban tissue characterized by dominant “Apartment” typologies in most of our cities:

- Building Block instead of Building Parcel
- Aesthetic Building Typologies instead of Apartment Typology
- Demolish & Build instead of Build & Sell or Sell & Build
- Social Interest instead of Individual Interest
- Solid Building instead of Risky Building
- Legal Building instead of Illegal Building

3BLOCKS1BLOCK framework provides a significant potential for the following concepts:

- Design Flexibility
- Organization Capacity
- Public Space Obtainability (Open Space, Public - Building, Widening Roads)
- Urban Quality
- Land and Project Development Potential
- Finance Generation Capacity
- Entrepreneur Generation



Moreover, the following approaches and methods should be tested in urban tissue sampling projects in different districts of Istanbul for the building block based on-site regeneration model:

- Local-Based “Voluntary Organization”
- Public-Based “Development Bonus Incentive”
- Market-Based “Transfer of Development Rights”

The Scope of Development Bonus and the Distribution Scheme

Development Bonus will be granted on the basis of volunteering with the purpose of obtaining public space and providing financial support to reconstruct buildings under risk, on the below-listed topics:

- 1. Merging
- 2. Set-Back
- 3. Public Space
- 4. Parking

1. Merging Bonus

To encourage block merging in an optimum project size, new spatial and social (re)organization, and construction and finance optimization is targeted.

2. Set-Back Bonus

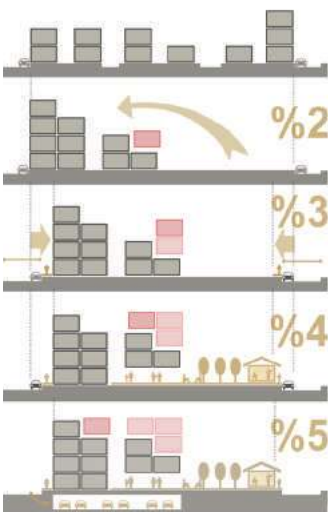
Giving incentive for giving up building set-back distances for street widening, including roads which will also be used as emergency evacuation corridors in case of disaster.

3. Public Space Bonus

Increasing the size of public spaces for education, health, cultural and social uses which are the indicators of an increased quality of life.

4. Parking Bonus

Giving incentive for creating evacuation corridors and fulfilling parking requirements within the building block.



10 Main Principles For 3BLOCKS1BLOCK

1. Urban Strategy Framework

Within the perspective of a new urban vision, frameworks should be formulated to define proposals, strategic priorities and requirements for the development of the urban form:

- For Formulating Urban Strategies for a New (Re) Organization of the Urban Form; a District Scale “Strategic Framework”
- For New (Re) Designing Spatial and Social Organization; a Neighborhood Scale “Local Framework”
- For New (Re) Strategic Design of the Smallest Urban Component; a 3BLOCKS1BLOCK Scale “Building Block Framework” should be designed.

2. Strategic Design Management

“Strategy” and “design” components are critical for managing the process of creating difference, awareness and added value for the resolution of existing problems during the process of redesigning of living areas.

- The processes of innovation, creativity, research, management, application, participation and design should be inter-linked.
- On an urban and building scale, external and internal dynamics should be evaluated for the resolution of spatial and social problems.
- Principles should be formulated and decisions should be taken for 'proper', “applicable” and aesthetic design strategies.

3. New (Re) Parcelization

Any intervention should be considered as a "re-gridding" work regardless of whether the proposed building typologies are harmonious with or radically different from the existing building typologies.

- Existing infrastructure should be taken into consideration.
- Connections (pedestrian or vehicle) with the surrounding building blocks should be reconsidered.
- Characteristics of the existing tissue to be protected should be taken into consideration. For example, the traditional street structure and culture which utilizes the first floor for commercial uses and upper floors for housing needs should not be ignored, and streets should not be isolated from commercial uses.

4. Height and Perception Strategies

The existing urban building block morphology and building typology is comprised of parcel-based, 5-6 storey buildings. Even if a new environment and typology are generated in the designs, the existing building heights should be taken into consideration given that the regeneration process will take a long time.

- A height strategy should be developed with respect to surrounding building blocks within the framework of "Podium Approach".
- Sunlight, sky visibility, the difficulties of perception caused by buildings higher than 4-5 storey should be considered in new block organizations.
- Facades should be organized in accordance with the existing building organization, and setbacks should be used in upper floors to preserve the existing 5-6 storey perception.

5. Coherence of Density and Typologies

The criteria for designing high-density buildings pursuant to increased development rights should be defined. Design principles should be formulated for diluting the perception of high-density and the answers to the questions below should be sought.

- What should be the new typology of 3 Blocks? (Single block, fragmented block, superblock etc.)
- To what extent should new designs differ from the existing tissue?
- Should 1st, 2nd and 3rd blocks be designed in a continuous pattern?
- What kind of an urban tissue should be generated when the proposed new typology and morphology are duplicated in other urban blocks?

6. Obtaining Public Spaces

Increasing the size of public spaces for educational, health, cultural and social uses which are the indicators of life quality.

- Lack of public spaces and the need for additional amenities brought about by bonuses should be taken into consideration.
- Public spaces such as educational, health, cultural and social facilities should be considered as part of the new building typology.
- Accessibility of green areas in normal floors and terraces, and the functions proposed for these areas should be reconsidered with regard to the new development legislation.

