

Cities and Change



Designing for and through practical deliberation

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The city and change as a public domain

(Hajer and Reijndorp)

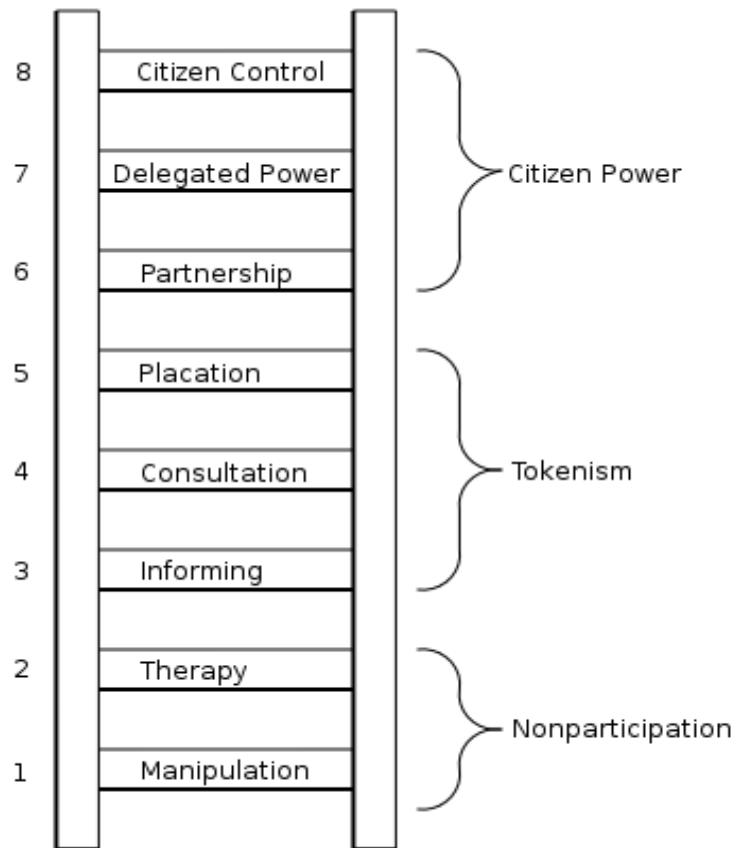


- “Those places where an exchange between different groups is possible and also occurs.”
- “[P]laces of shared experience by people from different backgrounds or with dissimilar interests.”
- Places/instances where we can “make judgments based on an exchange with others.”
- Places where people “can have new experiences, where a change of perspectives is possible.”

Multiple designs (and mixes) to facilitate interaction and deliberation and foster public domain.

- (Mediated) Stakeholder Negotiation
- 21st Century Town Meeting
- Appreciative Inquiry
- Citizens Juries
- Consensus Conference
- Conversation Café
- Compassionate Listening
- Deliberative Polling
- Future Search
- National Issues Forums
- Open Space Technology
- Public Conversations Project Dialogue
- Socrates Café
- Study Circles
- Sustained Dialogue
- Victim Offender Mediation
- Wisdom Council
- World Café

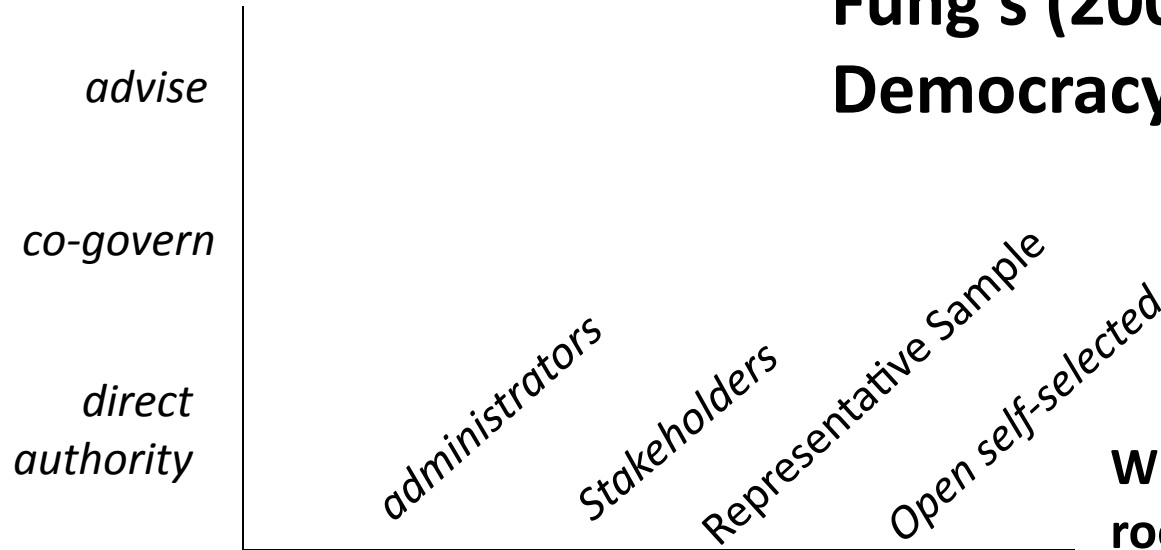
Arnstein's Ladder: Participation and Power



