HACKABLE CITIES:

A TOOLKIT FOR RE-IMAGINING YOUR NEIGHBORHOOD

Creating a Strong Identity + Strong Community

HACKABLE CITIES:

A TOOLKIT FOR RE-IMAGINING YOUR NEIGHBORHOOD

PARSONS THE NEW SCHOOL FOR DESIGN

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ABOUT THIS TOOLKIT

Developed by an international group of graduate students at The New School of Design Strategies at Parsons NYC, New York and guided by our facilitator Cecilia Tham, this toolkit is the result of extensive research and fieldwork intended to address the lack of identity in a neighborhood. Hackable Cities is designed as a step-by-step design-led process to help people in neighborhoods and communities across the globe re-imagine their local communities, re-invigorate their neighborhoods, protect what is important to them, and empower them to make the changes they desire.

HOW SHOULD YOU USE THIS TOOLKIT?

START

Do you have a **personal interest** in making the neighborhood a better place?

NO

YES

Are you **well connected** with other members of the neighborhood's community, personally or professionally?

YES

Do you **spend time** in the neighborhood every day?

NO

YES

Do you currently have the **professional means** to implement change in the neighborhood?

NO

YES

NO

YES

Would the rebranding and revitilization of the neighborhood affect your **professional** life?

NO

YES ········· Use the toolkit as a Civic Activist/ Preservationist.

*Do you come to the neighborhood for **specific reasons** not pertaining to living or working in the area?*

NO

Use the toolkit as a Local Business Owner.

YES

*Do you **own or rent** a space in the neighborhood?*

NO

YES

*Would the rebranding and revitalizing process **attract a new clientele** that enhanced your pofessional experience?*

NO

*Do you currently hold a position that would allow you to be a **key decision maker** in the revitilization process?*

YES

Use the toolkit as a Government Official.

NO

*Do you **currently live**, or will you shortly **be living** in the neighborhood?*

YES

YES

Use the toolkit as a Resident of the neighborhood.

*Would the rebranding and revitilization of the neighborhood affect your **personal life**?*

ARE YOU A...

NEIGHBORHOOD RESIDENT

You Live There and Want to Make Things Better.

CIVIC ACTIVIST/ PERSERVATIONIST

You Care About What's There and Want Others to Know It.

LOCAL BUSINESS OWNER

You Want People to Stay, Play and Spend.

GOVERNMENT OFFICIAL

You Want People There to Live, Play, Spend and Work.

Perhaps you live in a neighborhood that has a hidden personality just waiting to be noticed by others. Or maybe there are some tough issues you feel the community could rally together and solve. Some neighborhoods already have that unique identity and just lack a message or story that would help tell the world. Every neighborhood has a personality that gives your area a sense of identity. Tapping into that identity will help you transform where you live to reflect who you and your neighbors are, organizing people around the uniqueness of your neighborhood, and addressing the varied generations, specific needs and unique talents of your community. You would like to invest in ideas and projects by and for the residents of your community and include the community in their design and implementation.

You have discovered something special, something that moves you, and something that other people need to know about, and more importantly care about. These are historic buildings, special architecture, a piece of history or something that captures the imagination. You could be a preservationist, a naturalist, or someone who sees special potential in an area or object within that area and believes it should be preserved and shared with the greater community. You want others to see and know about these special characteristics, and have the possibility to elevate these features to enhance or reposition the story of the community. You would like to organize and have that special thing protected, preserved and enhanced so others can see and experience what you have discovered.

As a small business, you most likely want the neighborhood where you work to drive traffic and be a positive driver for your business. In essence, the community should reflect those qualities that promote your business. Customers need to feel safe. Storefronts needs to be well-maintained and empty spaces need to be occupied quickly. If you are a business owner that understand the impact the surrounding area can have on business, you will want to engage other like-minded businesses and local government for support. Or maybe you are a business owner who would like to generate economic, cultural, environmental or other interest in your area to build on your brand and identity; you exemplify entrepreneurial spirit and community engagement, and understand that sustainable local business should derive benefits for the community and businesses alike. You want to create buzz and attract customers to the place in which you have a vested interest.

You represent a government entity and would like to increase the economic activity and cultivate a new image for a community through policy initiatives. You recognize the association between urban design and economic policies to act as a catalyst for economic innovation. You know that a strong image will play a crucial role in the transformation of your community's expression of broader economic and socio-cultural changes. Neighborhood projects don't have to be complicated and stressful. A clear strategy, stakeholder input, and realistic expectations can help make the job of revitalization a success. Working with stakeholders doesn't have to be chaotic!

IN-QUIRE

/in-kwīr/ verb

1. to investigate: look i

2. to learn about the p

change, protect, build

into.

lace you want to

upon and make better.

STEP 1: INQUIRE

The first step is to inquire, or in simple terms, learn about the place you want to change, protect, build upon and make better. This may include considering history, geography and the data and numbers that best describe and inform you a little bit more about the situation at hand.

Image By Ghatak (Curious) [Hueman (http://www.dbiff.com/hueman/people-group/hueman_peoplegroup_ghatak_1_curious/)]

Gather Data and Facts

Know what the needed facts are in order to begin.

> **GEOGRAPHIC CONTEXT** - Positioning the neighborhood on the map and understanding its context.

> **HISTORY, CULTURE & PSYCHOGRAPHICS** - Understanding the historic context and development of the region to appreciate the cultural nuances of different sectors of the community, the varied mindsets and motivating forces, the do's and don'ts, the acceptable and unacceptable.

> **DEMOGRAPHICS** - Knowing the different population segments, which will help in grouping all of the various people involved in and affected by the project.

> **POWER FIGURES** - Knowing who's in charge; decision-makers vs. influencers to the process; those with funding capabilities, strong public image, and/or sway over the different groups, etc.

> **STRENGTHS AND WEAKNESSES** - Defining the main attractions that will contribute positively to the revitalization process and the weak points that need to be dealt with.

> **PEOPLE CONNECTED TO THE PROJECT** - Defining who the different entities with stakes in the project are, which will help with a better understanding of the different needs that must be satisfied.
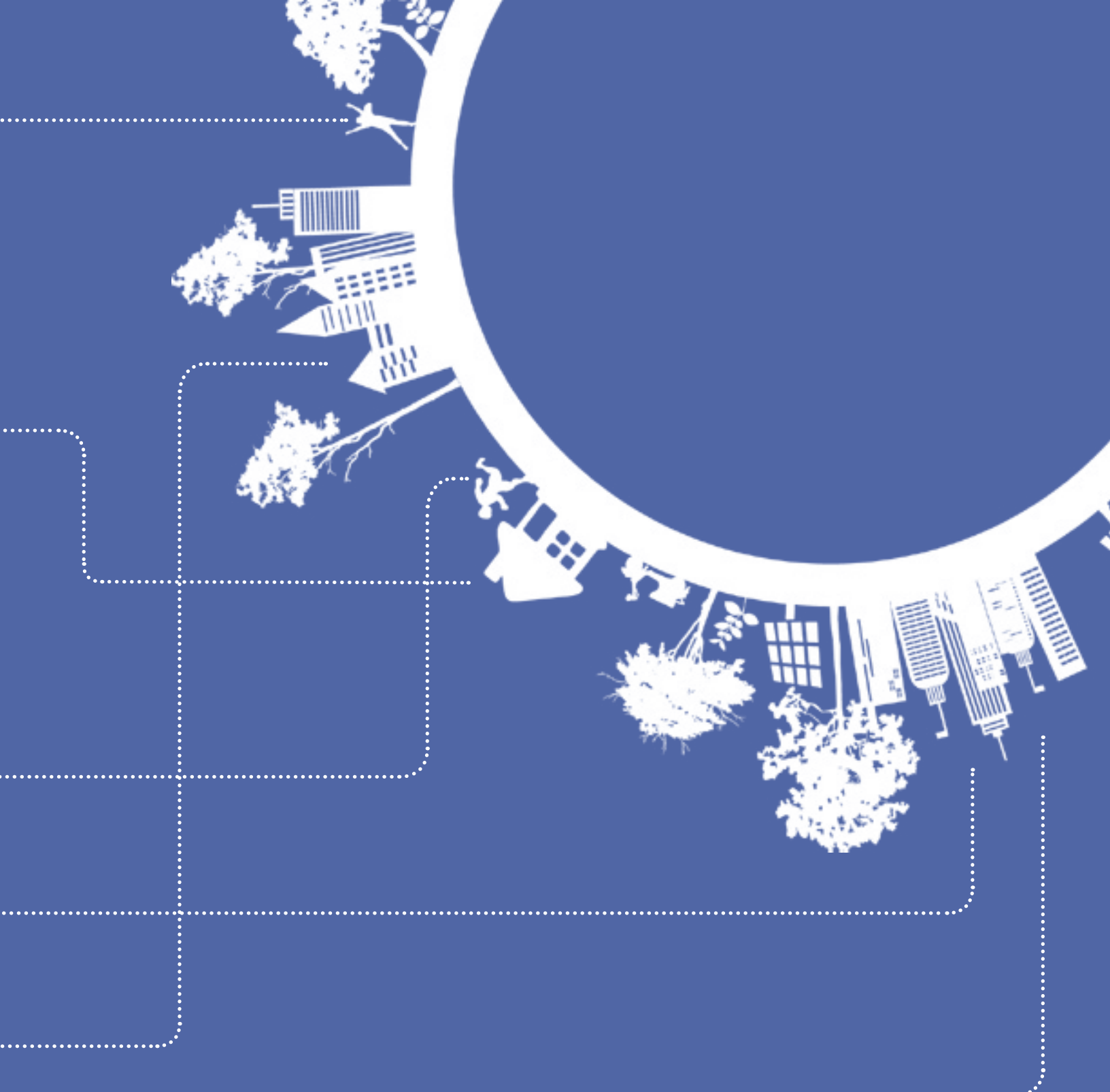
INQUIRY

