Aalto University
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How urbanization puts pressure to evolve urban planning with community participation and design thinking

Master's Thesis
Riia-Leena Wallin
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International Design Business Management (IDBM)
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Abstract of master's thesis

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Abstract

Urbanization is increasingly affecting everyday life both globally and locally. Cities need to be more active in both attaining the growth and managing it, and that need to change applies directly to urban planning also. Although predominantly involving the top-down approach and holding citizens at a passive role, urban planning has slowly developed to include human- and community-centricity. The speed needs to pick up to meet the current demands of active community participation and empowering the citizens. To achieve this, both design thinking and futures methods are explored in this thesis, as well as applied to a case area of Sinimäki, located in the city of Espoo, Finland. The aim of this thesis is to study the initial stage of urban planning and how it can be improved with the application of design thinking and futures methods. The thesis is part of an Aalto Thesis project operated in a team of two students, with the city of Espoo as a partner.

The literature review delivers insights from the urban context, community participation and the general participatory process, as well as the basics of design thinking and futures methods. A conceptual framework is provided as a process model for the initial stage of urban planning. The primary research includes two workshops conducted with the landowners of Sinimäki and the officials of the city of Espoo, as well as the status-meetings and deliverables within the Aalto Thesis project. Using the conceptual framework, the Sinimäki case is analyzed and compared to the original case of the framework, providing rich information about the benefits and development points for each stage of the process. The key attributes of design thinking are used to further improve the individual stages. The main limitations include limited time and resources as the thesis work was project-based, as well as a narrow perspective of only one city area as a case study.

This research has shown the importance of community inclusion, from both urban context and from demonstrated examples. The thesis provides an exemplary case of how to include the community into the planning process with detailed tool and method descriptions, which can be used to further develop the process and the framework. The significance of including design thinking into urban planning is addressed, especially from the benefits it brings with creativity and innovation, user-centeredness, and problem-solving.

The results of the study contribute to urban planning with a demonstrated community-inclusion process with distinguishable benefits and further development points. The Sinimäki case provides academically another example to the conceptual framework and contributes to the academic field of design thinking as a practical case. The main implication is that citizen- and community-inclusion are increasingly important in urban planning, and that cities should be proactive in implementing them in the planning process by utilizing design thinking and futures methods.

Keywords community participation, urban planning, design thinking, futures methods, urbanization, planning process, participatory process, community inclusion

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Kaupungistuminen vaikuttaa yhä enemmän jokapäiväiseen elämään niin maailmanlaajuisesti kuin paikallisesti. Kaupunkien on oltava aktiivisempia sekä kasvun saavuttamiseksi että sen hallitsemisessa, ja tämä muutostarve pätee myös kaupunkisuunnitteluun. Vaikka kaupunkisuunnittelu sisältää pääkohtaisesti ylhäältä alaspäin suuntautuvaa lähestymistapaa ja kaupunkilaisten passiivista roolia, ihmis- ja yhteisökeskeisyys on vähitellen kehittyneet alan sisällä. Nopeuden on kiihdyttävä vastaamaan nykyisiin vaatimuksiin aktiivisen yhteisön osallistamisesta ja kaupunkilaisten vaikutusmahdollisuuksista. Tämän saavuttamiseksi tässä opinnäytetyössä tutkitaan sekä muotoiluajattelua että tulevaisuusmenetelmiä. Niitä sovelletaan Sinimäen pilottikohteeseen, joka sijaitsee Espoon kaupungissa Suomessa. Opinnäytetyön tarkoituksena on tutkia kaupunkisuunnittelun alkuvaihetta ja sitä, miten sitä voidaan parantaa muotoiluajattelun ja tulevaisuusmenetelmien avulla. Opinnäytetyö on osa kahden opiskelijan tiimissä toteutettua Aalto Thesis-projektia, jonka yhteistyökumppanina toimi Espoon kaupunki.