7. Usage Capacity of Development Bonus

The high building density in some of the sample project areas presents a design challenge for the capacity of development bonuses.

- Tissue based capacity analysis should be performed.
- Bonuses exceeding the capacity should be transferred to nearby high-density zones.
- In building blocks without a capacity for construction and public space generation (i.e. areas with very high building density), all or part of the development bonus may be transferred to other density nodes or strategic axes.

8. Financing

When urban development dynamics are well formulated, self-funding projects can be developed and new financing tools can be generated with the use of cross-financing method to provide inter-project funding.

- Optimum block size should be selected for feasible development.
- Local capital capacity should be determined.
- Building technologies minimizing construction costs should be proposed.

9. Local Organization and Negotiation

The formation of local committees should be supported for developing the organizational potential of local residents.

- Meeting with local residents should be held to ensure wide participation;
- Problems and solutions should be investigated mutually.
- Information should be provided and awareness raising efforts should be made.

10. Regulations

The background should be prepared for new regulations by taking into consideration the proposals and challenges arising from the 3blocks 1block applications.

- The methods of Consolidation of Development Rights, Transfer of Development Rights and Securitization of Development Rights should be used.
- Multiple ownership and small shares should be taken into consideration.
- Majority of votes principle should be adopted instead of consensus.
- Merging-based Development Bonus Incentive should be provided.
- Project Partnership Share should be taken instead of Land Readjustment Share.

Neighborhood Program DESTEK Platform

3 VITAL TOUCHES; Artery, Node, Pattern

3 basic design principles must be taken into consideration while re-structuring the neighborhoods, which have problems in quality of life and problems of physical endurance.

These principles are;

- 1. Vital Artery**
- 2. Life Node**
- 3. Renewed Pattern**

3 vital touches targets mainly the establishment of integrated public spaces by providing new living opportunities within the existing pattern of the risky neighborhoods and debating the basic design principles for renewal, revitalization and regeneration of the urban pattern.



*Ref.: DESTEK Platform, Neighborhood Program Call,
Kentsel Strateji, 2012*

Main Strategy; 3 TOUCHES

Vital Artery

Basic living arteries designed to meet the requirements of public spaces and open green areas. These will be designed as such to trigger the transformation of the existing pattern and especially to establish different public spaces and their continuity through strategic axes, building blocks and the backbone for neighborhood integration.

Connectivity: Social interaction should be increased and functional, spatial integration with the neighborhood should be established.

Diversity: Public or semi-public spaces should be diversified such as open spaces, gathering areas, parks, social, cultural spaces. These areas should cater for all members of the community.

Continuity: There should be easy circulation, continuity amongst different uses. Vital Artery must be accessible from all parts of neighborhood.

Life Node

These are nodes where public spaces such as education, health, etc. functions and commercial uses are dense. These nodes should be chosen in accordance with the vital arteries and designed at least two nodal points for a neighborhood.

Function: Vital nodes should have appropriate usages for the needs and expectations of the neighborhood.

Accessibility: Vital nodes should be accessible by walk.

Integrity: Vital nodes should connect people in the neighborhood. Life nodes are also social spaces that enhance neighborhood identity character.

Renewed Pattern

At the intersect point of existing urban pattern and vital touches (arteries and nodes), existing block typology must be creatively destructed. Outside of the intersection, new neighborhood structure must be formed based on consolidation of one to five urban blocks.

Order: New neighborhood order must have harmony of urban block, diversity of building typology and figure-ground balance.

Character: Neighborhood character, continuity of new building typology, street and building relations and human scale perception issues must be dealt with.

Applicability: New urban order must be supported by applicable solutions. Within the new design approach, only the development bonuses (additional development rights) can be transferred to other building blocks.

10 Main Strategic Design Principles

In order to secure a strategic, quality of life increasing, adoptable and implementable Neighborhood Design, below listed principles must be applied:

01. Functions of the Components

Vital artery plus vital node area within the neighborhood pattern should be equal to the area of the existing roads. Topography and existing street pattern must be regarded while designing the new touch. Artery and nodes can be used as evacuation and gathering area, in case of an earthquake.

02. Use Capacity

At least 50% of the vital artery should be open public space (parks, play grounds, pedestrian walkways, etc.) and at least 50% of the vital node should be closed public and commercial spaces.

03. Building Block Area

Within the influence zone of the artery and the node, existing separate building blocks should be unified in accordance with the proposed schematic designs and outside the influence zone they should be consolidated through conversion of existing roads to public spaces (min 2 and max 5 blocks can be consolidated). In some parts of the neighborhood, designers can keep existing building block structure.

04. Density Increase

Construction ratio should be increased by 25% based on the existing building density. Existing building density should be used for the building blocks based on the new design. However, bonuses (additional development rights) can be transferred. Also, development rights