Observe what goes on around you, investigate and ask questions to identify agendas - motivations, as well as historic, present and future interests - detect underlying issues.

Observe and Explore Social and Cultural Behaviors

Walk around, see what people do, where they go, and think about why they do it. Just watch. Then ask them about it.
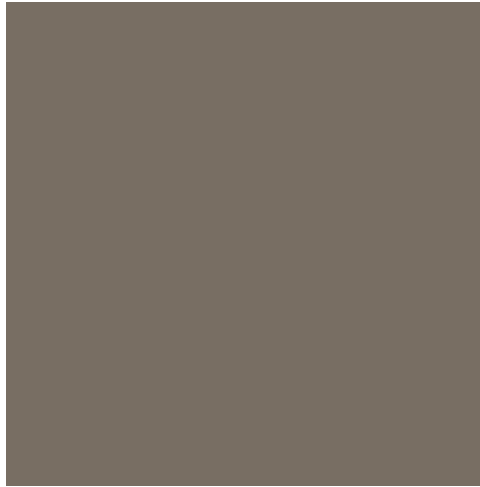
As you observe people interacting in your neighborhood or the area of your choice, you will begin to notice that commonalities emerge. You will want to explore these patterns more, and at some point it will make sense to move beyond pure observation and interact with people. This may include conducting interviews to inquire further about behaviors, preferences, likes and dislikes. It is important, however, to be sure to use an empathetic or compassionate approach during your interviews to guide people to feel comfortable. You can do that by reaching out to the person or group you would like to interview at their convenience. Also, consider selecting a time and place for interviews and observations to support a group or person's ability to air their opinions sensitively, being respectful of their privacy and anonymity. In the end, your goal will be to develop personas.

A persona is an imaginary character or profile that represents the collective, average mindset and habits of a group of people. By creating personas, more clear pictures of the individuals and groups that have a stake in the project will come to light.

How to Develop a Persona

Name: *Jane Doe*

Role: *Resident*

MOTIVATIONS

> *Motivation 1*
> *Motivation 2*
> *Motivation 3*

GOALS

> *Goal 1*
> *Goal 2*
> *Goal 3*

PAIN POINTS

> *Pain Point 1*
> *Pain Point 2*
> *Pain Point 3*

"Insert a quote that characterizes this persona in one sentence."

Insert a descriptive paragraph of the persona. This helps paint clearer picture of who the character really is, and how invested they are in their community.

PERSONAS *Document the "profile" and mindset of each a group of people interacting with your place.*

Synthesize Research

Write down what you learned, develop drawings, notes or other informative materials.
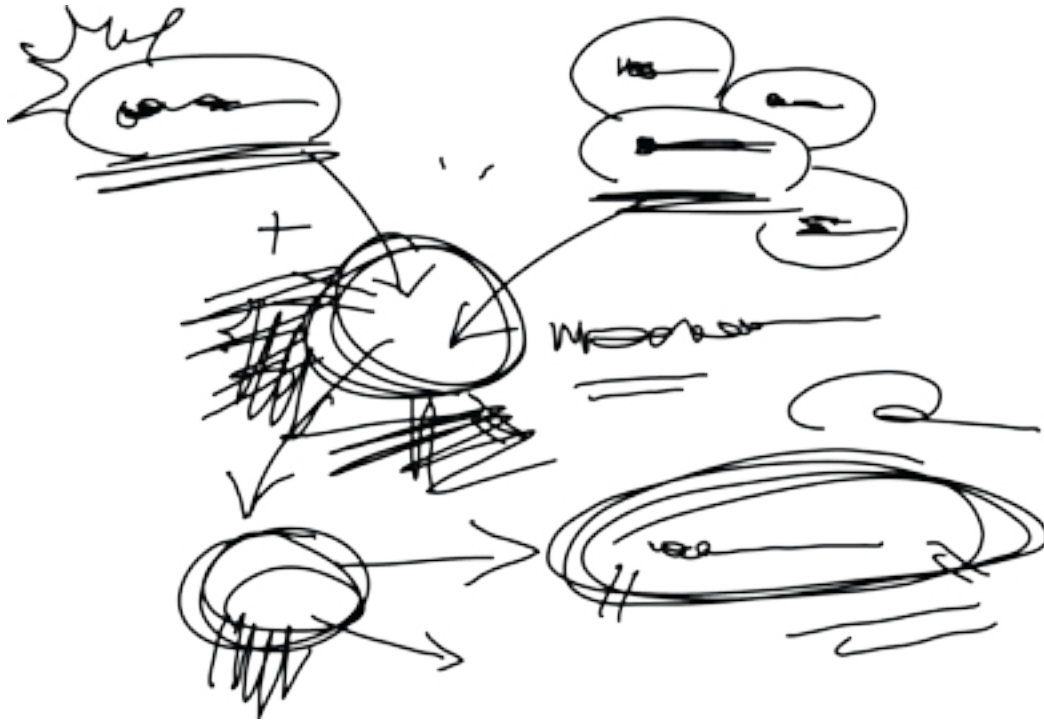
At this point, you have probably gathered a huge amount of information. Now you have gone out, observed the environment and people, gathered some facts, and you need to put it altogether. Ideas are going to start to be generated, and once you can look at the entire picture, you will start to get insights into the people and place where you want to have an impact. These insights will later become of the key ingredients for a constructive and meaningful plan of action that will ultimately address people's needs.

The insights will also help you break down and classify how people may be brought together to generate the most promising solutions. The goal here is to create visual bullets and graphic representations, that describe some of the insights gathered in observing and interviewing different people and groups. You should also consider at this point, developing a few paragraphs of narrative, setting the stage for future documents, websites and other materials. This will help you justify future actions and plans that you may want to propose.

BRAINSTORMING WITH STICKY NOTES
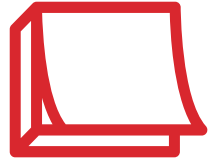
This is a way of visually representing all of the information collected. It makes it easier to subsequently categorize the data.

DATA CLUSTERS
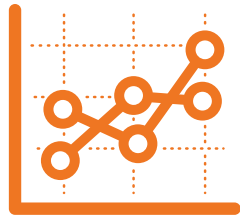
This is a way of grouping all of the information together by moving the sticky notes around and placing them in the correct grouping, which leads to identifying key ideas.

BUSINESS ORIGAMI

This is a way of immersing in the experience in order to better understand the process and stakeholders, while gaining distance from the project for better assessment. It is done by physically representing the process using basic material such as paper.

SKETCHES

This is a way of communicating small but important ideas. It often brings clarity, common understanding and sparks further collaboration.

SYNTHESIS

The act of organizing and documenting data collected through the observation and interviews of people in your place.

DIS-COV-ER
/dɪsˈkəvər/ verb

1. find something or so
or in the course of a se
2. be the first to find o
substance, or scientific

omeone unexpectedly
arch.
r observe (a place,
phenomenon).

