SymbioCity

TOOLS AND METHODS

CONTENTS

HELLO!

This publication contains a collection of methods and tools to be used in urban planning, development, and management using the SymbioCity approach. We hope that you will find them useful in promoting sustainable and inclusive urban development in your city.

The methods have been successfully applied in urban development processes throughout Asia, Africa, Latin America, and Europe through SymbioCity. Several of the methods have been developed by the SymbioCity team of experts specifically for use in local government development processes, while others are adaptations of existing methods. The tools and methods are best used in the framework of the SymbioCity approach and the 6-step iterative planning process, described briefly below, but they can also be used as stand-alone tools.

A HOLISTIC AND INCLUSIVE APPROACH

TO SUSTAINABLE URBAN DEVELOPMENT

SymbioCity promotes a holistic and inclusive approach to sustainable urban development which provides opportunities to improve living standards and well-being, safety, comfort and quality of life for all by including stakeholders and communities in urban development processes. The conceptual framework is generic and is applied in a flexible way according to the conditions and needs of the context. The framework is responsive, aiming to optimise processes already in use.

A HOLISTIC APPROACH: SEEING THE BIGGER PICTURE

The approach adopts a holistic and comprehensive way of thinking before considering specific solutions and interventions. It integrates economic, environmental, socio-cultural and spatial dimensions; and includes institutional as well as long-term and visionary perspectives.

It allows the user to see the bigger picture and how different urban functions and systems are interrelated today and in a possible future. It starts by looking at the assets the city can leverage in addressing the challenges identified using a "vision-based" instead of "problem-based" approaches. As opposed to planning and development in silos, SymbioCity promotes connections between sectors and involvement of various actors and disciplines, to allow for synergies and integrated solutions that make better use of local resources and assets.

AN INCLUSIVE APPROACH: CITIES FOR ALL

Cities should be for everyone. Different groups experience the city differently and may have different needs and aspirations.

This needs to be addressed in the planning and development of the city. Different groups are included by promoting participatory processes and the inclusion of communities, private sector and civil society to share their insights, experiences and perspectives. By putting special emphasis on gender perspectives and the urban poor, SymbioCity aims to contribute to poverty reduction and improved living conditions for all.

A RESPONSIVE APPROACH: LOCAL OWNERSHIP IS THE KEY

Local leadership and ownership are key factors to transforming an urban environment in a positive direction. The approach does not provide ready-made solutions to all urban challenges. Instead, it offers methods and tools for successfully working towards sustainable urban development and a way of moving from ideas to action. The solutions that emerge will be local. The ownership will be local. SymbioCity strives to strengthen existing structures and processes, to not introduce new ones.

KEY PRINCIPLES

All SymbioCity projects are based on a set of entry points which guide the process and working methods in an inclusive and sustainable direction.

From silos to multidisciplinary teams
- Connections between different actors and disciplines lead to synergies and integrated solutions, which make better use of local resources and assets.

From problem-based to vision-based
- A positive, shared vision of the future motivates stakeholders to look with courage and hope at the many and difficult problems they often face.

From single effects to synergies
- Synergistic solutions that solve several problems at once are often more cost-effective and sustainable, yielding more from less.

From top-down to bottom-up processes
- By empowering and engaging the people we plan for, we deliver well-adapted and long-lasting urban solutions that work for everyone.

From reactive to proactive
- Instead of reacting to problems as they emerge, a proactive approach to urban challenges can save money and avoid disasters.

A SIX-STEP ITERATIVE PROCESS

SymbioCity provides a generic working process which can be adapted to the prevailing local conditions. There are many advantages to be gained from working in a flexible, iterative or cyclical manner. This iterative working process is structured around a six-step working procedure that includes the following main steps:

1. Define and organise the process

Good planning and organisation are crucial to the success of any project. An organisational plan should define activities, their interrelationships and all relevant stakeholders. People must form an integral part of the organisational plan, with special attention to gender-sensitive and pro-poor perspectives.

2. Diagnose current conditions

Local conditions should be mapped to identify needs, problems, challenges and opportunities. The situation of the most disadvantaged groups should be in focus. Positive features are important as assets to be protected and further supported. The cause of problems should be identified as a basis for developing effective and integrated solutions.

3. Specify objectives, indicators and targets

The aim is to articulate ambitions for the city's future without pre-judging specific proposals and solutions.

Targets and indicators are drawn up to formulate measurable objectives. Objectives should be based on the preliminary diagnosis and can be qualitative or quantitative.

4. Develop alternative proposals

Alternatives should now be identified, since urban challenges are complex and often have multiple solutions. For any solution or investment to be relevant in both the short and the long term, it is essential that alternatives are flexible and focused on synergies between different urban systems.

5. Analyse impacts

The economic, social, environmental and spatial impacts of alternative proposals should be evaluated as a basis for informed decision-making. Impact analysis is an important step in developing integrated and innovative proposals, and also a core aspect of sustainability reviews. Best practice requires special attention to the conditions of the urban poor.

6. Implementation and follow up

The final proposal may highlight one preferred alternative or combine several options. Synergies between different systems are vital for optimising the effects of the planning process and on the quality of the built environment. The planning process is, however, not a linear one, going step by step, but an iterative cycle of going back and forth, re-thinking earlier conclusions, and revising them with insights gathered later in the process.
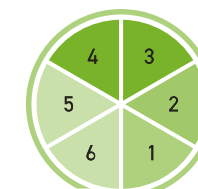
READ MORE

SYMBIOCITY APPROACH
https://symbiocity.org/resources/
PROCESS GUIDE
https://symbiocity.org/resources/

01 Stakeholders Analysis

What?

A framework tool to understand the role of government, civil society, and other actors who are involved in urban development processes.

Why?

It is crucial to know which stakeholders are responsible for developing the city as key issues are often directly linked with their responsibilities.

Who?

Mainly applicable to those involved in or familiar with the matter to be assessed. Please include both women and men.

When?

Suitable in the initial phase when you are defining and organising the project but should be updated continuously during the project as new stakeholders are identified.

Material needed

- A1 sheet
- Different coloured post-it notes
- Pen/pencil

INTRODUCTION

Sustainable urban development requires the cooperation of all stakeholders, including citizens. Stakeholder analysis is the process of identifying and analysing the stakeholders that are likely to affect or be affected by the project (positively or negatively) across hierarchies of governance in order to engage them appropriately and effectively. This can include government, civil society, academia, private sectors, communities, development agencies, etc.