- Non-Participation
- Tokenism
- Citizen Power

Analysis for Design: Fung's (2006) Democracy Cube

What kind of influence do they have?



Who is in the room? Who do they represent?

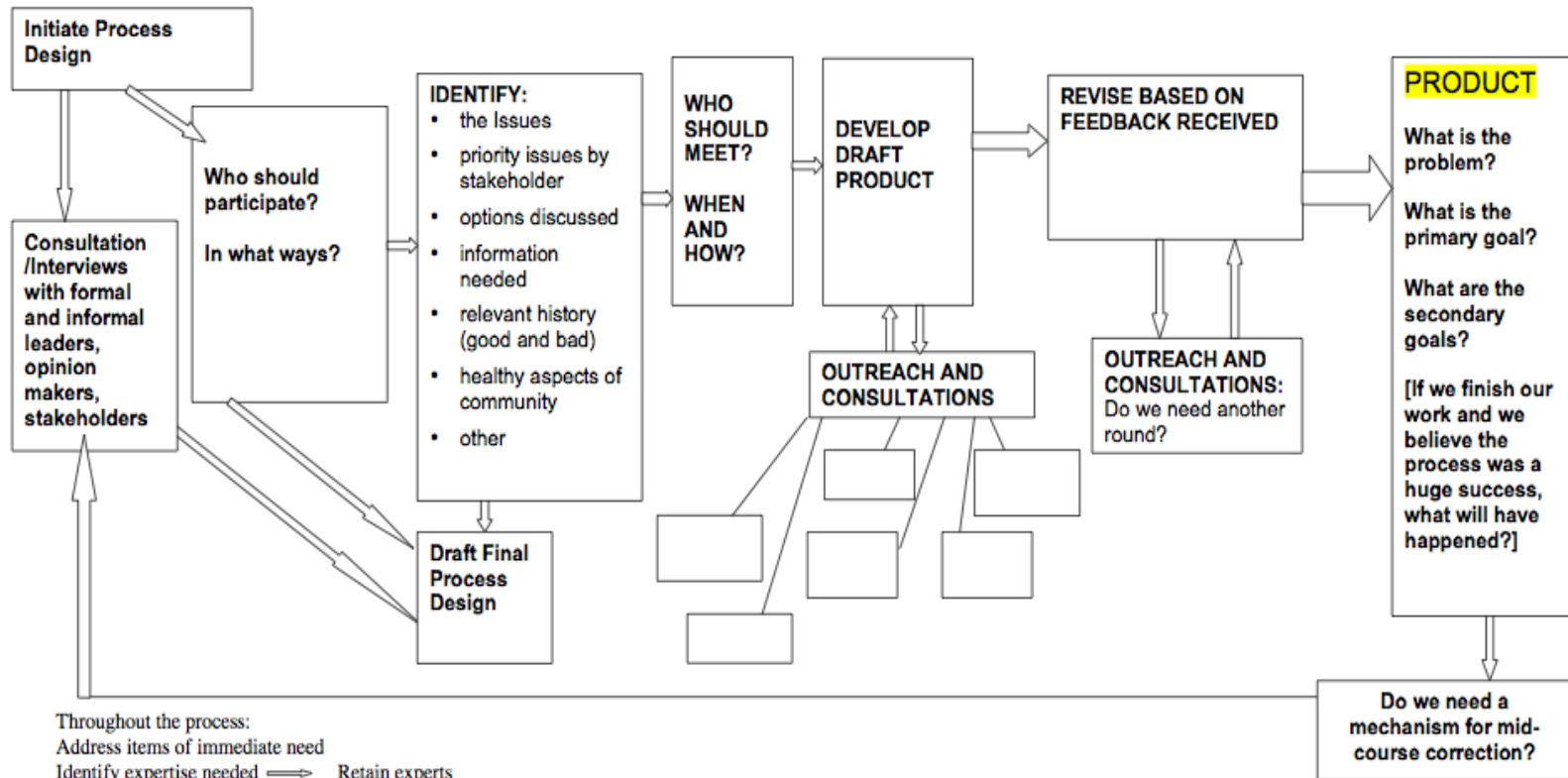
How do they communicate with each other & make decisions?