STEP 2: DISCOVER

People are quite possibly the strongest asset of a community, providing a feeling of well-being and a sense of belonging. Knowing how to connect with the people in your neighborhood is the key to successful change. Building positive relationship and nurturing trust will be at the top of your agenda if you are wanting to develop long lasting change of any kind.

Now you are going to be taking your exploration and observation work to the next level. You have identified patterns and synthesized the facts and data as you know them. Now it is time to delve in deep. There is going to be a lot of listening involved as you have discussions with key groups and people. You will record ideas and work toward the establishment of joint objectives and desired outcomes.

People Mapping

Identifying the different people groups in a neighborhood is one of the most important data facts to have in hand.

Start by asking these questions:
Who are the **RESIDENTS** of the neighborhood?

What kind of **BUSINESSES** exist in the neighborhood?

What are the **INTEREST GROUPS?**

Who are the **MOST INFLUENTIAL** groups?

Who is **MOST AFFECTED** by what you are proposing?

People Interviews

Reach out to the decision leaders, interested parties and those you know you will impact with your ideas.

Here are some of the people and specific groups you should consider talking to:

> **RESIDENTS** of the neighborhood i.e. people who live there, who may have ideas of their own, or the same ideas as you.

> **OTHER EXISTING COMMUNITY, BUSINESS OR IMPROVEMENT ASSOCIATIONS OR GROUPS.** Who knows? Perhaps they are also developing solutions to the same or similar problems?

> **GOVERNMENT OFFICIALS OR POLITICIANS.** How hard might it be to make changes? Are there steps that need to be followed? Barriers you do not know about? It would be a good idea to find out.

In the end you want to gain insights from various other sources, and consider how those compare to your own insights. This will also help you gain consensus on a desired future state/lifestyle versus current state of things. It is critical that you be compassionate; understand what other people interests are and what changes they desired.

DISCOVERY

Interact with those people who are the most deeply involved in your neighborhood, and will be a part of anything you would like to pursue.

Digital Fieldwork

What are people saying? What are the facts? This is what you want to find out at this point - what are people thinking and why.

Here are some tools and methods that you should consider:

> **GEOGRAPHIC ATTRIBUTES** related to location, proximity to other zones and landmarks. Look at Google Maps or other digital maps of the area. What is around? What might conflict? What is nearby?

> Assessment of **LEVERAGEABLE LOCAL RESOURCES** such as open space, vacant or under-used buildings and existing industry. Maybe something is there you did not know about? Maybe connections can be made, or partnerships struck?

> **POLITICAL AND LOCAL LEADERSHIP ASSESSMENTS** to understand how priorities are established and decisions are made. Are there memos or other official documents available that you could access? It never hurts to check your government agency's local website for free data or background materials. You may even find information about process or steps that may need to be replicated later.

> **DEMOGRAPHIC AND ECONOMIC DATA** related to ethnicity, age segments, cultural values available, employment or underemployed talent and income creation. Does your place have a census? It is a great place to get data like this. Trending helps make a case for change.

> **SOCIAL MEDIA LISTENING AND OBSERVING** to gain understanding toward sentiment. Does your local business or neighborhood association have a website? Check it out, if you want to know about what they are thinking or have on their mind.
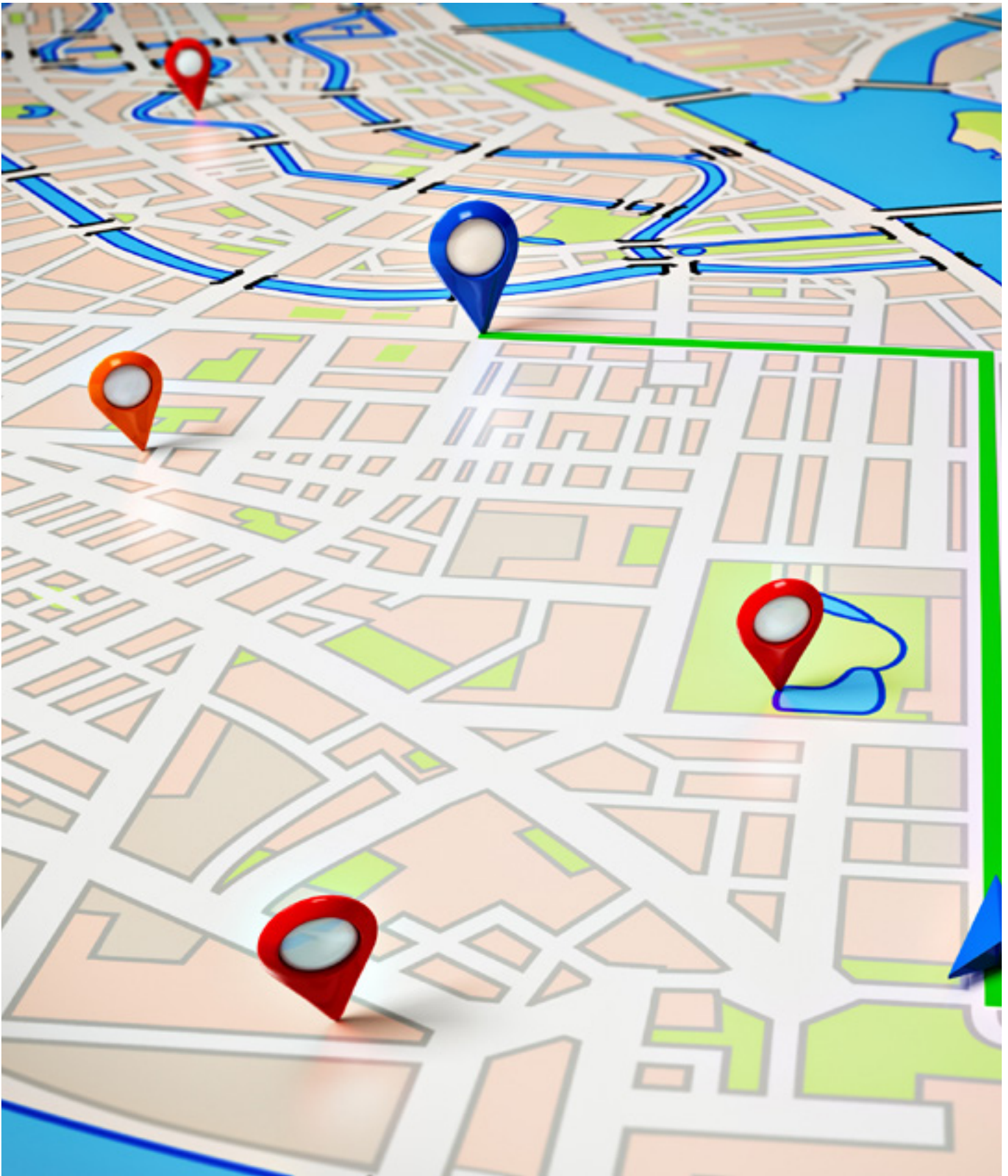
FIELDWORK *Gather key facts that will help direct the project vision and path and identify the most meaningful ways to solve problems.*

SWOT: Strengths, Weaknesses, Opportunities and Threats

Write down what it will take to get your objectives accomplished.

It is time to access the current situation of by documenting what assets you have in place, and what you will need to work on to meet your goals and objectives. "Strengths" and "Weaknesses" should focus on the past and present. "Opportunities" and "Threats" should focus on the future. Once this is completed, the SWOT should help you understand if the information you have gathered indicate whether or not you have what you need to accomplish your goal or if there are obstacles that must be overcome. You should consider all of people and participant mapping, interviews you have completed and the digital research you have done.

STRENGTHS

LIST POSITIVE ITEMS ABOUT THE NEIGHBORHOOD.
Success factors that contribute to the neighbourhood in whatever way. This could include existing architecture, business success stories, tourism, or even the arts. Strengths may be community stories, group sentiments, commercial activities, policies that have been implemented, infrastructure that has been created.

WEAKNESSES

LIST ITEMS THAT THE NEIGHBOURHOOD IS LACKING, HAVE NOT BEEN SUCCESSFULLY IMPLEMENTED OR CAN BE IMPROVED UPON.
Examples may be the lack of leisure space, poorly maintained roads, the need for more student placements and the like.

OPPORTUNITIES

INDICATE POTENTIAL SOLUTIONS TO ADDRESS AREAS FOR SUBSTANTIAL IMPROVEMENT IN THE NEIGHBOURHOOD.
One way to approach this is to assess the weaknesses and seek how to resolve the issues listed. Are there undeveloped areas, or opportunity to bring in or create new businesses, for example? Scope for a community centre to facilitate more community interaction?