METHOD STEPS

1. **Brainstorm with your team** a list of individuals, groups or organisations who may have a stake in the project.

2. **Write them down on post-it notes** assigning a colour code to different groups, e.g. government – blue, community – green, and business – red.

3. **Discuss within the group** how you will engage different stakeholders in different stages of the project.

GUIDING NOTES

Example of aspects to include in the assessment:
- » The structure of government, e.g. National, Regional, Local and Sub-local.
- » The role of different government bodies
- » The implication of civil society, e.g. NGOs and CBOs.
- » The private sector, e.g. investors, businesses, developers.

Example of questions to have in mind when creating action plans:
- » How can civil society be involved in the decision-making process?
- » Which ministries have the mandate for urban planning and budget allocation?
- » How to involve the private sector along with the local community?
- » How many and which NGOs have been working in the region?

---

02 SWOT Analysis

What?

A framework tool to assess Strengths, Weaknesses, Opportunities and Threats. SWOT analysis is mostly used for overview assessments in the initial stages of a project as a way of analysing the current situation.

Why?

Used to easily detect and categorise internal and external factors which would influence the project.
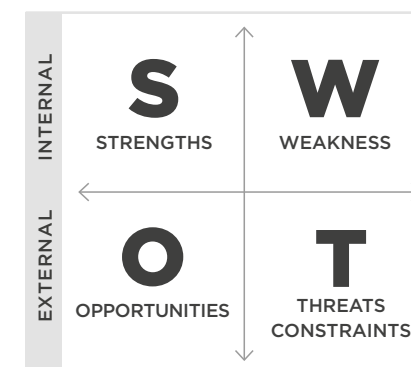
Who?

Mainly applicable to those involved in or well familiar with the matter to be assessed. Please include both women and men.

When?

Mostly applicable in the initial planning stage of project planning.

Material needed

- Flipchart or large sheet with SWOT grid marked in four squares
- Pens/post-it notes to fill in each box accordingly

INTRODUCTION

SWOT analysis is an assessment tool that stands for **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats. SWOT analysis is mostly used for overview assessments in the initial stages of a project or organisational setup to detect internal (Strengths & Weaknesses) and external (Opportunities & Threats) factors that may affect the end result or operational environment. Based on the results, appropriate action plans can be developed. The tool can be used to assess a specific geographic area, issue or theme, or it could take a more holistic approach and address the overall development of an urban area

METHOD STEPS

1. **Define the situation** being assessed and explain the SWOT format to the participants.

2. **Gather participants** with good insights on the issue to be assessed, preferably with different perspectives and backgrounds. The number of participants is to be adapted to the scope of the assessment.

3. **Fill in the grid** individually or in groups. Start with Strengths and Weaknesses (internal factors) and thereafter continue with Opportunities and Threats (external factors).

4. **Discuss the findings** and create a common SWOT grid with issues deemed most important and prioritise them if needed.

5. **Create action plans** based on the common SWOT.

GUIDING NOTES

Assessing the operating environment is an essential aspect of any SWOT analysis. This can be done more thoroughly by dividing the operating environment into different sections, for example:
- » The resource environment, i.e. expertise, funding, material, and physical resources, etc.
- » The macro-socio-economic environment, e.g. political, legal, macro-economic, and cultural conditions, policies, constraints, etc.
- » The beneficiary environment, e.g. community conditions and needs.
- » The (other) stakeholder environment, e.g. main partners or competitors.

03

Clustering

What?

A tool to identify key issues and group them under relevant themes.

Why?

Used to easily group issues to consider how to mitigate weaknesses and threats, strengthen positive factors and assets, and utilise opportunities.

Who?

Mainly applicable to those involved in or well familiar with the matter to be assessed. Please include both women and men.

When?

Mostly applicable after getting results from SWOT analysis tool.

Material needed

- A1 sheet with grids
- 3 different colour post-it notes
- Pens/post-it notes to fill in each box accordingly

INTRODUCTION

The clustering tool is used to understand key issues as a group and assign them under relevant themes. It is important to identify the themes for the issue in agreement with all the members in a group.

METHOD STEPS

1. **Start a discussion** on similarities between different key issues.

2. **Cluster key issues** together that have similarities that you recognise.

3. **Develop an overall theme** for each cluster that you have come up with.

4. **Discuss issues** based on the previous SWOT exercise and put those issues under relevant themes.

5. If a group wants to **address more issues**, it is ok to add.

GUIDING NOTES

» It is important to listen to the ideas from different perspectives within the group before making a decision.

» Once everyone agrees on key issues, it is time to look back on strengths, weaknesses, opportunities, and threats (SWOT) and put those under the relevant themes.

» Discussion is very important for this exercise. The more discussions, the better results.

» Based on the discussion and arguments, additional issues can be added..

04

Problem Tree Analysis

What?

A framework tool to prioritise causes and effects and break down problems into manageable chunks.

Why?

It provides an understanding of multiple causes and effects and their interconnections or negative synergies.

Who?

It can be done as an individual or group exercise, or a combination of the two. Please ensure mixed-gender groups.

When?

Mostly applicable to the initial planning stage of a vision.

Material needed

- A1 sheet with grid
- Pens/post-it notes to fill in each box accordingly

INTRODUCTION

Problem tree analysis helps to find solutions by mapping out the anatomy of the causes and effects of a particular problem. This enables one to identify possible solutions that can address causes rather than symptoms.

METHOD STEPS

1. **Discuss and identify the problems** within groups that need to be solved urgently or in the long term.

2. Discuss within the group the **possible causes** for each problem.

3. **Discuss the impacts** within the group (positive and negative) of these problems on the community.

4. **Identify the possible solution.**

GUIDING NOTES

» The economic, political, and socio-cultural dimensions of the problem need to be considered.

» Identifying which causes and impacts are getting better, and which are getting worse is essential.

» Both long-term solutions and short-term solutions should be considered.

05 Force Field Analysis

What?

A framework tool to provide an overview of the helping and hindering forces or factors in a situation.

Why?

A Force Field Analysis identifies helping forces in order to strengthen them, and hindering forces in order to reduce them.

Who?

Mainly applicable to those involved in or well familiar with the matter to be assessed. Please ensure mixed-gender groups.

When?