deliberate & negotiate

express preferences

Designing for Deliberation

PROCESS DESIGN PLANNER TIMELINE

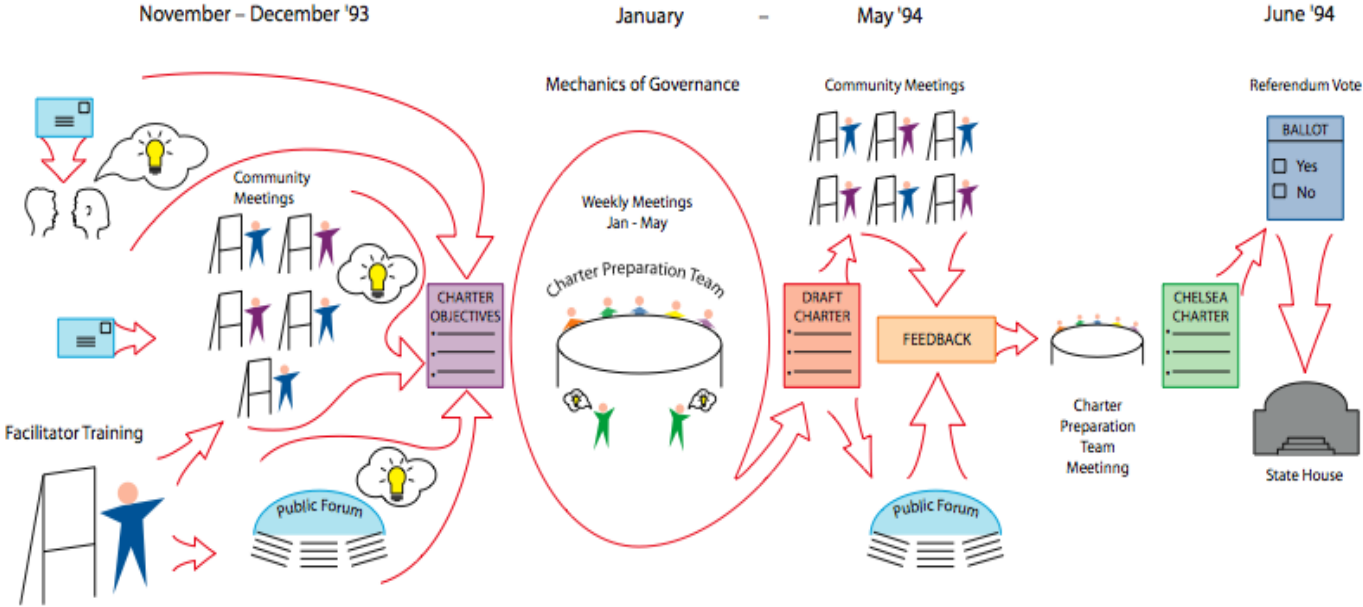


An agenda for design

(Susan Podziba and Associates: <http://www.podziba.com>)

- Who must participate for success?
 - (success = actionable agreement and commitment to implement.)
- What structures are needed to support deliberations and decision-making?
- How will representatives interact with constituents and superiors?
- Are additional entry points for participation necessary?
- What information/expertise is needed?

CHELSEA CHARTER DEVELOPMENT PROCESS – CHARTER '94



Charter Hotline	Charter Hotline	Charter Hotline	Charter Hotline	Charter Hotline	Charter Hotline


Design for Scale: Listening to the City



America Speaks: Principles of practice for deliberation at scale

Preliminary Report

July 20, 2002 • Jacob Javits Center



More than 4,000 people from New York and the tri-state area gathered on July 20 at the Jacob Javits Convention Center to play a role in rebuilding Lower Manhattan. Over the course of the daylong forum, participants in "Listening to the City" deliberated options for redeveloping the World Trade Center site and considered the critical issues that must be addressed to help people rebuild their lives in the aftermath of September 11 and memorialize those who were lost.

The public conversation was attended by many of the decision-makers and leaders who will ultimately decide the future of Lower Manhattan, including officials from the Lower Manhattan Development Corporation, the Port Authority of New York and New Jersey, the State of New York, and the New York City Mayor's Office and City Council. The results of the forum will be presented to these decision-makers to guide their work.