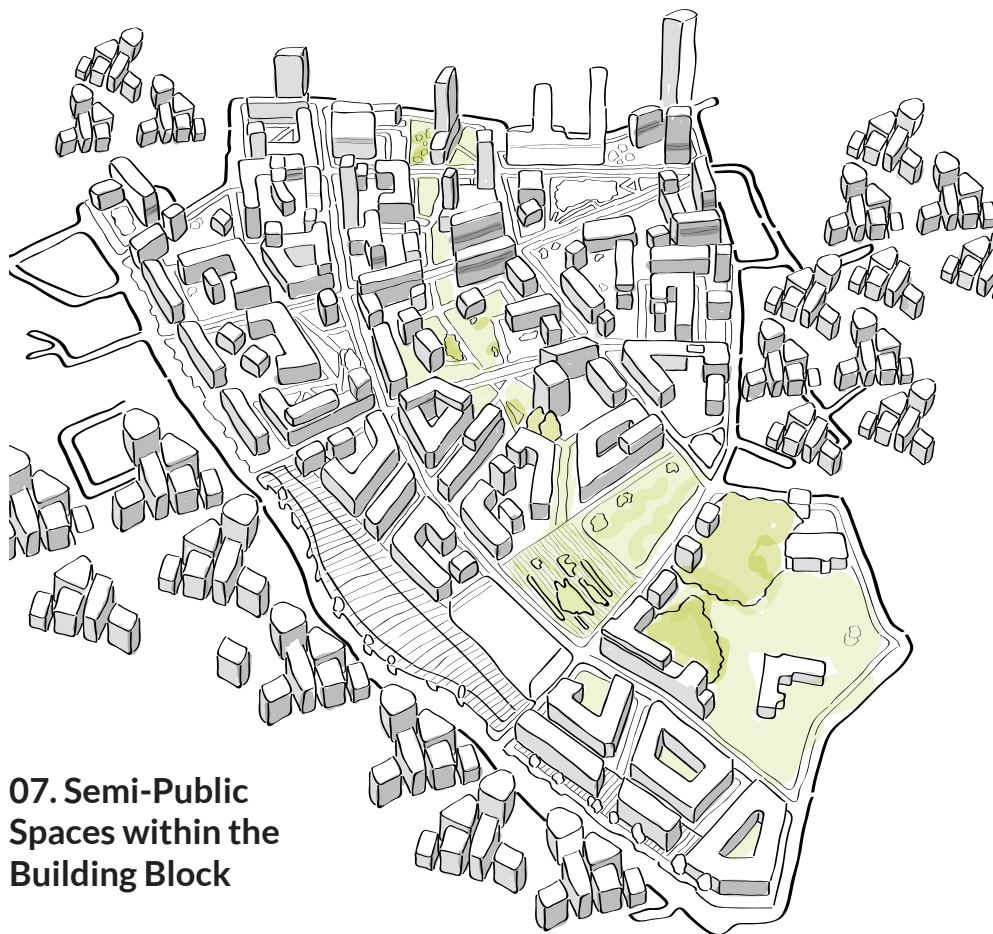
and additional bonuses of the buildings, which are located in the artery or node, must be transferred to the closest building block.

05. Transfer of Bonus

Bonuses can be used for newly established building blocks and can also be transferred to other building blocks.

06. Abdication (Abandoned) for Roads

Setbacks should be 3 meters at the minimum for the newly established building blocks after consolidation, and these setbacks should be abdicated (abandoned) for roads.



07. Semi-Public Spaces within the Building Block

The need for parking, open and closed public space should be met. Public space should account for 30% at the minimum and 60% at the maximum of the block area.

08. Existing Public Spaces

The existing public spaces should be preserved or can only be removed if an equal area is designated for such use.

Ref: DESTEK Platform, Neighborhood Program Call, Kentsel Strateji, 2012

09. Height Strategy

The height strategy should consider the existing pattern, relationships with the immediate environment, the general principles of silhouette and street perception.

10. Neighborhood Identity

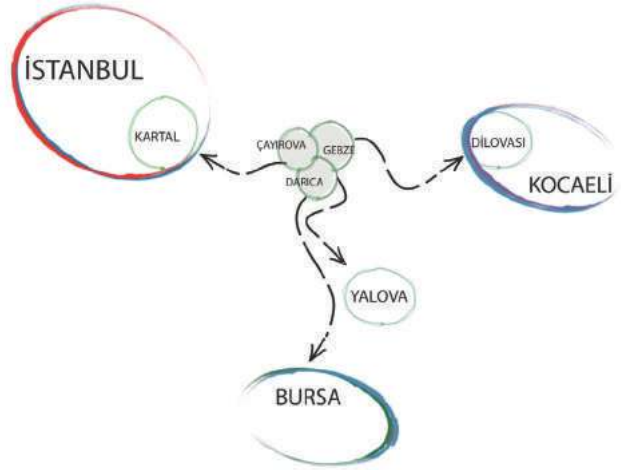
The new urban pattern should add value to the existing identity of the neighborhood and preserve existing positive characteristics (active street life, existing nodes and public spaces).

10 Main Principles

1-Regional Collaboration; Golden Triangles

Development of cities is strongly related with their success in regional cooperation. Regional power should be managed considering golden triangles:

Metropolitan Triangle; Istanbul-Kocaeli-Bursa
Regional Triangle; Kartal-Çayırova-Yalova
Sub Regional Triangle; Çayırova-Gebze-Darica



Ref.: Çayırova Vision Plan, Kentsel Strateji, Çayırova Municipality, 2010

2- Innovative Values

At the present day urban and regional economic development depends on informatics and innovation. Universities, Banking Bases, R&D, innovation centres are very crucial for creating knowledge and innovation.

Çayırova should aim to be the centre of the region by its advanced technology, informatics and creative sector.

3-Vision

Regional and Strategic Vision for Çayırova gains importance if we consider inner and outer dynamics.

Regional Vision; 'A new regional power', where metropolitan competitive powers meet innovative values.

Strategic Vision; 'New Çayırova', bringing life and work together with its new identity through utilizing the opportunities of being Cross- Border "New Regional Power".