Kirjallisuuskatsaus kokoaa käsityksiä kaupunkikontekstista, yhteisön osallistamisesta ja yleisestä osallistumisprosessista sekä muotoiluajattelun ja tulevaisuusmenetelmien perusteista. Konseptuaalinen viitekehys esitetään prosessimalliksi kaupunkisuunnittelun alkuvaiheelle. Primääritutkimus sisältää kaksi työpajaa tehtynä Sinimäen maanomistajien ja Espoon työntekijöiden kanssa, sekä tilannepäivitystapaamiset ja palautukset Aalto Thesis -projektista. Sinimäen pilottikohdetta analysoidaan viitekehyksen avulla, ja sitä verrataan viitekehyksen alkuperäiseen kohteeseen. Kaikkiaan tästä saadaan runsaasti tietoa suunnitteluprosessin jokaisen vaiheen hyödyistä ja kehityskohteista. Muotoiluajattelun keskeisiä ominaisuuksia käytetään vielä yksittäisten vaiheiden parantamiseen. Merkittävimmät tutkimusrajoitukset ovat rajallinen aika ja resurssit koska opinnäytetyö oli projektityyppinen, sekä tapaustutkimuksen kapea näkökulma vain yhdeltä kaupunkialueelta.

Tämä tutkimus on osoittanut yhteisön osallisuuden merkityksen sekä kaupunkikontekstissa että kirjallisuuden esimerkeillä. Opinnäytetyö antaa malliesimerkin siitä, miten yhteisö voidaan sisällyttää suunnitteluprosessiin yksityiskohtaisilla työkalu- ja menetelmäkuvauksillaan, joita voidaan käyttää prosessin ja viitekehyksen edelleen kehittämiseen. Muotoiluajattelun merkitys kaupunkisuunnitteluun näkyy etenkin luovuuden ja uudistamisen, käyttäjäkeskeisyyden, ja ongelmanratkaisun tuomien hyötyjen perusteella.

Tutkimuksen tulokset tuovat kaupunkisuunnitteluun yhteisöosallistumisprosessin, jossa on niin selkeitä hyötyjä kuin myös kehityskohtia. Sinimäen pilottikohde antaa akateemisesti toisen esimerkin konseptuaaliseen viitekehykseen, ja osallistuu muotoiluajattelun akateemiseen kenttään käytännön tapaustutkimuksena. Tärkein päätelmä on, että kaupunkilaisten ja yhteisön osallistaminen ovat yhä tärkeämpiä kaupunkisuunnittelussa ja että kaupunkien tulisi olla proaktiivisia toteuttamaan niitä suunnitteluprosessissa, hyödyntämällä muotoiluajattelua ja tulevaisuusmenetelmiä.

Avainsanat yhteisön osallistaminen, kaupunkisuunnittelu, muotoiluajattelu, tulevaisuusmenetelmät, kaupungistuminen, suunnitteluprosessi, osallistumisprosessi, yhteisön osallistuminen

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1. **INTRODUCTION**

1.1 Topic introduction

Urbanization is one of the megatrends shaping the world we live in drastic measures. Cities are growing both with population and in economic value: today more than half of the world's population lives in urban areas, and the amount is expected to increase to 68% by 2050, according to United Nations (2018). Furthermore, already now more than 80% of global GDP is generated in the cities (The World Bank, 2020). However, with this rate of current and estimated growth, cities face new challenges in responding to other megatrends, which both materialize in cities and are also caused by some level with urbanization, including climate change, digitalization, and demographic changes (Bremer et al., 2020).

In Finland, the development has followed the global rate, with the population estimated to grow until 2031. However, after that the growth would incur mostly in the region of Uusimaa, indicating that majority of this growth will concentrate in the capital region. (Official Statistics of Finland, 2019) These cities need to adjust to a growing amount of inhabitants, as well as to other factors, such as the goal of Finland to be carbon neutral in 2035 and new generations having new preferences in living, for example, different housing types and services, and closer proximity to them (Koste et al., 2020).