THREATS

LIST ITEMS THAT COULD THREATEN TO MAKE THE NEIGHBOURHOOD OR THE PROJECT VULNERABLE IN SOME WAY.
Elements of the project that may delay or derail it from developing into reality. Will the government get in the way? Do some in the neighborhood have a petition to keep things as is?

SWOT

A basic, straightforward method that provides direction and serves as a basis for what can and cannot be accomplished.

JOUR-NEY
/jərnē/ *noun*

1. an act of traveling fr
another.
2. a long and often dif
personal change and d

rom one place to

ficult process of
evelopment.

STEP 3: JOURNEY

It is now time to figure out how to make things better. from your Inquiry and Discovery Phase, you will have all of the information about the place, interactions and the people. Now it is time to map it out, and pinpoint places where you can make changes to achieve your goals. A journey map will help you do that.

Journey Mapping

Taking the position of any of your interested parties, begin by placing yourself in their shoes and walking through their experiences within your neighborhood.

As you do this, take into consideration the experience one has with your community in time, before, during and after they visit.

1

Before

Experiencing the neighborhood - internet information, maps, points of interests you have looked up.

A journey map could be developed for every person that visits, resides or works in your neighborhood. As you study people in their surroundings, you may want to use the following ways to document and share these experiences:

- Take pictures of activities throughout the experience (walking up steps, crossing streets, going into shops)
- Write down observable behavior
- Ask residents, business owners or visitors to keep a timed journal from 20 minutes to an entire week
- Casually talk to people in unstructured interviews

2 During

Signage, street views, sidewalks, seating areas, etc.

3 After

What emotions will they associate with the experience ixnto your neighborhood: happy and hospitable or fear and lost.

JOURNEY MAP *Describing the step by step process involved in an interaction (in this case with a place)*

ACTIVITY

Another way to develop a journey map is to look at it in two ways:
1) physical journey and/or 2) a virtual journey.

These two journeys will run side by side. Understanding this parallel is pivotal to documenting the patterns that emerge as a result. Understanding how the physical and virtual journeys relate will show how to establish better communication and engagement. If you choose to have a website, blog, advertising or other channels of communication with stakeholders and visitors, both sides of this journey map will prove very useful.

PHYSICAL JOURNEY

PRIOR
- start journey with a need or motivation
- understand access: transportation element.
- eg...non resident might need to take train, cab, etc....resident might simply
- walk, bike, etc...
- -define how one finds and navigates the area.
- eg...signage, directions, etc..

DURING
- define how individuals experience the neighborhood.
eg...walking, biking, roller-blading, etc..
- observe what people are actually doing & saying.
eg....are they visiting cafes, eating, drinking, shopping, dog walking, smoking hookah pipes, etc..

AFTER
- identify common behaviors
- are there any patterns common among groups vs. individuals
eg...are families visiting together, are there more male or females visitors
in areas, is there a mix of old & young people, etc...
- is there a common experience that is shared by all?

VIRTUAL JOURNEY

PRIOR
- • - start journey with a need or motivation
- • - research: which sources are consulted? who or what are considered good references?
- • - what websites, associations, groups of people, apps etc are used for research?
- • - which platforms/sites attract the most traffic, responses and overall activity in relation to research – and are these platforms or sites changing rapidly in popularity or usage?
- • - what priority does the person place on information obtained from destination websites, versus personal recommendation, editorials, social media, service provider tools such as transport timetables etc?
- • - are people announcing their intention to visit the neighbourhood via specific platforms/apps etc?

DURING

- is information sought out during the visit – live maps, enquiries on accommodation, restaurants, businesses, jobs etc? Via which digital avenues are people seeking this information? What are the most popular websites, apps and other avenues considered authoritative by people during their visit/stay?
- what information is being captured during a person's visit? do they photograph, blog, FB etc? what are the dominant avenues of communication, how often are these used during a typical visit, and what usage patterns emerge?

AFTER

- what feedback, if any, is collected after a person visits? is this grouped or used in any particular ways?
- what relationship and post-visit contact, if any, would the person like to have with the neighbourhood?
- what information would the people within the neighbourhood find valuable to know about visitors to their area? how would they like this shared?
- what information is shared after a visit, and via what platforms? do any patterns emerge?

Identifying Common Needs

To organise the large volume of research you will have accumulated through the previous processes arrange the results in themes or emerging areas of need.

> **NEED FOR COMMUNITY LIFE**

> **NEED FOR COMMON VALUES AND GOALS**

> **NEED TO BALANCE COMMERCIAL AND RESIDENTIAL INTERESTS**

> **NEED FOR USE OF SPACE**

> **NEED FOR SPECIALIST INFRASTRUCTURE**

COMMON NEED 1: A COMMUNITY LIFE

Stakeholders need to feel connected to each other through a neighborhood environment that encourages interaction. Community life is facilitated through the opportunity of place and activity, where neighbors can relate on different levels that address the diversity of life. Stakeholders should feel involved and take on an active voice in the development of community life.

COMMON NEED 2: COMMON GOALS AND VALUES

Reaching consensus on the re-imagination of a neighborhood hinges on stakeholders sharing goals and values on how the neighborhood should evolve. These goals and values can provide diversity. It is important to recognize that shared goals and values do not necessarily dictate requirement for a homogenous community. In fact, by identifying and seeding the right goals and values, greater creativity and diversity of development can be introduced into a neighborhood.

COMMON NEED 3: BALANCE BETWEEN COMMERCIAL AND RESIDENTIAL INTERESTS

Any neighborhood needs to address its mix of commercial and residential interests. Some communities will desire privacy and quiet, others will desire bustling restaurants, retail and nightlife. Further still, some will want to attract domestic or international tourism. Assess the research results from the perspective of stakeholders and the need to balance convenience, interaction, and income requirements.

COMMON NEED 4: USE OF SPACE

Planning for the appropriate use of existing spaces is an integral part to the revitalization of a neighborhood. Keeping an inventory of unused, empty, or other potential needs of spaces allows for better planning. Assessing these needs helps to address disused or under-employed parcels that are ripe for renovation and re-use.

COMMON NEED 5: SPECIALIST INFRASTRCUTURE

Sometimes there exists a need beyond simply assigning space, to identifying dedicated infrastructure that may support the community in reaching its goals and ambitions. This need takes into account a more detailed assessment of what specialist requirements may be needed, such as educational, health, cultural, performance or sporting infrastructure. By identifying broadly any specialist infrastructure needs in this way, your team can synthesize the requirements while remaining open to creative responses that may be identified in later phases, such as multi-use and shared resources.

AS-SESS

/əˈses/ verb

1. evaluate or estimate quality of.

the nature, ability, or

STEP 4: ASSESS

Now that you've covered inquiries and field research, understanding people and actively listening to those in your community becomes the next necessary step to take!

At the core of any community process are those impacted by the result. From businesses to families to public officials and day workers, it is essential to not only understand the needs of these individuals but to engage them throughout the process. It will also help develop trusting relationships and provide for smoother transitions and working relationships. Your research will be more accurate and well-received when it is time to implement if you have allies ready to support your efforts.

People Assessment

Think about the various issues you already know are critical for your city, such as education, environment, jobs, health, and public safety. Then consider which groups within your city have a stake in those issues.

> Who has a stake (positive or negative) in the critical issues affecting your community? In service and volunteering in your city?

> Who is most affected by the problems or issues affecting your city? Who is concerned? Who may have different views?

> In relation to the issues or problems, who are the opinion leaders in the community?

> Who is best able to help solve the problem or resolve the issue?

> Is there a person who could "champion" the project?

For a successful outcome, there must be proper understanding of who is most involved, vocal or most affected by the planned revitalization. Communication is key.

KEY PEOPLE	ROLES
GOVERNMENT	Define the objectives and the key elements of the initiative Fulfill a strategic management role Finance the project. Provide access to research data Consider the roles of different civil servants, like the Mayor.
RESIDENTS AND LOCAL CITIZENS	Provide information through interviews, surveys, etc Raise public awareness Consultation, cooperation or joint decision-making with Local Businesses & Government
SPECIAL INTEREST GROUPS	Provide a forum for dialogue and exchange Provide access to large audiences and volunteers Raise public awareness Consultation, cooperation or joint decision-making with Local Businesses & Government
LOCAL BUSINESSES	Serve on committees Provide a forum for dialogue and exchange Provide access to large audiences and volunteers Consultation, cooperation or joint decision-making with Local Businesses & Government

Engagement Mapping

Capturing information visually will easily reveal levels of involvement within the community and where individuals reside within the process. An engagement map is the best tool for this representation.