4-Future Strategies

To reach Çayırova vision, strategic framework should be drawn considering 6K; Identity (Kimlik), Capacity (Kapasite), Quality (Kalite), Participation (Katılım), and Setup (Kurgu).

- Çayırova with a new identity,
- Çayırova; productively using its capacity
- Çayırova; with high quality of life
- Çayırova; a participative developing city
- Çayırova; transforming resources into opportunities
- New Urban Structure for Çayırova

5-Spatial Development Strategies

Spatial development strategies of Çayırova should involve increasing quality of life and place as well as defining potential investment areas, which increase added value.

- Green Triangle
- Living and Working
- Edges
- Nodes
- Living Units



GREEN VALLEY

NEW CENTER



6-Green Triangle

Natural valley structure in Çayırova will form the green spine of New Çayırova. Green triangle that combines the green area at the roadside of TEM and Connection Road with existing Çayırova is important for recreation, culture and entertainment functions as well as for creating urban ecosystem.

7-New Centre

New Centre, which will include life and work synergy should be developed in the Recycling Area. New Centre should be designed as the Heart of New Çayırova with commercial, office, residential and tourism uses.

8-Innovative Buildings

Innovative investments such as green buildings, renewable energy, green materials should be designed considering regeneration of industrial and logistic functions close to TEM and Connection Road. These areas and structures that constitute vision and image points are important for the identity of Çayırova.

Edges

Nodes

Living Units



INNOVATIVE BUILDING

LIVING CENTERS

UPPER NEIGHBORHOOD



Ref.: Çayırova Vision Plan, Kentsel Strateji, Çayırova Municipality, 2010

9- Living Centres

New Çayırova will be a new attractive settlement with new working and living population of 400.000 people. 10 life centres within walking distance are designed to maintain quality of life and provide social integration.

Life centres will be meeting and socialization places for residents with their cultural, educational, sports and medical amenities; parks and public transportation stops.

10- Upper Neighbourhood

Neighbourhood units in New Çayırova should provide integration with the neighbourhoods on the south. Social integration of upper and lower neighbourhoods should be handled together as a space and life design process.

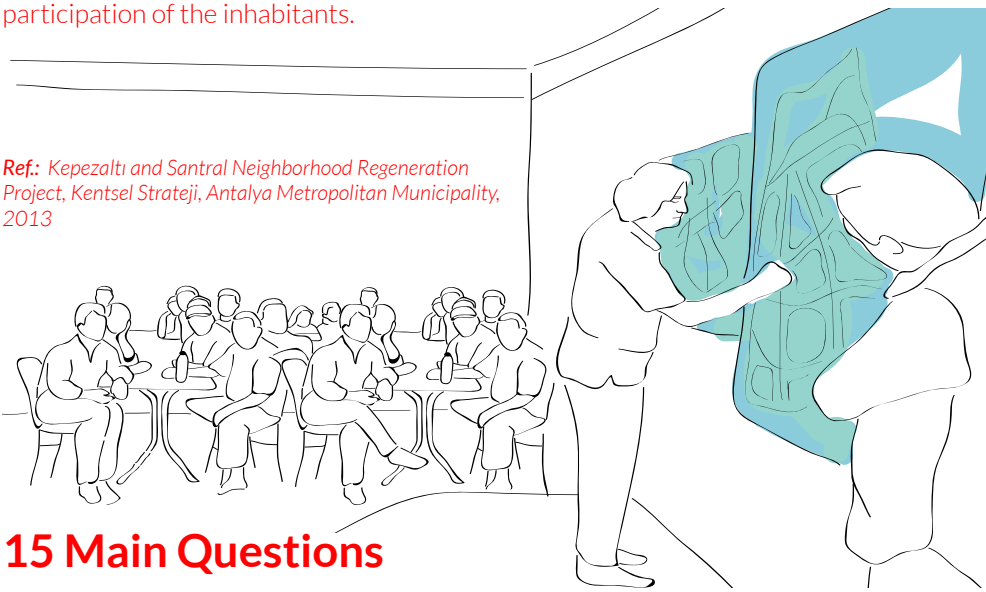
Design criteria for the redesigning process of neighbourhoods should include considerations about aesthetic values, public spaces and high quality environment. Strategic Design Guides should be prepared to guide designers.

Neighborhood Regeneration; Kepezaltı and Santral - Antalya

Aim of the Project

It aims to solve land title and development problems in Kepezaltı and Santral Neighborhoods and to create a settlement of high quality of life and space through the participation of the inhabitants.

Ref.: Kepezaltı and Santral Neighborhood Regeneration Project, Kentsel Strateji, Antalya Metropolitan Municipality, 2013