"Listening to the City" is a project of the Civic Alliance to Rebuild Downtown New York, a broad-based coalition of nearly 100 groups committed to devising strategies for the redevelopment of Lower Manhattan. The Civic Alliance was convened by the Regional Plan Association, in conjunction with New York University, New School University and the Pratt Institute. This 21st Century Town Meeting™ was designed and facilitated by AmericaSpeaks™.

Demographics

Participants in the forum came from all walks of life and represented the rich geographic, racial and income diversity of the metropolitan region. These figures are compared below to the official demographics of the region.

Gender	July 20	Region	Race	July 20	Region
Female	53%	52%	African-American	7%	20%
Male	47%	48%	Asian/Pacific Islander	13%	9%
			Caucasian	66%	64%
			Native American	0%	<1%
			Mixed Race	5%	2%
			Other Race	9%	0%
			Ethnicity		
			Hispanic	10%	20%
			Non-Hispanic	90%	80%
			Geography		
			Manhattan	46%	} 47%
			Brooklyn	18%	
			Bronx	3%	
			Queens	30%	
			Staten Island	1%	
			Someplace in NYS	6%	23%
			New Jersey	10%	37%
			Elsewhere	6%	

The Civic Alliance sought to represent the rich diversity of the metropolitan region at "Listening to the City." This goal was achieved more closely in some areas than in others. For example, 53% of the participants were female and 47% were male, while the region is 52% female and 47% male. In addition, 27% of the participants were 20 to 34 years old, compared to 22% for the region. People 65 and older made up 10% of the forum, close to the regional figure of 12%. On the other hand, while 20% of the region is African-American, the forum was only 7% African-American. Similarly, participation was higher among people in the top income brackets and among those who live in Manhattan. The Civic Alliance will continue to try to ensure that all voices are proportionally represented at future activities.

Forum participants related to the events of 9/11 and the rebuilding of Lower Manhattan in a variety of capacities:

- 8.9% had a family member who was a 9/11 victim
- 19.7% are survivors of the events of 9/11
- 23.6% lived in Lower Manhattan
- 41.4% worked in Lower Manhattan
- 33.5% were at or near Ground Zero on 9/11
- 21.5% became displaced/unemployed as a result of 9/11
- 6.2% were rescue or recovery workers
- 71.1% attended primarily as interested citizens

1. Get the commitment of leadership to act on outcomes
2. Ensure that project has a robust design
 1. Work at a scale appropriate for issue
 2. Make sure participants are demographically diverse and representative of the affected population
 3. Ensure informed participation
3. Use facilitation to foster dialogue & deliberation
4. Focus and organize deliberation to seek agreement on shared priorities
5. Link the outcome of deliberation to action (see 1)
6. Design for sustained citizen participation

America Speaks: Principles of practice for deliberation at scale




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America Speaks' Lessons Learned

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- To change ways of thinking and working you need a long-term commitment
- If you want to reach citizens, go where they are: churches, businesses, schools, etc.
- If you want to attract and engage diverse groups then different opportunities: length, type of activity, location, etc.
- Partnerships with decision-makers and public officials are critical.
- Citizens need a safe space to participate and exercise leadership.
- Planning for sustained engagement must start from the beginning.

Deliberation: Hot or Cold?



- “I asked her just that question, I said, ‘Some planners will feel that when there’s so much bad feeling going around, they’ prefer to turn around and walk. But you came into that room, you saw all the contentiousness and you nevertheless thought, ‘Well, there’s a set of things that might be possible here.’ So, the question to ask [...] is, ‘What do we need to be thinking in the face of such contention?’”
- *Whenever there’s conflict in the room, it means there’s energy to work on something—conflict is always better than apathy: so that’s where I start . . . As a party, I’m angry about something—and I’m angry because I don’t think something is working right, and I want things to work right.*
- (Forester 2009. p.149)

Acting as Designing



- Start from the specific.
 - What is the problem that I am trying to solve?
- Think generally.
 - What are the options for bringing people together?
- Inquire into context.
 - What are the ‘facts that matter’?
- Design don’t choose:
 - draw on expertise to create opportunities.
 - It’s the mix that matters.
- Designs are performed: they are public domain.
- The expression of human capacities is contingent on institutional conditions.
- Vital “public domains” fuse practical and democratic significance.

Development through designs that recombine



A house can also produce energy
A sports club can also be a Kindergarten.
A park can also supply food and purify water.

- Citizens direct deliberation at a common venture.
- Participating as shareholders changes their perspective
- Groups gain by combining two or more functions.
- The mutual gains created can help to resolve conflict.