While the landscape and land-use of the city change, so must the process to change it. Urban planning has developed during the last decades and has recently included more and more the perspective of human- and community-centricity (McDonald et al., 2009; Firidin Özgür, 2013; Konsti-Laakso & Rantala, 2018; Rashidfarokhi et al., 2018). The inhabitants and other stakeholders of the area should not be held at a passive role when planning, but rather be involved actively in the process, for example, to see that their needs are heard and implemented, and thus improve their sense of belonging and approval of the resulting plan (Firidin Özgür, 2013). To achieve this stage, both design thinking and futures methods are worthwhile to study. In design thinking, both user-centricity and collaborative nature are important,

indicating that it can be very valuable principle to apply to the urban planning process (Micheli et al., 2018). Same can be said about futures methods, with how by utilizing them common futures visions can be created and attained with higher rate (Konsti-Laakso & Rantala, 2018;).

I apply both design thinking and futures methods to improve the planning process in the case of Sinimäki. Sinimäki, located south-east of Espoo, has been mainly zoned as a block area for commercial and office buildings as well as industrial and warehouse buildings. (Espoo, 2018a). Nowadays the area has shown a decline in terms of its activities, apart from the big grocery store in the area. Reasons for this are multitude: from a relatively long distance to public transport connections to being next to Turunväylä and thus affected by the noise and emissions from it, to obsolete buildings needing renovation and falling short of demand. To change the course of Sinimäki, the stakeholders, especially the property owners of the area, are ready to renew it even by drastic measures to meet up the current and future demands of urbanization. In the case of this thesis, work has been done together with the various landowners of the area and the related employees, with the thesis project and/or urban planning, of city of Espoo, to include the landowners to the planning process already from the initial stage.

Both urbanization and urban planning changes are visible in the city of Espoo, which locates in Uusimaa and has been growing steadily in population and is expected to continue the trend also. Espoo consists of five city centers and its current population is 285 000, making it the second biggest city in Finland. The population is expected to almost double to 430 000 people by 2060, which Espoo has already begun to address in its strategy, a storyline called Espoo-tarina. The strategy entails goals to be customer-centric, sustainably pioneer, and fair in multiple aspects such as well-being, competitiveness, and employment. (Espoo, 2017; Espoo, 2018b)

To address the challenge of Sinimäki, the city of Espoo collaborated with Aalto Thesis, a multidisciplinary project-based program that offers work-life collaboration opportunities to the master's students of Aalto University. The student team in this specific project combines business, design, sustainability, and architectural

backgrounds, and the end deliverables of the project are an interdisciplinary summary to the partner, city of Espoo, and two individual master's theses centered on the challenge. The two students working in this team are myself, Riia-Leena Wallin, author of this thesis and a master's student in the International Design Business Management (IDBM) program in Aalto University School of Business, and Babakolade Ojuri, a master's student in the Creative Sustainability in Real Estate and Water Management program at Aalto University School of Engineering.

1.2 Research aim

This thesis will focus on the initial stage of the urban planning process where land-use plans have not been drafted yet and address the importance of community participation and the ways to include them. Design thinking attributes and different futures methods are reviewed to improve the urban planning process even more. The executed workshops will be analyzed against an academic framework, and emerging urban planning processes development ideas are transformed into concrete suggestions for a new process. The goal of the Aalto Thesis project was to support the planning process, especially from the perspective of including the many landowners of Sinimäki to the process and seeing that their opinions and viewpoints are heard and seen. Workshops and their analysis were used to iterate the process and propose the next steps for the city to take in the planning process at the general level.

In order to meet the aim of the thesis, there were three research questions to gain deeper insight into the urban planning and community participation and the ways to develop the process. These three questions are:

1. What is the importance of community inclusion to the urban planning process?
2. In what ways can community be included in urban planning?
3. How should design thinking and futures methods be applied to the planning process?