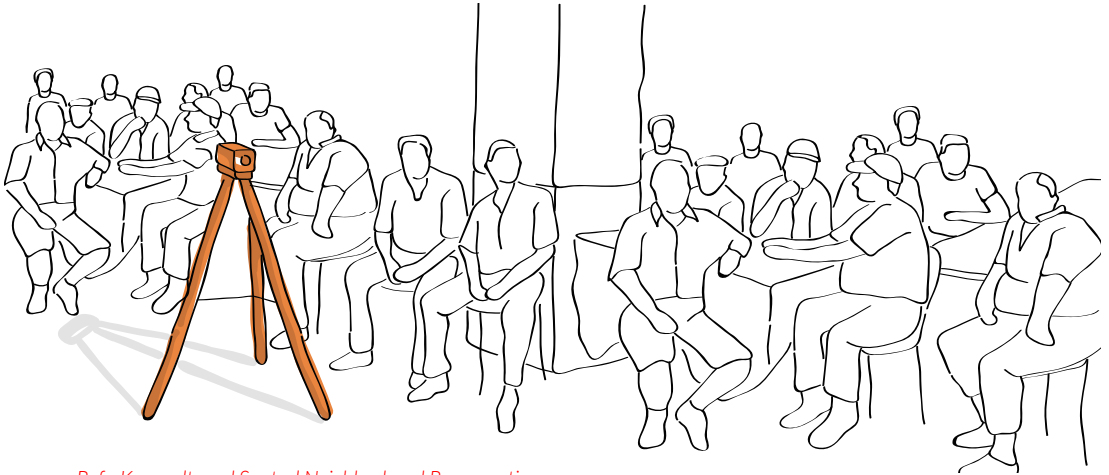


15 Main Questions

1. What are the main principles on behalf of the future of the neighborhood?
2. Are the promises still valid?
3. How is the land title going to be registered?
4. What is the legal status of the inhabitants? How many groups are there?
5. What is the land price? How is it going to be paid?
6. Could the inhabitants have someone preparing the plans and the projects?
7. How is the 'land title' received on plot basis?
8. How is the 'house title' received on project basis?
9. What should be the organization model in order to have a project based approach? How is the participation going to be achieved?
10. What kind of a neighborhood is going to be designed?
11. How is the new social structure going to be organized?
12. What to do in order to meet the inhabitants?
13. Is it possible to develop the project before the consensus building?
14. What kind of a support are the NGOs going to present in project development?
15. What is the roadmap?

Main Principles of the Project

- Following a transparent and participative approach
- Taking the approval by the majority of the inhabitants living in the project area as the basis
- Being compatible with the city's main planning decisions
- Considering everyone living in the project area (except for leaseholders, shop owners) as the right holder according to the laws and regulations
- Keeping right owners in their place as far as possible, and keeping the possible unjust treatments minimum
- Responding other needs of the tenants besides of property problems
- Creating efficient technical and social amenities (road, park, school, health facility, recreational facility, playfield etc.) which will meet the inhabitants' needs according to laws and regulations



Ref.: Kepezalti and Santral Neighborhood Regeneration Project, Kentsel Strateji, Antalya Metropolitan Municipality, 2013

1. Expectancy Workshop

Problems, demands and expectations of the tenants are asserted in the Expectancy Workshop' which was organized on May 6, 2011 with the participation of 250 inhabitants in order to solve Title and Development problems of Kepezaltı and Santral Districts.

- Moving fast for distributing the land titles, and not deceiving the inhabitants
- Evaluating past plans if development plan is needed for receiving titles, and preparing plans quickly
- Ensuring the land price, converting the past payments into current prices on an equitable basis
- Subdividing the land on the basis of 'plot' or if needed on the basis of 'block'
- Preparing the plans according to everyone could receive their plot from their current location as far as possible

At the end of the workshop; it is decided to create 3 groups working on

- Plan
- Ownership of right
- Determining Land Price

and also to have one technical consultant representing the neighborhood in each group.

2. Plan Workshop

Principles of draft development plan have been discussed

- Draft plan should be discussed in neighborhood,
- Everyone should ask to planners in local office about with whom they will have joint owned property, how many floors could be built,
- Development rights given on plot basis should be increased via development bonus on block basis,
- More development rights by organizing on block basis, power of negotiation with contractor and importance of creating environment of good quality,
- Since the plots owned by 2/3 of the inhabitants are smaller than 300 m², it is not much advantageous on plot basis. Organizing the inhabitants in such a situation on block basis or considering the project alternative.

3. Decision Workshop

Prepared plan and project will be discussed with inhabitants and implemented after being elected in a referendum.

Common Decisions

- Establishing units of project coordination and implementation
- Creating "Project Decision Board
- Establishing local office, "coordination, public relations and monitoring office in Kepezaltı/Santral regions
- Preparing social municipality program (neighborhood's socio-cultural center, education, employment, neighborhood management, etc.)
- Determining definitions and parameters regarding rights of ownership and their approval
- Electing representative on plot, block and neighborhood basis; gradual participation of public by considering spatial distribution
- Developing model for consensus building and participation process; developing urban design project, and agreeing on the project
- Preparing contracts for contractors and bid documents
- Preparing contracts and protocols which will formed with interested infrastructural enterprises
- Preparing risk management plan
- Preparing operations and processes about the collecting house and land payments from the title owners.



Ref.: Kepezaltı and Santral Neighborhood Regeneration Project, Kentsele Strateji, Antalya Metropolitan Municipality, 2013

Process
Design
Proposals;
Spatial,
Economic and
Social

01 Spatial Strategy Plan (SSP) Process Design

WHAT to Prepare?

Spatial Strategy Plan (SSP)

WHY to Prepare?



- To develop integrative planning scenarios for urban development.
- To guide public investors in the areas of infrastructure and social services.
- To create guiding and informing documents for private sector investors.
- To show which regions have development opportunities in short and long terms while displaying future value of the place that could be invested.
- To show the investment areas to investors by including the changes in land use.

SSP;

- Should be made by collaboration of public and private sectors.
- Should contain the main decisions that would be input for development plan.

HOW to Prepare, WHICH Steps Should be?