Mostly applicable to the initial planning stage

Material needed

- Flipchart or large sheet with grid marked in two sides with hindering force and helping force
- Pens/post-it notes to fill in each box accordingly

HELPING FORCES					HINDERING FORCES				
5	4	3	2	1	1	2	3	4	5

INTRODUCTION

Force Field Analysis is commonly used to assist decision-making in change management or development programs. It provides an overview of the helping and hindering forces or factors in a situation and can help to address resistance to change and mobilize people's motivation and commitment to act. Helping forces push things in a positive direction, while hindering forces and factors work against positive change forces, maintaining the status quo, or making things worse.

METHOD STEPS

1. Identify and **agree on the situation to be assessed**.
2. Within the group, **brainstorm all the helping forces** and factors, including internal subjective or emotional forces and factors.
3. **Rate the strength or magnitude** of each force on a 1 to 5 scale (1 = very weak, 2 = weak, 3 = average, 4 = strong, 5 = very strong)
4. **Discuss the result and identify key forces** that you want to strengthen or reduce along with identifying stakeholders for sharing tasks.
5. **Review the result and develop action plans and timeline.**
6. **Have a meeting note** for the summary report.

GUIDING NOTES

» Identify and define the situation to be considered, e.g. progress towards sustainability in our city.

» Discuss the result and identify key forces that you want to strengthen or reduce. You can rank or just discuss the relative importance of each helping and hindering force, and the degree of influence you have or could have on each. Now discuss which forces can be influenced and how.

» Review the result and note your conclusions and action plans, including who will do what and by when.

» Document the flipchart pages in a summary report. You could photograph your force field analysis and include this. Distribute the report as soon as possible to all group members and other key people who should be informed, or who need to approve the way forward.

06 Grid Analysis

What?

Grid Analysis is similar to SWOT exercise, but has more explicit focus on hopes for the future.

Why?

The results of a Grid Analysis can be used in various ways at different stages of a planning or review process.

Who?

A Grid Analysis can be done as an individual or group exercise, or a combination of the two. Please ensure mixed-gender groups.

When?

Mostly applicable to the developing stage of vision for project or organisational set up.

Material needed

- Flipchart or large sheet with grid marked in four squares
- Pens/post-it notes to fill in each box accordingly

INTRODUCTION

Grid Analysis is a tool to share and agree on the perceptions and hopes for a city, district, or sector. It identifies existing assets that should be cherished, future assets that should be developed, and undesirable aspects that should be addressed in the present, or prevented in the future.

METHOD STEPS

1. Initially, it is important to specify and **agree on the subject or theme** for analysing within a group.
2. The Grid consists of the four quadrants:

	Don't Want	Want	
Have	**Quadrant 1** contains the things that you do not want but currently have i.e. *Problems*.	**Quadrant 2** contains the things that you want and currently have i.e. *Assets* and positive factors, e.g. a good library, a clean beach, social harmony, caring leadership, etc.	**Have**
Don't have	**Quadrant 3** contains the things that you do not want and currently do not have i.e. corruption, traffic jams, discrimination against minorities, etc.	**Quadrant 4** contains the things that you want but currently do not have i.e. *Needs*, opportunities, and objectives, e.g. recreation opportunities, low-cost public transport, clean drinking water, etc.	**Don't have**

3. Start with **individual reflections** based on the experiences or ideas for a city, district, or sector, and then fill out the Grid as a **group exercise**.
4. **Develop a common vision**, discuss how to get rid of undesirable items, and consider ways to convert undesirable items to desirable ones.

06 Grid Analysis
continued

07 Walk Through Evaluation

GUIDING NOTES

When reviewing items in quadrants, the following steps are useful:

Quadrant 1

» Remove: Identify ways to get rid of each undesirable aspect, and decide on practical steps to deal with the problems.

» Reduce: If a problem cannot be totally removed, consider what can be done to reduce its negative impacts?

» Convert: Consider ways to convert undesirable items into desirable ones.

Quadrant 2

» Cherish: Does the community appreciate and value its assets sufficiently? If not, how can this be enhanced?

» Conserve: Are valuable features in danger of being lost? What can the community do to preserve them?

» Leverage: How can the community use its assets to the greatest advantage, to build a stronger community and enhance external support?

» Share: Can assets be made more accessible or available to others in and outside of the community? How can they be used proactively to create a positive image of the community?

Quadrant 3

» Prevent: Identify precautions to prevent threats from materialising.

» Evaluate: Prevention may entail giving up something else of value. If this is the case, is it worth the sacrifice? Are there other ways to prevent a threat?

» Invest: Estimate the amount of time, money, and effort needed to safeguard the community from a threat. Are these resources available?

Quadrant 4

» Plan: What steps can be undertaken to meet this need?

» Explore options: What alternatives are there to achieve an objective?

» Sacrifice: Is there a need for trade-offs to attain this, i.e. giving up something to gain a greater benefit, e.g. commuting in private vehicles, in order to develop a clean, green, and people-friendly city and public transport system.

» Evaluate: Do a cost-benefit analysis - How much time and effort will be needed to obtain this item? What potential benefits will the community gain? Is the cost worth the benefit? Will the community as a whole benefit, or only some residents?

What?

A framework tool used to analyse an area through different perspectives by walking and observing.

Why?

The tool can be used to get an overview or assess a specific issue and understand different viewpoints.

Who?

It can be done as an individual or group exercise. Please ensure mixed-gender groups.

When?

Mostly applicable before developing proposal because it allows one to better understand the on-ground realities.

Material needed

- Map of the area
- Note book
- Camera
- Pens

INTRODUCTION

Walk through evaluation is a tool to analyse an area by walking and evaluating it based on all your sensory experiences. This tool helps to experience a place from different perspectives and forming a deeper understanding of the ground realities.

METHOD STEPS

1. The walk is planned in advance by **deciding a suitable route** marked out on a map and by formulating questions to the participants regarding the area (8-10 stops).

2. The **number of participants** can vary, but generally, it should not be more than 10 people and the walk should be limited to about an hour. Participants need to be comfortable with being able to talk about their experiences.

3. **Assign a process leader** in charge of leading the group.

4. **Stay approximately 10 minutes per stop.**

5. At the different stops, the participants should **analyse the place** using their skills and senses to answer a set of pre-formulated questions.

6. **Write in silence and individually.**

7. The participant's observations are **collected and recorded**.

8. The planning team should **jointly discuss the results**, and how different members of the community experience the place or issue differently.

GUIDING NOTES

The walk

» The process leader guides to the stops.

» Make sure everyone understands the questions.

» Reflect on the place with all your senses.

» Write down some notes for yourself to remember.

The discussion

» The process leader leads the conversation.

» Talk about each stop you made.

» Every person gets to present their experience.

» Someone takes notes on the conversation.