For each project, a different engagement map will exist. Having equal engagement among all groups is favourable, but does not commonly occur. It is possible to use the bubble diagram method to represent the level of influence and impact, as well as distinguish between initiators, active participants and those impacted by decisions. Here are some simple examples capturing this method:

RESIDENTS   **GOVERNMENTS**   **BUSINESSES**

Diagram above denotes that the government has initiated the revitalization and is heavily involved in completing the project.

RESIDENTS   **GOVERNMENTS**   **BUSINESSES**

Diagram above illustrates the residents have initiated the movement to improve their neighborhood.
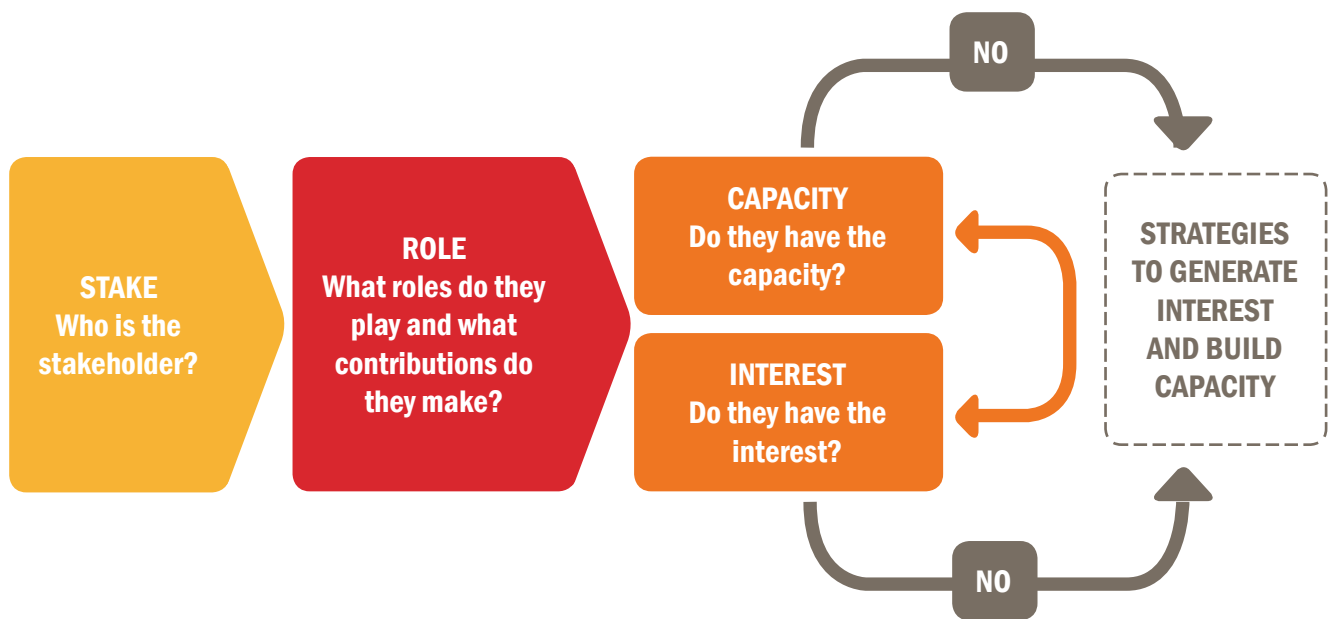
BIG CIRCLE = LOTS OF ENGAGEMENT   **SMALL CIRCLE = LESS ENGAGEMENT**

Synthesize Through Role Balancing

Understanding the priorities of your project is an essential step before prioritizing participant groups. Use those set priorities to create a chart.

A key outcome in utilizing people data is that it will help inform you as to how to balance everyone's roles in the process. After people and their interests are identified, each group's influence and priorities must be analyzed and ranked according to how they pertain to the project. While minimizing conflict is desirable, it may not always be possible to satisfy the needs and/or demands of all groups. The needs of groups with a strong influence on the findings or final outcome of a project should be weighted most heavily.
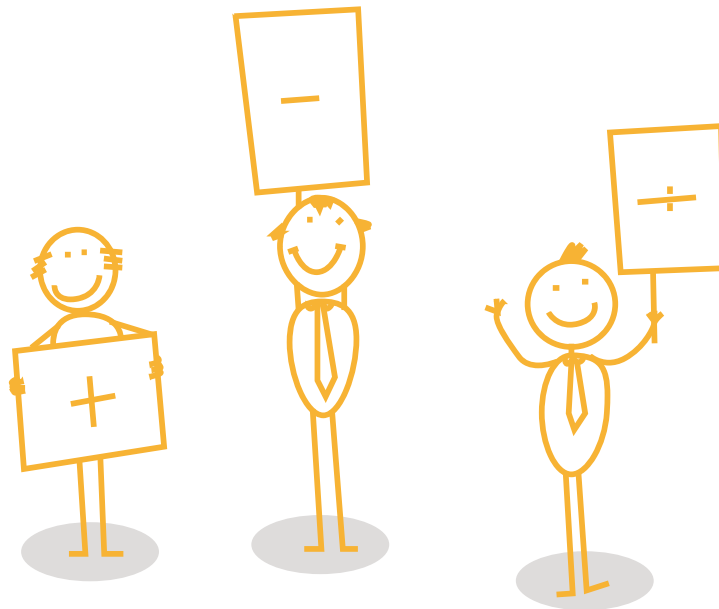
STAKE
Who is the stakeholder?

ROLE
What roles do they play and what contributions do they make?

CAPACITY
Do they have the capacity?

INTEREST
Do they have the interest?

NO

NO

STRATEGIES TO GENERATE INTEREST AND BUILD CAPACITY

ROLE   *Describes the function or part being played by people in your enviroment.*

Prompts for Design Action

In performing this exercise, you will develop an understanding of the primary prompts which will deliver the desired outcome.

In order to develop understand what actions you should take, begin adding to the following framework with combinations of people groups. Next, fill in subsets of groups and shared activities between those groups and desired outcomes. Combinations can and should be limitless.

FRAMEWORK MATRIX FOR PROMPTS OF DESIGN ACTION

GROUP	+	GROUP	=	RESULT
Stakeholder groups	Needs to recieve from	Stakeholder Group	in order to begin with	Achieving a certain outcome
Subset of stakeholder groups	Should collabo-rate with	Subset of stakeholder groups	In order to stop	Developing a certain ability

STAKEHOLDER

A person, group or organization that has interest or concern in an organization, project, or initiative.

EN-GAGE

/en'gāj/ verb

1. occupy, attract, or in
interest or attention).
2. participate or becom

nvolve (someone's

ne involved in.

STEP 5: ENGAGE

Engagement is about coming together as active members and working toward a common goal. Any city branding and revitalization strategy requires all the people affected by the project the opportunity to get engaged. The success of the project depends on the way the way people's views are being collected. It is more effective if people participated in the process and developed a sense of concern and belonging to the city.

Contrary to popular assumptions, ideas can come from anywhere and not just the direct project team. This is the essence of engagement. Engagement can be via in-person meetings, technology, and various direct and indirect methods such as project-specific surveys, blogs, websites, interactive community features (comment wall in the neighborhood, a letterbox placed in a central location where people are encouraged to deposit comments) and more.

Co-Designing

Co-design is a design thinking approach where all the people who are involved work together in determining the best solution for everyone.

CO-DESIGN METHODOLOGIES: participatory co-design can involve a number of methods

> **WORKSHOPS**
> **ROLE PLAYING**
> **IMMERSION INTO NEIGHBORHOOD**
> **TESTING SOLUTIONS**

These methodologies are designed to engage interested parties with a facilitator/designer to create empathy and understanding through local knowledge.