STEP 1; Strategic Maps

- Strategic maps should be prepared to display risks and opportunities.
- Current analyses should be updated.

Strategic Maps
Value Map
Depreciation Map
Density Map
Risk Map
Height Map

STEP 2: Strategic Framework

- Main question of 'What to do?' should be asked.
- 3 main strategies and 6 sub-goals should be developed.
- Current planning should be re-evaluated according to new strategies.

Value; Zoning and Integration

Str.1; Added value should be created with interaction of diversity.

Theme; Variety, Interaction, Management, Added Value, New Economies

Order; Transportation and Accessibility

Str.2; Equal and easy accessibility to public spaces should be created.

Theme; Mobility, Continuity, Clustering, Public Space

Balance; Economy and Ecology

Str.3; Life/Development capacity should be obtained with economy and ecology.

Theme; Threshold, Capacity, Development

STEP 3: Tactical Framework

- Main question of '**How to do?**' should be asked.
- 3 main strategies should be implemented via 6 implementation tools.
- Short, medium and long termed implementations suggestions should be developed.

Spine; Axes and Nodes

Tactic 1; Strategic axes and thematic nodes focusing on them should be created.

Theme; Density, Height, Mix-Use

Ring; Connections and Amenities

Tactic 2; Reachable standards should be reached via easy connections.

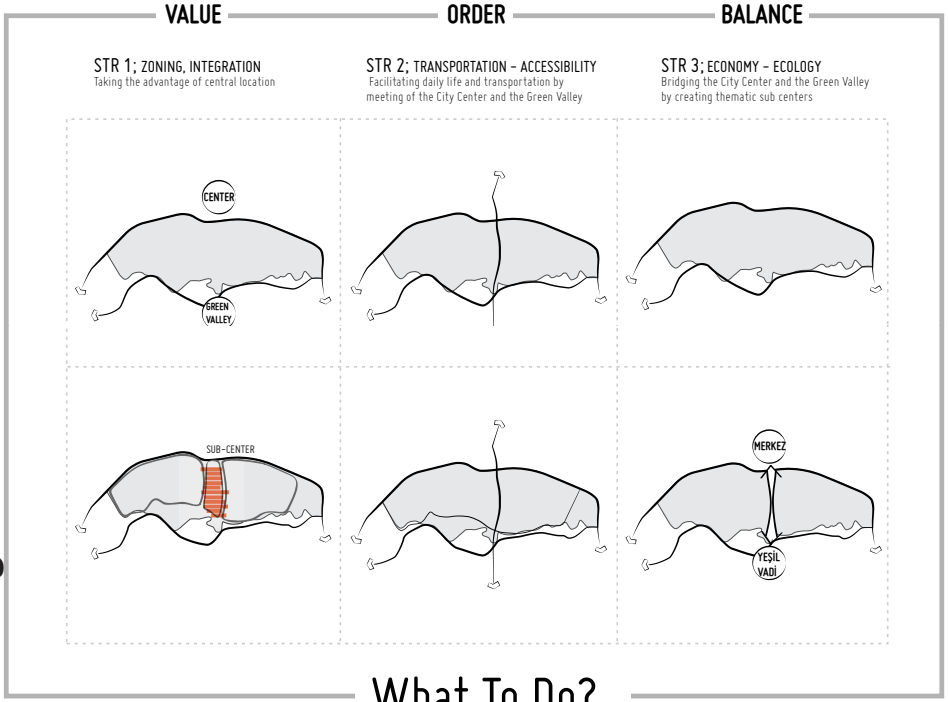
Theme; Transportation, Public Space, Standards

Network; Connections and Traces

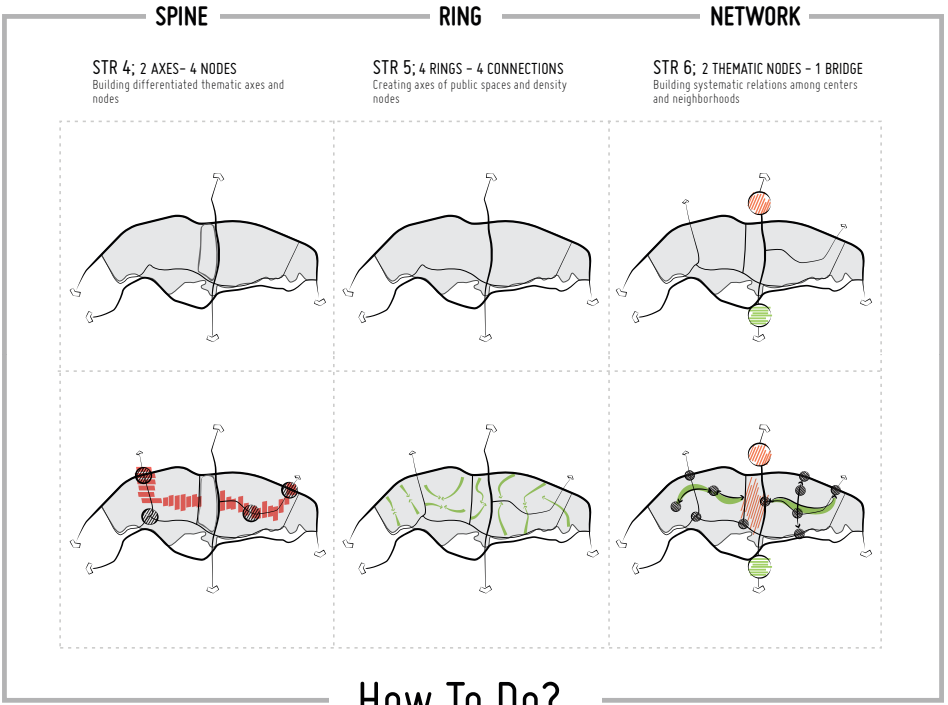
Tactic 3; Opportunities for collaboration among sectors and uses should be created.