» Try to summarize before the final presentation.

08 Public Space Analysis

What?

An exercise to analyse positive or negative issues in a targeted public space.

Why?

Used in order to make participants analytically reflect on qualities and values in public spaces.

Who?

Mostly applicable to participants in capacity building programs and urban projects. Please ensure mixed-gender groups.

When?

Used in a preliminary diagnosis of a studied area.

Material needed

- Map of studied area
- Questions printed to be studied
- Pen and paper

INTRODUCTION

A Public Space Analysis is carried out in order to diagnose and analyse the current situation in a specific location based on a set of qualitative questions. The analysis can be used as a first step to understand positive and negative qualities and values associated with a place that can be enhanced or combated in urban development projects.

METHOD STEPS

1. The participants are **provided with a map** and the following set of questions to be studied:

POSITIVE & NEGATIVE PLACE

- **Space qualities**
  Why is a place positive/negative?
  What are the qualities that make it so?
  Absent or invisible themes: Stories that cannot be seen.

- **The users**
  For whom is it a good/bad place?
  Who are the beneficiaries of the space?
  Who does not benefit?
  Are there more women or more men who are present?
  Do they use space in different ways?
  What is the power relationship between users?
  Who dominates? Is it a space for children? For older adults?

- **Specific conditions that are positive/negative**

  Security:
  Traffic protection?
  Climate protection?
  Protection against violence and crime?

  Comfort:
  Possibility and attractiveness to walk?
  Possibility of stopping?
  Possibility of sitting?
  Nice views?
  Noise levels?

2. The participant answers are **collected and recorded**.

3. The planning team should **jointly discuss the results**, and what factors are responsible for making a place positive or negative for its users.

> Public Space Analysis can be used as a first step to understand positive and negative qualities and values associated with a place.

GUIDING NOTES

» Ensure that there is equal participation with respect to gender, age, etc.

ANALYSING PUBLIC SPACE FROM A GENDER PERSPECTIVE

If we want to create a public space for all, start by analysing the space from a gender perspective in order to understand how it is used, who is using it, when and for what etc.

» Who is using the space? Who is not using the space? Who is in spaces nearby? Who passes through the space?

» Are there different target groups present during different times of the day (morning/day/evening)?

» Who is active and uses all the functions of the space? Who is passive, just watching?

» How are the people living nearby using the space? What kind of activities are being done here? Is there a dimension of gender connected to the space?

» What gender is dominant?

» Is there a difference between gender and age in the way they use the space? If yes, in what way?

» Time of day that they use the space.

» Are there functions on or around the space which could make girls/women feel more or less welcome?

09 Neighbourhood Security Survey

What?

A survey to identify and evaluate security aspects in a specific urban area or neighbourhood.

Why?

Create an understanding of risks or qualities in an urban space along with different stakeholder responsibilities.

Who?

Working group together with stakeholders and the users or residents. Please ensure mixed-gender groups.

When?

Used in a preliminary diagnosis of a study area.

Material needed

- Location with chairs and tables
- Map of targeted areas
- Two coloured pens/post-it notes of markings.

INTRODUCTION

A neighbourhood security survey is a tool to identify and analyse the less secure places in a neighbourhood and get all the responsible stakeholders to discuss how the area can be made more secure and pleasant. The aim of a neighbourhood security survey is for there to be a mutual exchange of ideas and viewpoints and an opportunity to disseminate information and discuss constructive ideas to make a neighbourhood safer. The dialogue between residents and those responsible is as important as the physical changes that can result from the survey.

METHOD STEPS

1. **Explain the scope of the workshop** and how to use the maps, with marking of one colour representing an unsafe place, and another representing a place of appreciation.

2. With the help of numbering and a separate list, **note more details about the risks/qualities**, how many would agree/disagree and whether perception differ based on gender and age.

3. Based on the most important findings on the maps, **everyone should be invited on a walking tour** in order to further develop why some parts of the neighbourhood were considered dangerous.

GUIDING NOTES

Questions to consider in the survey:

- » What is the area like as a whole?
- » Where are the prettiest and ugliest places?
- » Where is better care needed?
- » Has anything been vandalised? Where?
- » In what condition are the trees, bushes, and other greenery found in the area?
- » Is clearing or thinning out needed to improve the view?
- » Where is more greenery needed to make the place more pleasant? What kind of plants?
- » Is it easy to find your way in the area? Are maps and

signs needed? Are there any information boards?
- » Is the lighting in the right place and is it working?
- » Where is it ok for there to be darkness?
- » What condition are paving, stairs and railings in? Does anything need to be done about them?
- » Could the area cause problems for people with various disabilities (visual, hearing, physical, allergies, or orientation problems)?
- » Are there enough – or too many – park benches and litter bins? What condition are they in?

10 Urban Profile Walking Exercise

What?

An urban profile exercise is done in the field in order to grasp the profile of the targeted area.

Why?

Carried out as an initial study in order to understand the urban profile of a city or area.

Who?

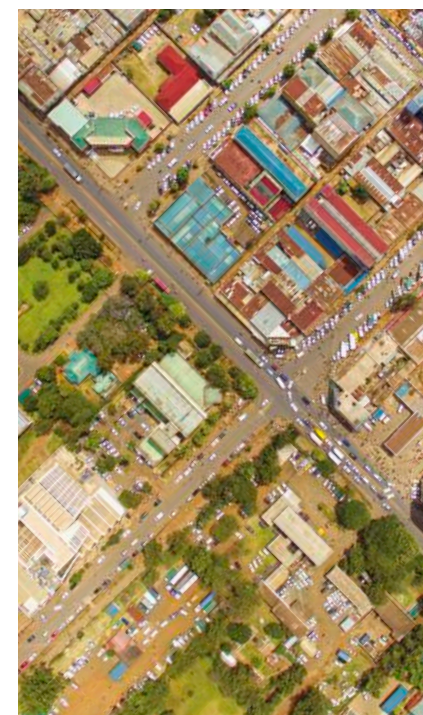Carried out with working group responsible for the project.

When?

Mostly applicable to the initial planning stage.

Material needed

- Map of studied area
- Pen and paper

INTRODUCTION

Urban Profile walking exercise is a tool useful to evaluate and understand the underlying urban profiles and values e.g. social life, public space, and buildings of a city or district. To get a good and holistic overview it is recommended to choose routes that represent different urban characteristics, such as the CBD, socio-economically weaker areas, parks, suburbs, etc.