1.4 Structure of the thesis

This paper is constructed as follows. First, a literature review is used to understand the general picture of urbanization, the role of cities amidst the change, basics of community participation, both design thinking and futures approach, as well as the participatory process itself in terms of its evolution and stages. Furthermore, a framework is created and used to analyse the Sinimäki case in Findings, and the research questions will be answered with that material in Discussion and Analysis. The conclusion provides a summary of the research, as well as practical implications to the city level, and suggestions for future research.

2. **LITERATURE REVIEW**

To study the initial stage of urban planning and in what ways it can be improved, multiple perspectives and levels need to be explored. First, urbanization and reurbanization are key trends in the current age and shape both the urban environment and the planning of it. Thus, this literature review will address the basic factors behind the trends and their futures, how they materialize in the best and worst case, and what is the actual nature of the trends. In addition, the city aspect of urbanization should not be missed, as urban planning directly links to the city environment. Thus, the role of cities in terms of governance and citizenship are discussed, as well as their competing factors.

Furthermore, to understand the community inclusion aspect, the reviewed literature includes basic aspects of community and participation, including trends, importance, and prerequisites. In addition, the benefits and critiques are addresses, and the top-down approach discussed. Moreover, both design thinking and futures approach are addressed briefly. A longer section will be dedicated to the evaluation of participatory processes as a methodology, both in urban planning and design thinking. Attention is paid to specific important stages, and the development needs of the theories addressed. In the end, a theoretical framework based on the literature is delivered.

2.1 Reurbanization and urbanization

2.1.1 Terms discussion and the benefits and drawbacks

Reurbanization is defined as an area regaining the attention of investors, companies, and people, especially with new demographic growth (Wolff, 2017; Rerat, 2018), while urbanization means the “the gradual shift in residence of the human population from rural to urban areas” (UN, 2018). Both are linked to population growth, which brings changes to land-use and urban development, as new areas need to be planned for residential and other purposes (Firidin Özgür, 2013; Koste et al., 2020). Rerat (2018) proposes three main reasons for reurbanization: new

economic activities, such as media and culture, urbanity being more sustainable, and the benefits of practical matters of city life, such as proximity of services and public transportation. Similar factors are behind urbanization in Finland, such as natural and migration population growth concentrating on the biggest cities and new information technology workplaces attracting population with services following suit (Koste et al., 2020). Also, Schmidt-Thomé and Koste (2019) define density and services supply as the key outcomes of urbanization. However, reurbanization can also happen with negative effects, as Rae (2013) emphasizes that the middle-class might be the one to benefit the most from it, indicating that the benefits do not spread evenly in the society.

The discussed key outcomes and prerequisites of urbanization and reurbanization, such as density, new economy, and services, are also part of the key benefits the trends can bring. Smith (2018) states that at best case, density and mix of communities can result in better value and wellbeing. Similarly, Skalicky and Čerpes (2019) point out that urbanization can lead to well-planned environments with a strong human and environmental focus. In addition to humane benefits, reimagining and reviving areas can contribute to boosting the whole city economically and socially (McDonald et al., 2009; Mano-Velevska et al., 2014). In addition, urbanization answers the different needs of new demographics by providing a variety of residential area types. For example, millennials appreciate more of a community-type of areas, and multi-usage of the buildings, which is easier to provide in an urban setting (Terama et al., 2019; Koste et al., 2020).

However, one needs to be careful both with urbanization and population growth, as when they increasingly shape the lives of people for example with agglomeration benefits, if the downsides are increasingly deteriorating the quality of everyday life, people might turn the trend into deurbanization (Krawczyk & Ratcliffe, 2006; Rerat, 2018; Koste et al., 2020). In addition, the agglomeration benefits might favour the middle-class, both in benefits but also in planning focusing on conforming to their tastes, leaving outside other groups of the society (Rae, 2013; Mano-Velevska et al., 2014). Furthermore, uncoordinated urbanization can harm the area and citizens with sprawling development and rampant use of natural resources (Smith, 2018;

Skalicky & Čerpes, 2019). Smith (2018) also points out that expanding the city without planning strains the city infrastructure, such as public services. Thus, it is good to acknowledge these drawbacks, and aim to reap the benefits urbanization and reurbanization can at best provide. By acknowledging them in the case of Sinimäki, the planning of the area can already from the beginning be prepared of the possible pitfalls, such as catering only to middle-class and promote the benefits, such as a mix of the community.