During workshops or sessions, tools such as mapping, storyboarding, modeling, or narrative building can be employed to gain insight from participants. Interview and design sessions should be conducted and documented with each group of people involved.
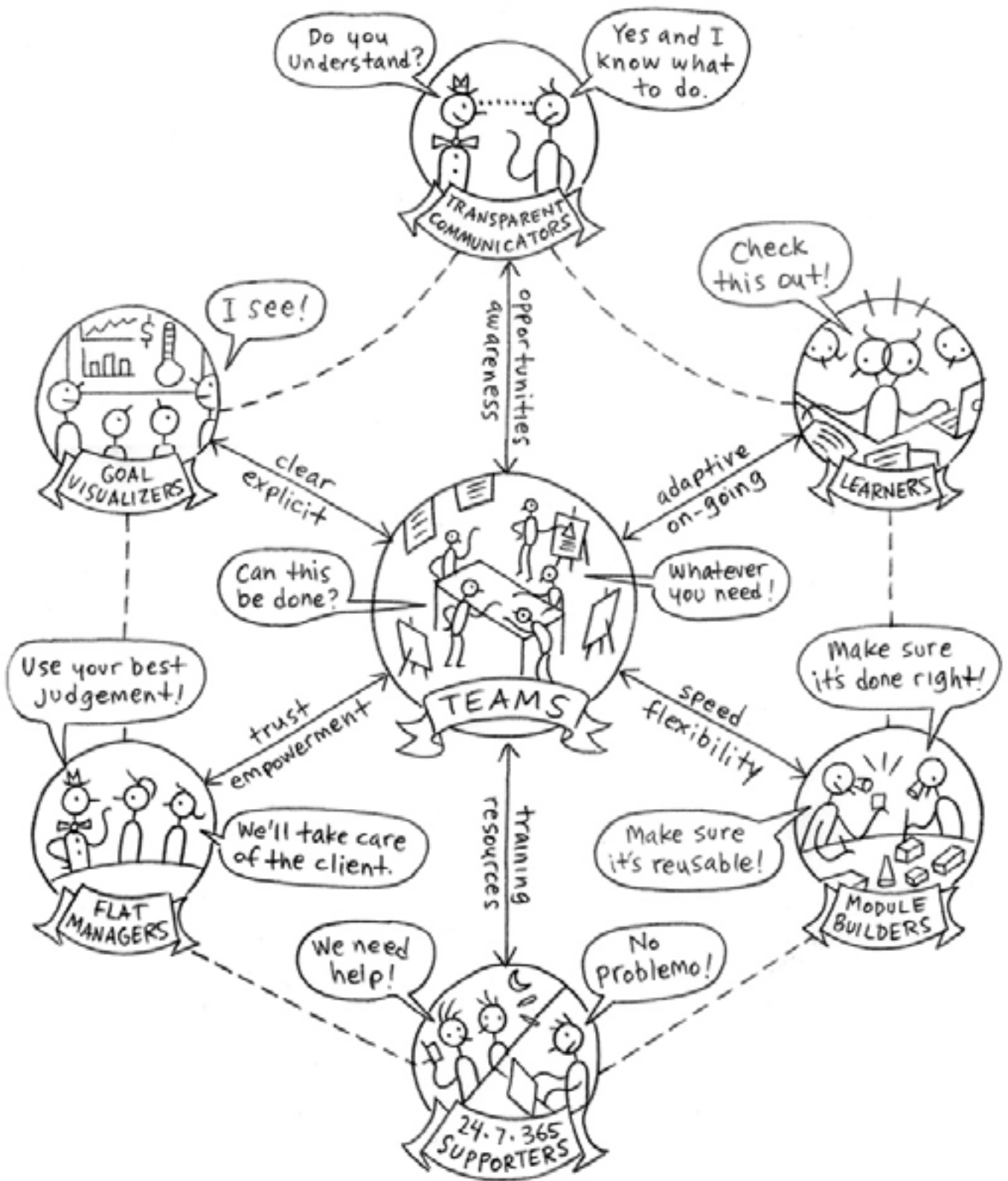
ravalejar *(v.)*

INFINITIU	ravalejar		
GERUNDI	ravalejant		
PARTICIPI	sing. **ravalejat**, **ravalejada**; pl. **ravalejats**, **ravale**		
INDICATIU			
present	Jo **ravalejo**	Tu **ravaleges**	Ell/a **ravaleja**
imperfet	Jo **ravalejava**	Tu **ravalejaves**	Ell/a **ravalejava**
perfet	Jo **ravalegí**	Tu **ravalejares**	Ell/a **ravalejà**
futur	Jo **ravalejaré**	Tu **ravalejaràs**	Ell/a **ravalejar**
condicional	Jo **ravalejaria**	Tu **ravalejaries**	Ell/a **ravalejari**
SUBJUNTIU			
present	Jo **ravalegi**	Tu **ravalegis**	Ell/a **ravalegi**
imperfet	Jo **ravalegés**	Tu **ravalegessis**	Ell/a **ravalegés**
IMPERATIU		Tu **ravaleja**	Ell/a **ravalegi**

jades

Nos. **ravalege**m   Vos. ravalegeu   Ells/es ravalegen
a   Nos. **ravalejà**vem   Vos. ravalejàveu   Ells/es ravalejaven
Nos. **ravalejà**rem   Vos. ravalejàreu   Ells/es ravalejaren
à   Nos. **ravaleja**rem   Vos. ravalejareu   Ells/es ravalejaran
ia   Nos. **ravaleja**ríem   Vos. ravalejaríeu   Ells/es ravalejarien

Nos. **ravalege**m   Vos. ravalegeu   Ells/es ravalegin
Nos. **ravalegé**ssim   Vos. ravalegéssiu   Ells/es ravalegessin
Nos. **ravalege**m   Vos. ravalegeu   Ells/es ravalegin

Raval, Barcelona, Spain

A re-branding took place in a neighborhood in Barcelona. Taken upon by the government, a clever poster was put up where the neighborhood got translated into a verb. This movement added belonging to the community and began to attract younger generations. Ravale is now a hip new destination community, which has evolved from being known as a marginal inner city block.features (comment wall in the neighborhood, a letterbox placed in a central location where people are encouraged to deposit comments) and more.

CASE STUDY

798 Art Zone, Beijing, China

798 Art Zone /Dashanzi Art District, is a part of Dashanzi in the Chaoyang District of Beijing that houses a thriving artistic community, among 50-year old decommissioned military factory buildings of unique architectural style. Everything was left empty, until the artists came and turned abandoned buildings into an exhibition.

Quickly, the destination became a go-to for tourists, because all the installations were bold and daring.