Theme; Production, Cultural and Natural Heritage, New Economies, Collaboration, Participation

Strategic Framework



Tactical Framework



STEP 4: Action Plans

Action Plan 1; Risk Alleviation

- Necessary programs should be created to make it safer in short term
- In order to create wider road web boulevard program, evacuation area and assembly area for emergency should be provided.
- Access to safe public buildings should be created and hazardous uses should be removed.

Evacuation Corridors;
Boulevard program,
(evacuation corridors)

**Assembly Area for
Emergency;** Evacuation
areas and Access to safe
public buildings

**Buildings At Risk and
Uses;** Demolishment and
rebuilding of dangerous
buildings, removing the
hazardous uses outside
the city

Network; Transportation
and infrastructure
(technical and social)
connection should be
established

Action Plan 2; Creating Opportunity

- Opportunity areas should be clarified in order to provide economic feasibility.
- Density Increasing Projects (DIP) should be designed.

Spine; Center

Corridors; Commercial and Residential

Nodes; Mix-Use Areas

Action Plan 3; Neighborhood Renewal

- It should consider its authentic spatial and social texture.
- New neighborhood design principles should be determined based on place and life dynamics.
- Workshops should be arranged in participative mediums to gather the expectations.
- Neighborhood design guides should be prepared.
- Guides should be done by including both safety action plan and opportunity action plan.

Main Axis; Open areas, evacuation corridors

Life Nodes; Squares, commercial and residential areas, assembly areas for emergency

Renewed Texture; Renewed building typology

Spatial Strategy Plan

Şahinbey District, Gaziantep



'Density Transfer' (DT) Areas



Spine



Node



Corridor

Urban Renewal (UR) Areas



Main Axis



Life Nodes



Renewed Texture



02 Economic Model Design Suggestions

WHAT to Prepare?

New Economic Models

WHY to Improve?

- To avoid involuntary resettlement primarily,
- To provide people who are enforced to resettle with efficient resources in order to benefit the project,
- To support enhancing livelihood resources and income levels of people who are enforced to move,
- To support the project affected people in a suitable way for transition also after the resettlement,
- To compensate the losses emerging as a result of the project.

HOW to Develop, WHAT should be the suggestions?

Economic scenarios should be based on; ;

- Minimum resettlement,
- Fund raising and its even splitting,
- Compensation of losses,
- Creation of open and public spaces.

1st SUGGESTION; Urban Regeneration Fund

- A financial system which would set connection especially among treasure (by benefitting foreign funds), bank and user should be developed in order to solve finance problem.
- A fund based on 'risk sharing' should be created in collaboration among public and private finance institutions and user.
- Urban Regeneration Fund (URF) should be composed of two parts which are Regeneration Insurance Fund (RIF) and Project Development Fund (PDF).
- PDF should provide both in improvement and renewal projects middle and long termed credit opportunity for users while RIF functions for sharing of risks and repayment of credits.

Regeneration Insurance Fund (RIF)

- RIF should serve as a warrant against the risks especially for individual credits provided by banks.
- In case of the debtors do not pay the long term individual credits provided by the banks on behalf of the project; 80-85% of the capital should be funded by this fund.
- In other words, banks should be faced with a risk of 15-20%.
- RIF funds should be the Treasure (foreign funds), Municipalities, User (small percentage of credit amount).

Project Development Fund (PDF):

- PDF should give to users middle or long term credits in order to be used improvement or renewal oriented housing projects.
 - PDF should take over the building stock of areas at risk.
 - It should be used in infrastructure and projects funds for new uses.
- PDF funds should be the Treasure (foreign fund), Mass Housing Administration.

Municipalities. Principles to use the fund are;

- Credits should be provided by banks,
- PDF, should take the difference between new and old value of the house from the user via bank credit,
- The lands of the houses transferred to the fund should be utilized with public uses like green area, school etc. or with a new investment project,
- The value created in new project areas should be utilized as funds by PDF.

PDF should provide two kinds of credits.

1.Building Improvement Credit

- Mid-range credits given in various amounts should be mortgage backed with current property.
- Insurance of current property should be obligatory while using credits.

2.New Building Credit

- The value determined according to location and property situation (land and debris price) should be funded as equity capital.
- The difference between value of the new house and equity capital should be compensated by long term bank credits.
- After the delivery of new houses, old house should be assigned to the fund to be demolished. The warrant to pay the credit back, documents and mortgage should be taken from the user.
- In addition to that, bank credit should be used in three stages which are sub-basement concrete, basic structure and closure credits, in parallel to construction stages.
- Investor should participate in the system with a letter of warranty until the project is finished.
- Building auditing system should be established among municipality, contractor and insurance company.

2nd SUGGESTION; Value Based Regeneration Model

- Value based regeneration areas should be designated.
- Project designs should enable participation.
- The equilibrium of expectations and realities should be maintained via feasibility studies.
- The values before and after project should be based on transparency and independent real estate valuation firms should play role in the process.