METHOD STEPS

The exercise can be conducted in the morning, afternoon, and evening to understand the dynamics of time in user profiles. During the exercise, the following broad topics can be observed:

1. **Social life**
Key questions to be answered: What is happening? Who is there? Are the majority of users of a particular gender or age? What do they do? Who is not using the space? Are different groups of society found?

Examples of notes: few people, more men than women. Most people walk but are there no children or no elderly. Most people belong to the middle-class group.

2. **Public space**
Example of notes: Sidewalks well paved, but narrow. There is limited access for every group on the steep slope. Parking on the road without bays. Lots of space dedicated to cars. Good lighting and sun conditions.

3. **Buildings**
Example of notes: Diverse scale of buildings with varied visual appearance. Some Attractive building architecture next to everyday-looking buildings. A mixture of very closed facades and other more open ones that have shops or restaurants on the ground floor. Opportunity for views of the city.

11

Mobility Participation Event

What?

A participatory event to improve the mobility in the targeted city.

Why?

In order to understand current transportation habits and ideas for improvement.

Who?

Conducted by the working group with participation of inhabitants and stakeholders. Please ensure mixed-gender groups.

When?

Mostly applicable to the initial planning stage before making a plan or proposal.

Material needed

- Post-it notes with different colours
- Pens
- Posters

INTRODUCTION

A mobility participation event to be carried out with inhabitants and targeted stakeholders in order to understand current modes of transportation and insights on how to improve mobility.
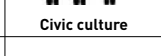
METHOD STEPS

1 **Arrange for two posters** in order to conduct this event. One poster should demonstrate the 11 predetermined themes connected to transportation such as the diagram shown below.
The second poster should have a map of the targeted city.

Help us improve our city's mobility!

Share your dreams and your ideas!   What problems do you identify?

Bike	Safety	Parking	Noise and pollution
Public spaces	Civic culture	Car mobility	Freight transport
Access for all	Public transport	Motorcycle mobility	Other

2 **Choose strategical locations** for the event in order to create a holistic view of the mobility situation in the targeted city. Make sure to get a representative snapshot from the inhabitants of the city.

3 Advise participants to **use coloured stickers to mark their place of living** on a map as well as how they arrived at the specific location of the event.

4 On the poster with the 11 predetermined themes and one undetermined, **people can share their wants and needs as well as identify problems by using post-it notes of different colours**.

GUIDING NOTES

The event can be carried out in collaboration with local traffic police students as done in Pitalito, Colombia.

12

Vision Statement

What?

A tool to support and remind stakeholders of the bigger goal of the city/region, particularly when common problems and challenges emerge.

Why?

A vision is a positive visualisation of goals, and gives the group something to move toward.

Who?

Mainly applicable to the residents and stakeholders responsible for the planning of the city. Please ensure to include both men and women.

When?

In the early stages of the process when you start analysing the needs of the city/region and want to set future goals for the place.

Material needed

• Satellite map

• Tracing paper

• Pens/post-it notes

INTRODUCTION

A vision statement explains the desirable future of a city/place/site in the next 10-20 years. A visioning process can generate a common goal, hope, and collective action. It offers a possibility for fundamental change, gives people a sense of control, and gives a group something to move toward. It also generates creative thinking and passion. With this method, it is possible to understand how the citizens perceive urban districts and public places and how they want to see them in the future. It can be illustrated with a map or diagram and described with words or reports.

METHOD STEPS

1 **Prepare questions for participants in the visioning exercise.** Examples of questions may be: What would your community be like if you had the power to make it any way you wanted? Where would people live? How would they get to their schools and workplaces? On their days off, where would they go and what would they do?

2 **Divide participants into smaller groups**, to brainstorm what their ideal city would look like in 10-20 years. Encourage them to be specific in their descriptions. Select some categories to discuss, e.g. schools, health, crime, transportation. In each group, a group leader is appointed to ensure that the categories are discussed, and the time is kept.

3 **Return to the large group.** Ask one member from each group to make a positive, declarative one-sentence statement about how the community will be in the future. Make the statement in the present tense. Examples: There are lots of bike trails. You can walk at night in safety. Transportation is fast and cheap.

4 **Write these statements on a piece of paper** so that you can see them all and it can be saved for revision later. Continue around the room, and then repeat the sequence with another member of each group. Continue until time is short or ideas are being repeated. Then ask if there are any other interesting ideas.

5 **Group parts of the vision into some common themes.** Focus on the areas with some consensus. Create a new sheet that contains strong support from either the entire class or a subgroup. The joint vision statement can be presented in a graphic form. It may include photos, images or it could be a list of ideas.

Vision for Kalaw

"By 2040 Kalaw is a unique, sustainable, clean and safe city for everyone, that attracts visitors for its heritage and culture, and is known as a Pineland City."

GUIDING NOTES

» Draft your vision statement -Don't try to do this in a group, rather mandate one or two people who are good with words to craft a draft vision statement after the workshop, and then circulate it for feedback. Use the feedback to improve the draft, consider and agree on a next final version. At this stage, you don't need the final version that will be formally adopted by the council (and hopefully other stakeholders), just a working draft to guide the planning process, which may be improved during the process.

» Sector visions - Each function and department can develop its own vision, as a component of the overall vision. These sub visions give more detail for a specific aspect or function, e.g. sustainable transport, energy, waste management, the built environment, and housing.

» Develop a mission statement -A mission statement should state the overall purpose of an organisation in one sentence. This should describe the core business in terms of results, and link to the vision.

13 Key Objectives

What?

A framework tool is to identify issues and objectives. Ideas should be achievable in the next 10 or 20 years and should be measurable through indicators.

Why?

Used to plan and measure the future vision for a city, area, or project by prioritising specific objectives.

Who?

Mainly applicable to those involved in or well familiar with the matter to be assessed. Please ensure to involve both men and women.

When?

This stage is applicable after the general visioning stage.

Material needed

- Flipchart or large sheet.
- Dots
- Pens/post-it notes to fill in each box accordingly

INTRODUCTION

This tool can be used to identify key issues and prioritise future objectives. The objectives should be measurable through indicators to analyse the progress after a certain timeframe.

METHOD STEPS

1. **Identify issues and formulate an objective** for each theme.
2. **Make a presentation of the different objectives.**
3. Each participant gets 3 dots and needs **to prioritise between the objectives** by using the dots.
4. **Place your dots** on the most important Objectives. It could be 3 different or 1 specific Objective.
5. Use the **summary of the dots** to get a prioritisation list.
6. **Discuss the result in each group.**
7. **Formulate a key objective** in relationship to each of the top 5 dotted objectives.