CASE STUDY
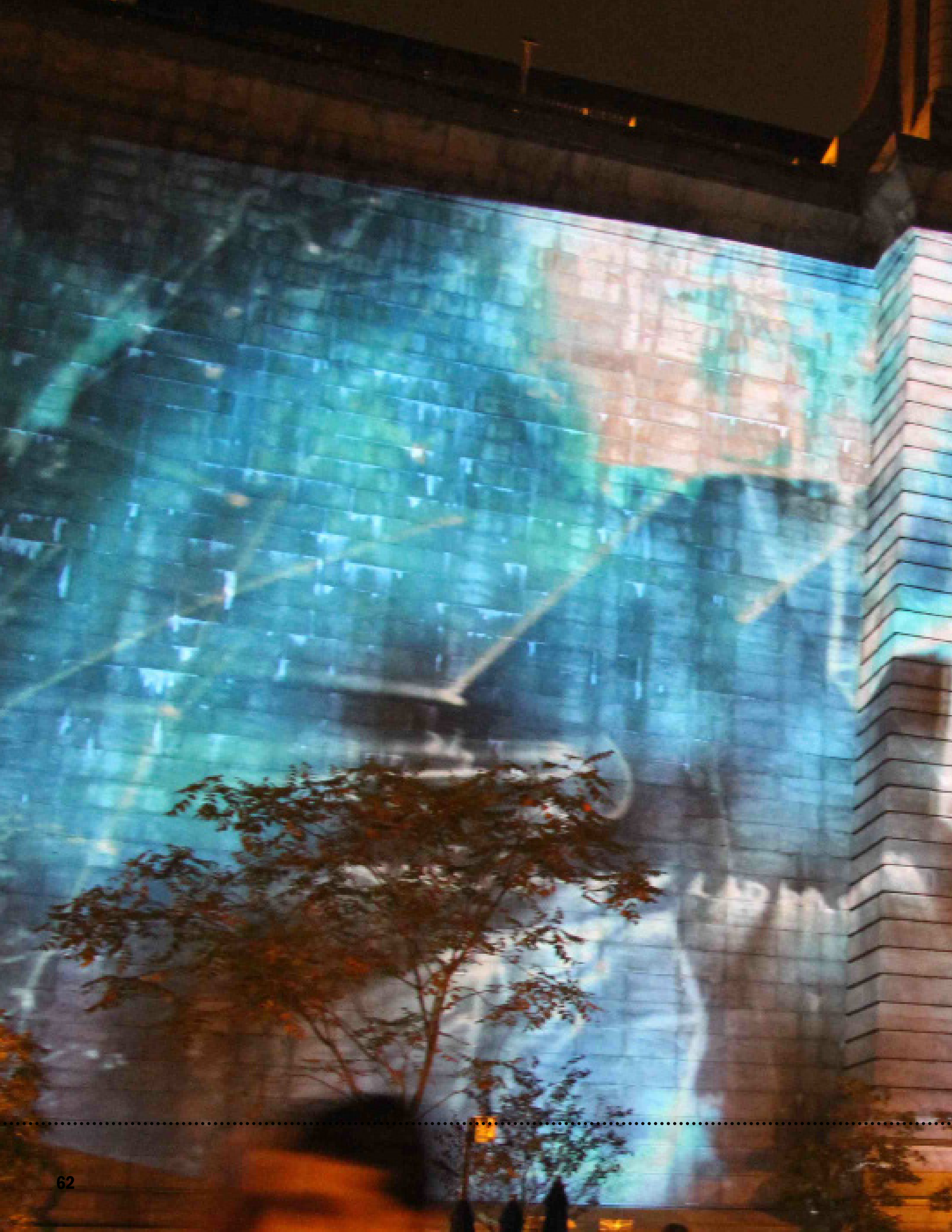
Dumbo, Brooklyn, New York

Dumbo (Down Under Manhattan Bridge Overpass) is going through a rapid revitalization stage thanks to the involvement of the majority of community members belonging to different groups - creatives, tech startups, contemporary retailers, art galleries, hip industrial retailers, high-rise residential and youthful dynamic innovators.

The neighborhood holds a sense of pride and belonging which is highlighted in the street art, the shop names, the event titles, and the advertisements. The events in particular have attracted international recognition, thus more tourists.

The community driven identity and the developing technology hub are pillars in the branding and revitalization strategy of Dumbo.

CASE STUDY

Technology Toolbox

SOCIAL MEDIA

> **FACEBOOK:** www.facebook.com
> **TWITTER:** www.twitter.com
> **INSTAGRAM:** www.instagram.com
> **PINTEREST:** www.pinterest.com
> **YOUTUBE:** www.youtube.com
> **GOOGLE+:** www.plus.google.com

PRESENTATION

> **VISUALLY:** www.visual.ly
> **PIKTOCHART:** www.piktochart.com
> **PREZI:** www.prezi.com
> **POPPLET:** www.popplet.com
> **INFOGRAM:** www.infogr.am

COLLABORATION

> **GOOGLE HANGOUTS:** www.google.com/hangouts
> **PIKTOCHART:** www.piktochart.com
> **PREZI:** www.prezi.com
> **POPPLET:** www.popplet.com
> **INFOGRAM:** www.infogr.am
> **MURALLY:** www.mural.ly

DETAIL & DESIGN

> **WIX:** www.wix.com
> **THEMEFOREST:** www.themeforest.net
> **STUPEFLIX:** www.studio.stupeflix.com
> **ANIMOTO:** www.animoto.com
> **NOTEGRAPHY:** www.notegraphy.com

INDEX

GLOSSARY

> **INQUIRY** - Observe what goes on around you, investigate and ask questions to identify agendas - motivations, as well as historic, present and future interests - detect underlying issues.

> **PERSONAS -** Document the "profile" and mindset of each a group of people interacting with your place.

> **SYNTHESIS** - The act of organizing and documenting data collected through the observation and interviews of people in your place.

> **DISCOVERY**- Interact with those people who are the most deeply involved in your neighborhood, and will be a part of anything you would like to pursue.

> **FIELDWORK** - Gather key facts that will help direct the project vision and path and identify the most meaningful ways to solve problems.

> **SWOT** - A basic, straightforward method that provides direction and serves as a basis for what can and cannot be accomplished (strengths - weaknesses - opportunities - threats).

> **JOURNEY MAP** - Descries the step by step process involved in an interaction.

> **ROLE** - Describes the function or part being played by people in your enviroment.

> **STAKEHOLDER** - A person, group or organization that has interest or concern in an organization, project, or initiative.

SWOT

Role

Synthesis

Discovery

Fieldwork

Personas

Journey Map

Stakeholder

Inquiry
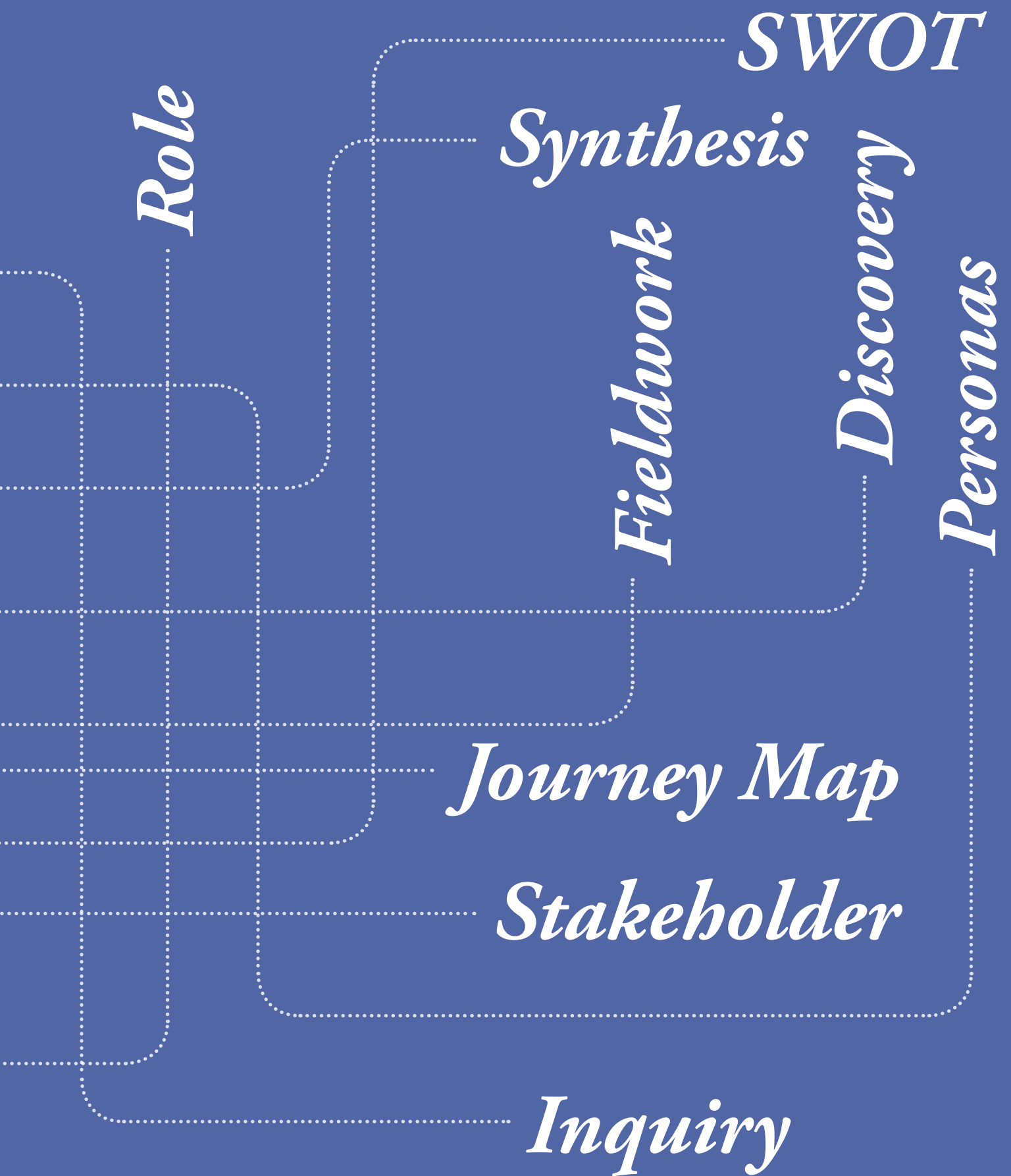
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IMAGE ATTRIBUTES

ABOUT THE TEAM

We are an online collaborative group of individuals in pursuit of our Masters of Science in Strategic Design and Management from Parsons the New School for Design based from New York. We live all over the world spanning Asia, Europe, and North America. Our backgrounds are just as vast as our living locations. This project was a great endeavor to plan between time zones and trying new project managing techniques to facilitate the creation of this book.