2.1.2 Variety of future trends and being a force of nature

For future trends, the main perspective to consider is that there are many different futures, and urbanization, reurbanization, and population growth can appear in them in a multitude of ways. For example, Terama et al. (2019) identify five different scenarios in population matter within Europe until 2100, from sustainability and inequality to regional rivalry. Schmidt-Thomé and Koste (2019) show four different population scenarios in Finland in 2039: from business-as-usual capital region facing growth to population growth supporting growth all around Finland, however with polarization. Next decades can bring also new major shifting trends, such as degrowth, structural change of digital and knowledge economy, and a new type of international migration, like climate refugees from central Europe (Wolff, 2017; Schmidt-Thomé & Koste, 2019; Koste et al., 2020). Thus, it is important to acknowledge the many ways of change, to sustain both urbanization and reurbanization better (Schmidt-Thomé & Koste, 2019).

Furthermore, one more viewpoint to consider is that even as urbanization, reurbanization, and population growth are addressed as trends, none of them is a force of nature. This means that they do not happen passively regardless of human input, but one needs to be active in attaining it. Koste et al. (2020) strongly argues for this case and proposes a theory to understand it better: to think of urban space as a relationship between producing and consuming it. It can be described as: “- - urbanization and urban change are created, on the one hand, by individuals through their own choices (consumption) and, on the other hand, by big actors through decisions that change the conditions for people's choices (production)” (ibid). In addition, they

bring a good point about how there will never really be a 100% urbanization rate in a world – thus urbanization needs to be actively managed. This viewpoint is carried out throughout the whole thesis, as community inclusion, participation, and empowerment would be in vain without acknowledging urbanization as requiring action.

Moreover, the active side of urbanization is supported by Wolff (2017), whose research shows that the stages of urbanization are not cyclical as was thought, as there are other stages, the order of them can vary, and unprecedented change is not out of the calculations. Other indicators for this include that reurbanization shows differently in each country, based on for example the tertiary sector, activity of investors, and the vogue image of the city (Rerat, 2018). Furthermore, population trends can vary sub-nationally from national averages, and between and within a city, to mention a few perspectives (Rae, 2013; Terama et al., 2019). In addition, as discussed above, these trends can and will be affected in the future, by such factors as migration and climate change (Schmidt-Thomé & Koste, 2019; Koste et al., 2020). As a conclusion, it is important for one to acknowledge that there are many different future directions to urbanization, reurbanization, and population growth and that one can and must be active to attain and control them. Furthermore, this notion is also important in order to encourage change in the mindsets of stakeholders and planners in the case of Sinimäki, as in how they can and should be active in enforcing change, not only staying in passive role.

2.2 Cities in urbanization – role, power, and competitive factors

The role of cities has been shaped anew in the current era, as their power has increased due to economic and population accumulation (United Nations, 2018; World Bank, 2020). In addition, they are being affected by megatrends, such as urbanization and climate change, as well as are the cause of some of them (Bremer et al., 2020). This implies that cities should be the ones to solve the global challenges, at minimum be active in it. However, the report of Bremer et al. (2020) also argues that urbanization does not necessarily mean that cities get more power. The power might go in the current digital era to various companies, especially in the technology section, if cities and governments are not aware of the development (ibid). This brings

up the matter of cities needing more power in this global urban age, to stand their ground amid globalization and new economies. According to Bremer et al. (2020), this power comes from the people, the citizens, and especially from strengthening their power.