GUIDING NOTES

» Involve all stakeholders in identifying key issues and setting long-term objectives
» Formulate objectives that include synergies with other objectives
» Objectives should be smart (S – Specific results, M – Measurable, A – Agreed with key stakeholders, R – Realistic, in terms of resources and time frames, T – Time-based)
» After identifying key issues, overall objectives, and indicators, revisit the key issues and assess if anything has not been sufficiently discussed.

14 Scenario Matrix

What?

This method allows to develop four spatial planning scenarios for the future of the city

Why?

The scenario matrix allows the groups to identify extreme or diametrically opposite scenarios which opens up the spectrum of possible solutions.

Who?

Mainly applicable to those involved in or well familiar with the matter to be assessed. Please ensure mixed-gender groups.

When?

Mostly applicable to the final planning stage of a vision.

Material needed

- Tracing paper
- Colour pens
- Post-it notes

INTRODUCTION

The scenario matrix method involves selecting two key issues and plotting extreme positions along two axes in a four-field matrix. This can serve as a basis for identifying and formulating alternative development proposals.

METHOD STEPS

1. **Select two key issues and polar positions** for the exercise, e.g.:
   - Structure – polycentric vs. monocentric
   - Structure – concentrated vs. scattered
   - Governance – centralised vs. decentralised
   - Density – high vs. low
2. **Divide a sheet into 4 scenarios** A, B, C, and D.
3. In each section, **conceptualize an alternative development proposal responding** to the polar positions.
4. **Evaluate the 4 scenarios** towards the key objectives.

GUIDING NOTES

» Identify and compare different alternatives:

   A high-tech solution and a low -tech solution

   A large-scale solution and a small-scale solution

   A short-term solution and a long-term solution

   A centralised solution and a decentralised solution

» Identify and compare different sectoral alternatives like finding a solution through management, legislation, financing, technology, investments, planning, education etc.
» Consider actions from different stakeholders

   How can the municipality contribute towards the goal?

   How can civil society contribute towards the goal?

   How can the private sector contribute towards the goal?

   How can the regional/central government contribute towards the goal?

   How can the landowners/developers contribute towards the goal?

   How can the academia contribute towards the goal?

15 Backcasting

What?
Backcasting is a method for planning the actions necessary to reach a desired future goal.

Why?
It is easier to envisage the future in tangible terms when freed for present constraints and work backwards towards achieving it.

Who?
It can be done as an individual or group exercise, or a combination of the two, starting with individual reflection, and then sharing and developing a common vision. Please ensure mixed-gender groups.

When?
Mostly applicable to foresee the implementation of the future vision.

Material needed
- A1 sheet
- 3 different colour post-it notes
- Pens

INTRODUCTION
Backcasting is a strategic planning method that asks a group of stakeholders to create ideal future scenarios and then works backward to figure out what is needed to get to the ideal state from the current state. It involves imagining a sustainable future situation, without considering preconditions and restrictions imposed by current obstacles and problems. The fundamental question of backcasting asks: "if we want to attain a certain goal, what actions must be taken to get there?"

METHOD STEPS
1. **Discuss with the group what projects can be done** in the short-term, medium-term, and long-term based on the present situation without considering obstacles.
2. **Consider each future state and work backward** to identify actions, assumptions, risks, benefits, and other indicators that could lead to these future states.
3. **Collect insights over difficulties that might be encountered,** steps that need to be taken, and resources needed to achieve the goal.
4. **Identify the stakeholders** while thinking about impacts.

GUIDING NOTES
It is important to consider the following while developing ideas:
» Are all key stakeholders involved?
» Have we identified all opportunities for synergies?
» What synergies are possible in terms of combined or multi-dimensional solutions?
» Have cross-sector, multi-disciplinary approaches been considered when developing alternatives? What was the result?
» Have alternative solutions/proposals been developed?
» Why were the chosen alternatives considered best?

16 Integrated Solution

What?
A framework tool to promote cross-sectorial collaboration & identify synergies.

Why?
All urban systems planning should consider both strategies and integrated solutions based on inter-system synergies, to enhance efficiency and reduce costs.

Who?
Mainly applicable to those involved in/well familiar with the matter to be assessed. Please ensure mixed-gender groups.

When?
During project development while identifying alternative proposals.

Material needed
- Integrated solution board cards
- Flip chart or A1 paper
- Colour pens
- Post-it notes

INTRODUCTION
Integrated solutions can create synergies among urban systems in order to reduce both impacts and costs. Institutional arrangements that support inter-functional collaboration should be developed.

METHOD STEPS
1. **Identify several urban services** like housing, ITC, public spaces, waste management, transportation, water, energy, etc., and write them down on the sheet at random positions to create a conceptual model.
2. **Draw lines to connect each function** and make sure to show the direction with arrows.
3. **Write a note about how they are linked.**
4. **Use different colour pens** to connect between economic, social, and environmental functions.

GUIDING NOTES
» In assessing the various dimensions, existing synergies between systems, and potential synergies between systems or functions that could enhance efficiency and sustainability, will have been identified e.g.

How can stormwater be naturally channelled and contained to enhance green areas, and be used for irrigation, to reduce pressure on water services and treatment capacity?

How can walking and cycling paths be integrated with green corridors, to achieve synergy between environmental, mobility, recreational, and public health objectives?

How can waste management turn waste into valuable resource inputs, while creating employment and reducing negative environmental and health impacts?

17

Impact Assessment

What?

A tool to assess the positive and negative impacts of a proposal or scenario developed in the scenario matrix exercise.

Why?

Impact assessments during planning are essential to evaluate plans in terms of their probable results.

Who?

It can be done as an individual or group exercise.

When?

Mostly applicable while developing solutions.

Material needed

- Flipchart or A1 sheet with grid
- 4 different colour Pens/post-it notes to fill in each box accordingly

IMPACT ASSESSMENT				
Social sustainability				
Economic sustainability				
Environmental sustainability				
Physical sustainability				

INTRODUCTION

Impact assessment is a tool that allows groups to assess the specific merits and demerits of a proposal or scenario proposed under the scenario matrix that was created in response to the stated goals of the vision.

METHOD STEPS

1. **List down the proposals** in the chart and label them as A, B, C, D, etc. Provide rows and columns indicating positive to negative impact as shown in the diagram.

2. **Discuss the positive and negative impacts** of the different proposals.