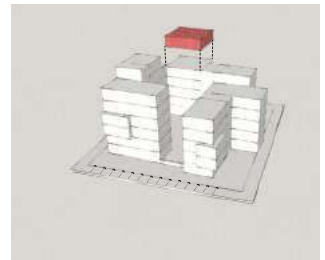
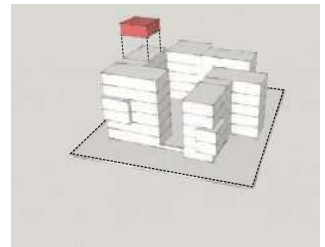
3rd SUGGESTION; Regeneration Models via Development Bonus

Bonus for On-Site Situations

- Floor area ratios for construction should be increased only if they take good design and quality of life into account.
- Some amount of financing costs should be met via equity capital or m2 by property/land owners and the remaining of financing costs should be paid via the bonus of increasing development.
- Merging city block(s) should be encouraged.
- If there is a capacity of development in blocks development bonus should be given; if not bonus for transfer should be considered.

Bonus for Transfer

- Bonus should be transferred in building blocks where increase in the capacity of built-up areas.
- Density Transfer Project (DTP) areas should be determined.
- DTP areas should be designed.
- Property owners in sending and receiving areas should be contacted and ways of mutual agreement should be found.



03 Re-Settlement Action Plan Design

WHAT to Do?

Resettlement Action Plan (RAP)

WHY to Prepare?

- For minimum relocation.
- For compensating possible damages if the resettlement is necessary.
- To prepare movement programs .
- To minimize the impacts of relocation on leaseholders.

HOW to Prepare?

Resettlement Should Be Minimized

- Resettlement should be avoided where it's possible.
- Alternative designs aiming to minimize resettlement should be prepared.
- If resettlement is unavoidable, resettlement action plans should be developed.

Alternative Settling Areas Should Be Determined

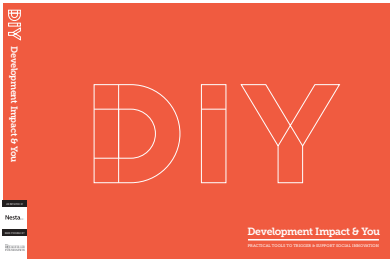
- Need for new settling area (residential, commercial, agricultural land etc.) and its magnitude should be determined.
- Alternative plans should be evaluated together with PEIs, advantages and disadvantages of each area should be determined together.
- Selection of new areas should be decided upon via the participation of PEIs.
- Mechanisms related to providing new areas (procuring land, development etc.) should be identified.
- Activities related to resettlement should be planned as integrated to each other.
- In projects requiring resettlement, affected parties should be presented with alternative settlement areas by the project owner management,
- “Resettlement committees” in which local NGO representatives, community leaders and disadvantaged groups will participate should be formed.
- Priorities and demands of the affected population should be determined through these committees.
- Information and consultation activities should be performed according to a “participation and consultation plan” (temporal).
- Solution of PEI’s problems should be worked on actively by inviting various specialists such as lawyers, architects, engineers or sociologists as necessary.

Sources

TAK
TASARIM ARAŞTIRMA KATILIM

TAK (Design, Research, Participation)
www.takortak.org

Social Impact Assessment Guide
www.kentselvizyon.org



NESTA Development Impact & You
www.diytoolkit.org

Social Innovation Design Guide
www.plusthirtyseven.com/
www.sosyalyeniliktasarimi.com

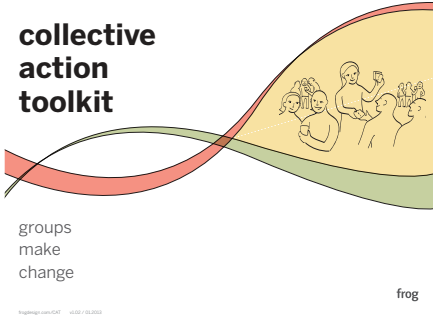


Social Impact Responsive Design
www.kentselstrateji.com

Community Planning
www.communityplanning.net



Other Suggested Sources



FROG Collective Action Toolkit
www.frogdesign.com

THE SOCIAL DESIGN METHODS MENU
In perpetual beta
Lucy Kimbell and Joe Julier



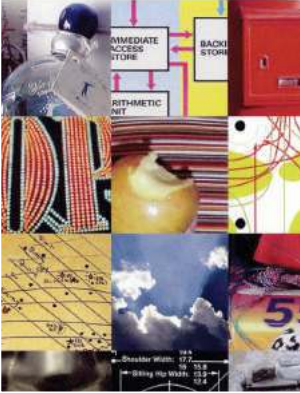
The Social Design Methods Menu
www.lucykimbell.com



Design for Public Good
www.designcouncil.org.uk



IDEO METHOD CARDS



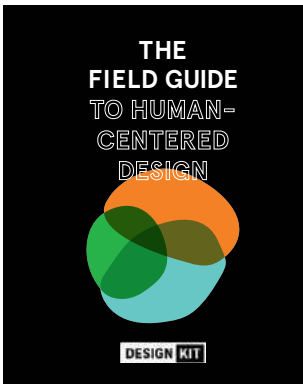
IDEO Method Cards

www.ideo.com/work/method-cards



Urban Interaction Design Towards City Making

www.cordis.europa.eu/



IDEO Field Guide to Human-Centered Design

www.ideo.org
www.openideo.com