This development has materialized already in the new types of city governance. Bremer et al. (2020) continue that smart city governance should be cross-sectoral, vision-driven, and empowering people. Sepe (2014) supports this, for their urban changing factors include participation and urban policy, and the balance between them. Furthermore, the view is supported by many stating that a city is firstly about the people in it, one of the first statements dating back to 1961 with Jane Jacobs saying that “[c]ities have the capability of providing something for everybody, only because, and only when, they are created by everybody” (Bremer et al., 2020). Moreover, it is important to bring the human aspect and other intangible elements to the same level, or above, the physical buildings: all Sepe (2014), Maze (2019), and Koste et al. (2020) speak clearly for that.

Diving more into the city aspect, and their power in the urbanization, it is good to address other usual competitive factors. Sepe (2014) emphasizes that globalization means that cities need to stand out, as repetitive solutions do not differentiate the city on a global scale. Cities can affect their development and competitiveness by recognizing and developing their own strengths and attraction factors (Krawczyk & Ratcliffe, 2006; Koste et al., 2020). In terms of factors, Skalicky and Čerpes (2019) speak for liveability and living quality to being the new differentiators for cities, while Sepe (2014) emphasizes the culture and creativity in making the city stand out. Especially a clear space and cultural identity of a city is esteemed as a key differentiator point in the study (ibid). As a conclusion, cities face and create new challenges in the modern era but can tackle them with empowering their citizens and utilizing their identity and liveability to stand out. This has a direct implication to the case of Sinimäki, as in how the area should not only put attention in renewing the obsolete office buildings, but also to include the future citizens to attain sustainable growth of the area, and help to future-proof it.

2.3 Community participation

2.3.1 Growing popularity, importance, and the prerequisites

As the last section indicates, the citizens should be empowered in the cities, as the mandate of cities grows with emancipating its citizens (Bremer et al., 2020). Bourgeois et al. (2017) use the definition of empowerment by De Haans & Rotmans (2011): “a pattern of societal transition leading to the emergence of a new form of organized power, or constellation, within a society”. One way to empower the citizens is with participation, especially in urban planning where the urban environment and experience are created. Community participation can be defined as “the act of engaging in community activities and refers to the possibility to influence decisions and have access to decision-making processes” (Rashidfarokhi et al., 2018). However, it is not that popular yet, but it is slowly and surely increasing, also in Finland (McDonald et al., 2009; Firidin Özgür, 2013; Konsti-Laakso & Rantala, 2018; Rashidfarokhi et al., 2018). Regardless of popularity, community inclusion in urban planning is regarded important by many authors: Rashidfarokhi et al. (2018) emphasize the social sustainability, Krawczyk and Ratcliffe (2006) and Smith (2018) the collaborative process, Mano-Velevska et al. (2014) and Sepe (2014) the whole community inclusion and Konsti-Laakso and Rantala (2018) see participation as an important element in democracy itself, both in philosophical and pragmatic view.

In terms of prerequisites, one of the key things in community participation is who is the community to participate. Konsti-Laakso and Rantala (2018) provide the following general definition: “the voluntary association of actors, who typically lack common organizational affiliations but are united by a shared instrumental goal - - [and which’s] members may represent extremes in opinions, perspectives and worldviews—but still belong to the same community”. Moreover, the choosing and selection process is very important, as who is present will affect the end-results one way or another (Maze, 2019). It is good to acknowledge certain selection and political dimensions, for some approaches, such as non-western, sustainable, and feminist ones, might not be involved in the process if not specifically considered. One way to tackle this is to participate as wide and variety of stakeholders as possible,

from citizens to businesses, and NGOs to political persons to mention few (LUDA Project, 2005; Krawczyk & Ratcliffe, 2006). Other prerequisites to consider is that the citizens need to be willing to get involved and be able to do it, and public organization also willing to make the best use of them, according to LUDA Project (2005). This is supported by real-life cases, as also the city of Tampere has acknowledged that people need to be interested in participation, and one way for this is that their input has an actual effect in the direction (Bremer et al., 2020). The case of Tampere also emphasized that the city should communicate the meaning and reason for participation so that the citizens have a realistic view of it (ibid). Dedication to change within the community is brought out also in the article of McDonald et al. (2009).