3. **Set a dot in each proposal as positive or negative** and name it as per the proposal as A, B, C, or D.

4. Then **connect each dot** according to the label and form continuous lines.

5. Make sure to **use a different colour pen** for each line.

GUIDING NOTES

» Identify and minimize possible risks and negative impacts
» Stop or change interventions/projects, if the risk of negative impacts is unacceptable.
» Enhance positive and sustainable outcomes.
» Improve project plans and implementation strategies.
» Enhance synergies via integration of social, economic and environmental aspects.
» Support proposals and inform good decision-making.
» Protect and promote human well-being, heritage, and culture.
» Provide a basis for informed dialogue on development priorities with different levels of government and other stakeholders.
» Both long-term strategic interventions and planned projects of all sizes should be assessed. The scope and nature of assessments will vary, depending on the type of intervention proposed. Strategies and interventions with significant consequences require comprehensive assessments, which often include financial modelling, as large investments are involved, which impact future finances.
» For smaller projects, impact assessments can be more limited, but all assessments should consider environmental, social, and economic impacts and synergies.

18

Sustainability Rose

What?

A framework tool to asses the sustainability of a proposal.

Why?

The method provides a way of visualising the impacts of different project options. Based on this, a decision can be made on which options should be prioritised, and how the sustainability impacts could be improved.

Who?

Can be done as an individual or group exercise.

When?

The method is used once goals and sustainability indicators have been agreed on, and preliminary project components have been identified.

Material needed

- A3 size sustainability rose diagram
- Colour pens

INTRODUCTION

A sustainability rose is a method for assessing the sustainability impacts of a project, and for comparing different project options against each other. It helps to visualise in which ways different approaches contribute to sustainability goals.

METHOD STEPS

1. **Add sustainability indicators** to the spokes of the wheel. Indicators must be specific and should be based on the vision, goal or objectives agreed for the project. Indicators should cover both ecological, social, economic, and physical sustainability.

2. **How sustainable are we now?** For each of the indicators, the group should discuss and make a joint assessment of the current situation on a 1-5 scale, where 5 is very sustainable and 1 is highly unsustainable.

3. **Grade the project options:** Score how different project scenarios will affect sustainability by placing them on the 1-5 scale. Use different colour pens for each option and remember to name them.

4. Final evaluation and prioritisation of actions: **Discuss the results in order to find out what options are the most effective.** Could changes in the project design increase sustainability? Could a combination of different options achieve our sustainability goals?

GUIDING NOTES

Ecological sustainability includes
» Biodiversity and ecosystem services
» Energy efficiency and recycling
» Green structure for recreation
» Reduced air pollution
» Erosion and deforestation

Social sustainability includes
» Safety
» Poverty reduction
» Gender equality
» Health and sustainable lifestyles
» Social cohesion
» Community engagement

Physical sustainability includes
» Land use and functional mix
» Accessibility to urban functions and services
» Walkability
» Public transport
» Urban and rural linkages
» Meeting places
» Cultural heritage and local identity