1 NEW YORK   **5** HOUSTON

2 TORONTO   **6** SAN FRANCISCO

3 PADUCAH   **7** BANGKOK

4 DALLAS

Monica Bilak

Occupation: Program Manager
Industry: Education

I'm currently working in STEM and K-12 public education on a poverty initiative. I coordinate educational interventions for children experiencing homelessness. I started a non-profit humanitarian relief agency working with AIDS orphans in East Africa about 10 years ago and have been working with non-profits, arts/community development, local and state government and private consulting ever since.

ROLE IN HACKABLE CITIES: SCRUM MASTER AND TEAM MODERATOR

Key takeaways/quote: Scrum master needs a nap.

Jonathan Rewers

Occupation:Manager, FInancial Capital Planning & Analysis, Municipal transportation Agency, San Francisco City and County
Industry: Public Sector

Lead a team to develop creative solutions to problems facing San Francisco's comprehensive transportation system including: taxi services, the bicycle network, the pedestrian realm and the seventh largest public transit system in the United States through the management and development of the 5-Year Capital Improvement program preparing policies, comprehensive studies and developing innovative strategies to prioritize capital investments.

ROLE IN HACKABLE CITIES: CONTENT EDITING

Key takeaways/quote: Monica is the scrum master!

Cecilia Marquez

Occupation: Business Owner
Industry: Fashion

I am a retail operations consultant and also the co-founder, buyer and creative director of a recently opened accessories and home goods store located in Houston, Texas called Saint Cloud. My background is in the visual arts, non profit and business, and I have an undergraduate degree in painting. I live and work in Houston with my partner, Kelly, and our three dogs.

ROLE IN HACKABLE CITIES: CONTENT DEVELOPMENT AND EDITING

Key takeaways/quote: My key takeaway has been the entire SCRUM process of project management and working in a global team.

Karen Jackson

Karen believes that creativity and human energy are the keys to returning to a more sustainable balance with the natural world. She acted as the Chief Innovation Officer for West Coast Green, Interim Global Marketing Director for The Cleantech Open, and supported dozens of international initiatives through the "Change Agency" she co-founded four years ago, Ecotone Creative.

ROLE IN HACKABLE CITIES: CONTENT DEVELOPMENT AND STORYBOARD EDITNG

Key takeaways/quote: "Stakeholder engagement is key!"

Paige Gildner

Occupation: Communications Associate
Industry: Non-profits

Paige is a communications associate and wannabe graphic designer living in San Francisco. After studying journalism as an undergrad, Paige craved more creative freedom than she was finding in her post-grad careers and decided to pursue graduate school programs that were more design oriented. The focus on sustainability, hands-on design, and amazing reputation of The New School is what pulled Paige towards the SD+M program at Parsons.

ROLE IN HACKABLE CITIES: GRAPHIC DESIGN & LAYOUT

Key takeaways/quote:A big number of people is not what constitutes a team. The best teams are formed out of understanding, open communication, and a shared vision.

Quote: "Great teams do not hold back with one another. They are unafraid to air their dirty laundry. They admit their mistakes, their weaknesses, and their concerns without fear of reprisal." - Patrick Lencioni

Penny Komarakulnanakorn

Occupation & Industry : International Coordinator
Industry: Non-profits, Travel retail

Currently Penny is an International Coordinator at Thailand Polo Association in Bangkok. Previously, she has worked at King Power Duty Free, Thailand's sole duty free retailer within marketing, advertising and communications. An interest in strategic development and sustainability are the main motivations in participating in Parson's post-graduate degree in Strategic Design and Management.

ROLE IN HACKABLE CITIES: CONTENT DEVELOPMENT & GRAPHIC DESIGN

Key takeaways/quote: "Communication & collaboration!"

Kristina Pacheco

Occupation: Business Owner
Industry: Real estate & wellness sectors

Kristina has a varied background in creating leisure and mixed-use real estate destinations, management consulting on healthcare and infrastructure development, and NGO experience in revitalising socially challenged indigenous communities. With a business and hospitality development background as well as further studies in wellness, Kristina's experience includes projects in Australia, Asia, Indian Ocean, Africa and Middle East. She is currently advising on development of a 500 hectare greenfield community under planning in Asia.

ROLE IN HACKABLE CITIES: CONTENT EDITING

Key takeaways/quote: "The importance of listening: every team and community will have its own nuances. Engaging stakeholders and leaving room for community co-creation - to make the process and solutions their own - is vital for long-term change."

Jeffrey Mayers

Occupation: Industrial Designer
Industry: Design

Jeffrey is currently a freelance designer. Prior to freelancing he was a Strategic Brand Design manager for Colgate Palmolive in NYC, designer for Henry Dreyfuss Associates, and Mattel Toys. He has provided leadership for an extensive client list that includes AT&T, SCJohnson, Samsung, Falcon Jet, 3M, John Deere, and many others, from entrepreneurial startup firms to Fortune 50 companies. Jeffrey is the recipient of over 50+ design patents and awards. He graduated from the University of Cincinnati, College of Design, Architecture and Art.

ROLE IN HACKABLE CITIES: CONTENT DEVELOPMENT & GRAPHIC DESIGN

Key takeaways/quote: "The best way to predict the future is to create it" -Peter Drucker

Ogonnaya Kalu

Occupation: Creative Director
Industry: Graphic Design

Ogonnaya is a creative director with a diverse background in the design field. She has experience in the fields of Architecture, Systems Design, Visual communications and Photography. After graduating with her bachelor's degree in Architecture, she worked at Philips, where she gained experience in project management and systems design. She currently lives in Dallas, TX, where she works with small businesses on brand design and strategic development.

ROLE IN HACKABLE CITIES: LEAD GRAPHIC DESIGN & CONTENT DEVELOPMENT

Key takeaways/quote: "The dumbest mistake is viewing design as something you do at the end of the process to 'tidy up' the mess, as opposed to understanding it's a 'day one' issue and part of everything." - Tom Peterson

Tatiana Soldatova

Occupation: Interior Designer
Industry: Residential and Commercial

Tatiana is a registered Interior Designer from Toronto, Canada. She is currently working on her newly co-founded venture Soldatova Tseng Inc., it is a multidisciplinary design firm where all boundaries are pushed and explored to find the best design solutions for their clients. Previously, she gained experience in project management and sustainable design in the public sector. She developed expertise in working with multiple stakeholders on complex institutional buildings, and coordinating consultants during construction. Her keen interest in business and strong leadership traits has placed her into Parsons The New School for Design.

ROLE IN HACKABLE CITIES: CONTENT AND STORYLINE DEVELOPMENT

Key takeaways/quote: " Strategic design is a murky road of discoveries until you find clarity in all the data."

Esther Younan

Occupation: Interior Designer
Industry: Residential and Commercial

Esther is an interior designer who grew up in Eskilstuna Sweden and later on moved to Beirut Lebanon and pursued a bachelor's degree in Interior Design. She currently lives in Toronto Canada, in pursuit of professional and personal development. She gained professional experience at an interior design firm in Beirut. She had the opportunity of diving into hands-on work early on, which was a pillar in her learning experience. Combining the classic and the modern, having a new understanding of aesthetics and materials are two main assets she gained. She was coached by an American personal performance coach and artist because she had developed a desire to explore, and be different. The main focus was to regain focus through new patterns of reflection, tools of analysis and creative strategy. This experience is still highlighting her weaknesses and strengths, as it is a continuous journey through life.

ROLE IN HACKABLE CITIES: CONTENT AND STORYLINE DEVELOPMENT

Key takeaways/quote: "Design, build, test, deliver."

Stephen Henderson

Occupation: General Manager of Direct Sales
Industry: Retail, Manufacturing

Stephen is the head of direct-to-consumer for a global personal care brand, where he is responsible for general and P&L management of ecommerce, customer care, infomercial and catalog distribution channels. Stephen studied design as an undergraduate at Carnegie Mellon University before dropping out (!) to pursue a career in design and business management that led him to positions with several leading brands and retailers. He holds a Bachelor's of Business Administration from Golden Gate University in San Francisco. Design thinking is Stephen's primary discipline for solving business problems ranging from finance and marketing to organization and strategy planning.

ROLE IN HACKABLE CITIES: CONTENT AND STORYLINE DEVELOPMENT

Key takeaways/quote: "The road to wisdom begins with ignorance."

HACKABLE CITIES

A TOOLKIT FOR RE-IMAGINING
YOUR NEIGHBORHOOD