2.3.2 The benefits, weak points, and the top-down approach

Community participation is not techniques only, but it has a real effect and benefits to the urban planning process (Rashidfarokhi et al. (2018). When following the prerequisites stated above, participation can bring new knowledge and perspectives to it (Bourgeois et al., 2017; Konsti-Laakso & Rantala, 2018; Smith, 2018). Another related perspective is that participation enables the diffusion of knowledge within the different stakeholders, meaning that they do not only bring their own knowledge but can create wholly new knowledge and viewpoints (Konsti-Laakso & Rantala, 2018). Both types of knowledge can lead to new directions for the project, which would have been missed without the inclusion (Bourgeois et al., 2017; Konsti-Laakso & Rantala, 2018). From participant-perspective, their needs are heard and a sense of belonging and ownership are created (Krawczyk & Ratcliffe, 2006; Firidin Özgür, 2013). Even more importantly, the participative process empowers the people to execute the results and creates commitment towards its implementation (Krawczyk & Ratcliffe 2006; Bourgeois et al., 2017).

For the public party, the participative process enables the development of a shared, unbiased vision, which is embraced by the entire community (Krawczyk & Ratcliffe, 2006; Rashidfarokhi et al., 2018; Smith, 2018). This improved outcome acceptance also prevents later conflicts and complaints and legitimizes the results (Konsti-Laakso & Rantala, 2018; Rashidfarokhi et al., 2018; Smith, 2018). In addition,

Rashidfarokhi et al. (2018) include the benefit of having a public dialogue with the participants, which benefits both parties, while the LUDA Project (2005) mentions that interactivity brings more likely long-term solutions, which stand against time.

However, while benefits are many and distinguishable, so are the weak points of participatory methods. Konsti-Laakso & Rantala (2018) deliver that the "[k]ey concerns related to participation include the legitimacy of participation, diversity and inclusion and challenges related to the design of the participation processes". The legitimacy of participation has also been mentioned above, as the article of Maze (2019) raises the selection and political dimensions that need to be acknowledged. Firidin Özgür (2013) on the other hand quotes the critique of the collaborative planning of Fainstein (2003), which includes the gap between rhetoric and practice, the time needed for the process, and the potential conflict of outcomes. Also, Krawczyk and Ratcliffe (2006) acknowledge that wide participation can be slow, but at the same time suggests that the process can start with a small group, as long as other sectors are engaged in the later stage. They also list three challenges to approach: first is the needed innovativeness and the possible fragility of the results, second the usual lack of specific skills within an organization to conduct the participation, and third the lack of capacity of the organization to adopt new approaches and fresh ways of working (ibid). The third challenge is supported by Bremer et al. (2020), as their study acknowledged that the public sector might have a low tolerance for failure, putting hindrance to learning and trying new ways.

Nevertheless, if the weak points are acknowledged and worked with, such as balancing the needed time with the level of outcomes, and ensuring the legitimacy of participation with critical thinking before, the participatory process can deliver the outcomes and benefits discussed above. To further encourage the participatory process, the top-down approach, and a couple of cases of it are discussed. The top-down process means that the majority of the stakeholders do not have an input to the process and that the decisions are made at the higher political level (Bourgeois et al., 2017). Subtle indicators of this are that usually the community engagement is done for legal reasons, rather than learning and ideating with the community (Konsti-Laakso & Rantala, 2018). Bremer et al. (2020) also emphasize that participation

only is not enough in the urban age: actual inclusion and empowering are required. If the participation is unsatisfying, so that for example a shared vision is not created at all levels, results will be partial and unsatisfactory, and will not last through time (Sepe, 2014).