Economical sustainability includes
» Local economic development
» Affordability for users
» Project economy and cost-benefit
» Ownership
» Tenure security
» Long-term balanced county budget
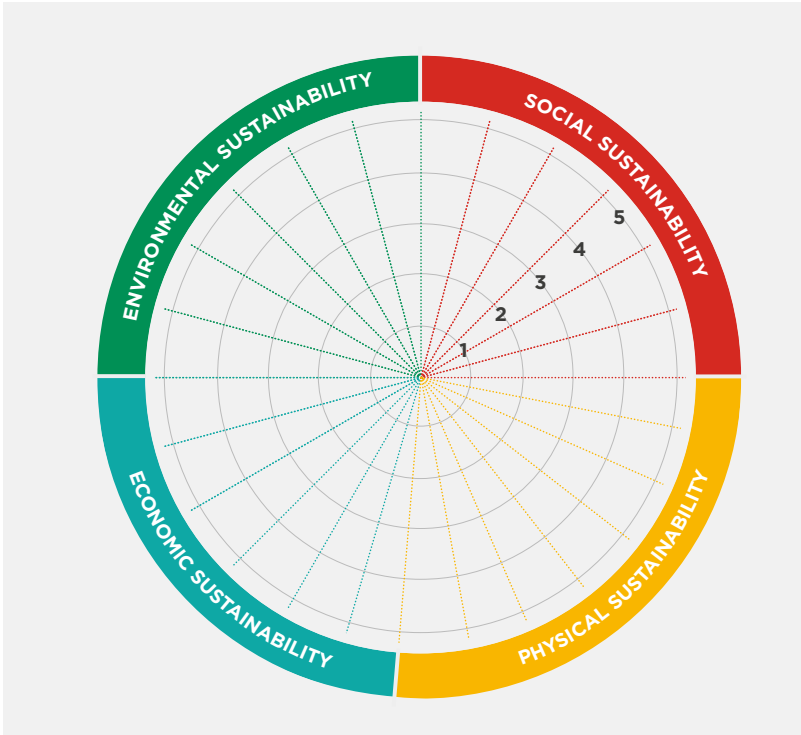
Further Reading
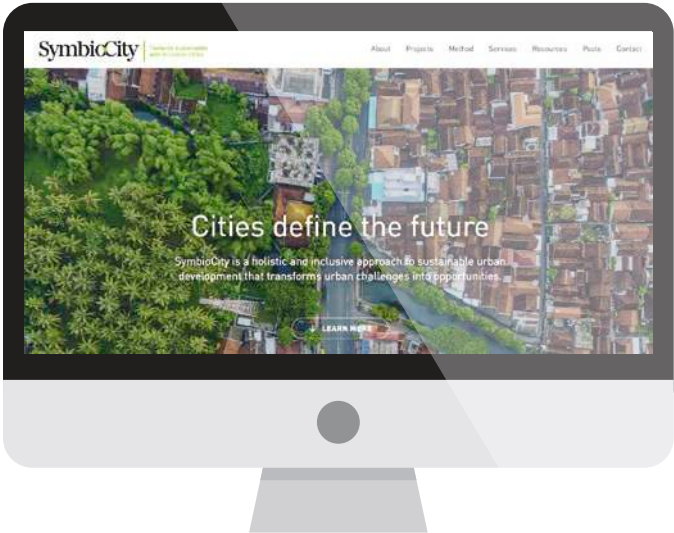
For more information about the SymbioCity approach, process and experiences from its application, check out our knowledge products on **SymbioCity.org**.
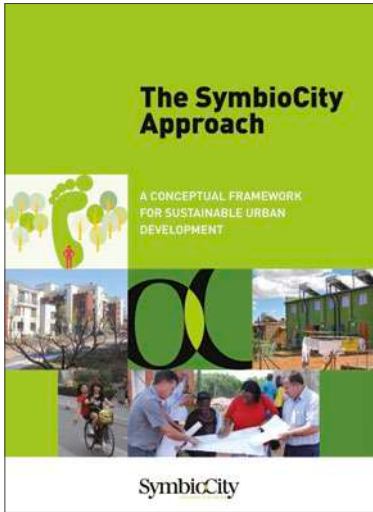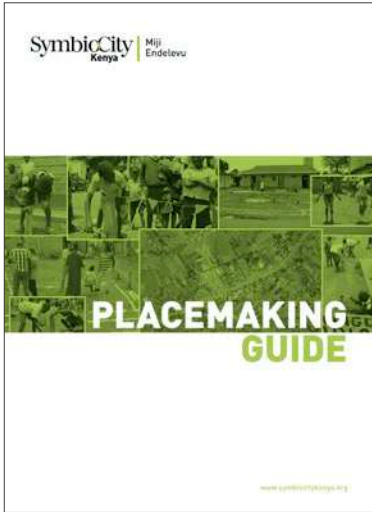
The main SymbioCity publication explains the conceptual framework with methods, tools and process-oriented support to urban development.
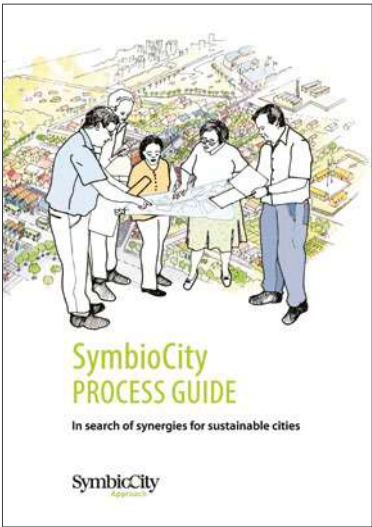
A brief explanatory brochure of SymbioCity as a method and how it is used to foster inclusive and sustainable cities globally.
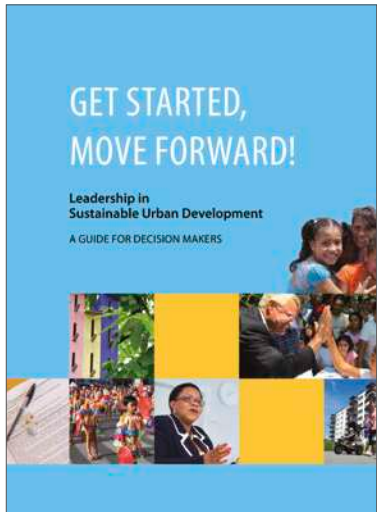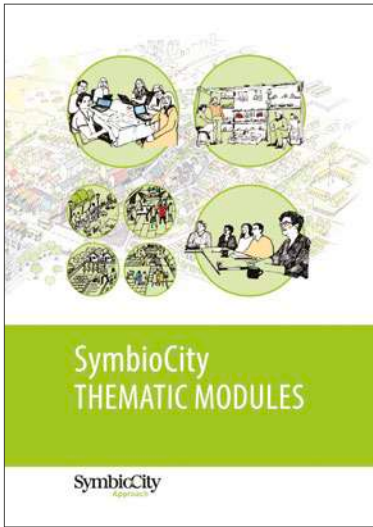
Provides guidelines for city leaders on facilitating sustainable urban development.

This guide for placemaking is created to guide communities in how to create good and successful public spaces.

A guiding manual on the SymbioCity process which offers detailed guidelines, practical advice, methods and tools to carry out a SymbioCity project

Thematic guidance on how to include gender, urban poverty reduction, participation and local economic development.
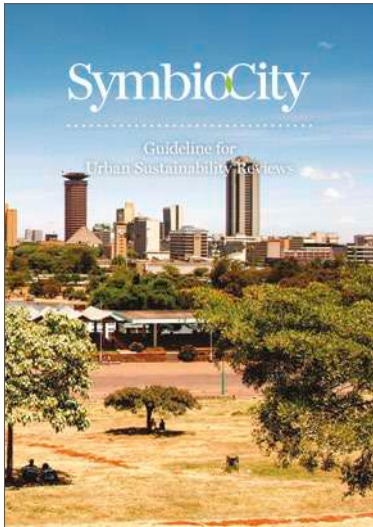
Recommendations, instructions and templates for cities and experts that want to carry out an Urban Sustainability Review.

An introduction to Sweden and Swedish experiences in the field of sustainable urban development, with special emphasis on local and regional government levels.
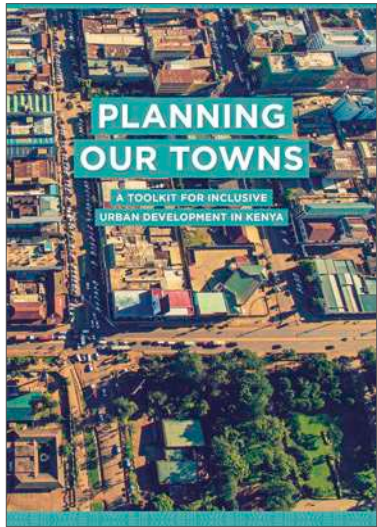
This toolkit offers guidelines for integrating an inclusive, participatory and holistic perspective into urban planning and development in Kenya.
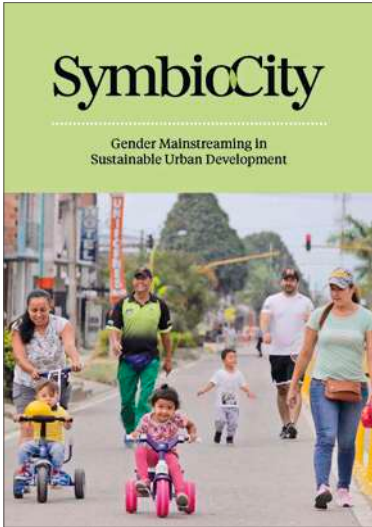
Provides methods and examples of how gender can be mainstreamed in sustainable urban development.

SymbioCity supports local governments in addressing several of the Sustainable Development Goals and in implementing the principles of the New Urban Agenda. The overall goal is to improve living conditions with a special emphasis on the urban poor.

IMPLEMENTING
THE NEW
URBAN AGENDA