As an example, Firidin Özgür (2013) presents the case of the Kartal area in Turkey, where an industrial area was trying to be regenerated mainly to attract new international investments to it. The community of the area was not heard, and local voices were dismissed. The project created a lot of complaints and the whole process stalled in the first steps. (ibid) This shows that especially the capitalist viewpoint can at worst marginalize the community, to create better investments in the area (Firidin Özgür, 2013; Mano-Velevska et al., 2014). Firidin Özgür (2013) also acknowledges that the cities do not always do this consciously, as they have an increasing demand to create better investments to compete on a global level. However, according to Mano-Velevska et al. (2014), the top-down approach can at worst deteriorate the area and lower the value of it if the community and their knowledge of the area are completely bypassed. Their paper presents a case of Pula, a former military area in Croatia, which the city tried privatizing to the use of tourism, cutting of the citizens of Pula from the seaside. However, an informal group of architects and citizens established a movement called Katarina 06, to attempt to propose strategies taking into consideration in a bottom-up way. (ibid) These examples show that a top-down approach should be avoided at best, to ensure community satisfaction and to avoid project stalling or discontinuing even before they start. Thus, the importance of community inclusion addressed in the research questions is facilitated here. Furthermore, especially in the case of Sinimäki gentrification can be present in the planning of the area, as the goal is to repurpose the area to apartments. In addition, as important as it is to avoid top-down from the public organization, it is also important in the Sinimäki case to recognize the top-down approach from the landowners to the actual future residents of the area. Embracing the concept of mixed community and empowering the community with participatory methods mentioned above can help to avoid this.

2.4 Participatory process

2.4.1 Evolution of urban planning – history and future

Urban planning theories have gradually evolved to include public participation (Firidin Özgür, 2013). This process used to be by standard top-down and outcome-oriented, whereas now it is about “collaborative” or “communicative” approaches positioned within a “strategic” point of view”. There have been two major breaking points in planning in recent history, first locating in the decade of 1960 where community participation and environmental concerns started to emerge with criticism of modernist approaches to urban planning and urban design. The second is in the 1980s, when economic policies went through radical alteration, bringing social concerns and the ideal of participation of all parties in the planning process. The article also mentions that the main focus of urban design has shifted from the aesthetic quality of public spaces to a wider range of projects, from revitalization to neighbourhood renewal. (ibid)

As discussed above, nowadays participation has been slowly increasing in urban planning, while it is not the most popular aspect yet. However, many authors emphasize the importance of participation not only in one stage but in each stage in the process (Sepe 2014; Micheli et al., 2018; Skalicky & Čerpes, 2019). Micheli et al. (2018) raise user-centeredness and interdisciplinary as two key points in all stages, while Sepe (2014) mentions stakeholder consultation as the minimum for each stage. Skalicky and Čerpes (2019) state that to be high-quality, urban design should be placed on a deep understanding of human living. Thus, the evolution of urban planning has culminated in user participation in the current era.

However, planning must continue evolving. As discussed above, planning is not only about buildings anymore, and cities need to increasingly answer to new challenges, such as climate change and globalization: this means that the traditional planning methods should develop too (Krawczyk & Ratcliffe, 2006; Sepe, 2014; Koste et al., 2020). Additionally, Smith (2018) states that development patterns should change specially to answer the growing urban population’s strain on sustainability, in all

economical, social, and ecological ways. Furthermore, Rae (2013) brings out that current planning problems are more of wicked problems, as in very complex ones, which get simplistic solutions due to the authorities not understanding the wickedness. According to Konsti-Laakso and Rantala (2018), participative methods can help to include stakeholders in wicked problem-solving.

Evolution happens gradually, as when cities change so do urban design and urban planning tools with them (Sepe, 2014). However, authorities should not only wait for the trend to come to them but actively embrace it. The currently widely present top-down view does not last when cities need to move on from participation to empowering the citizens in an as fast pace as the global world around them (Rashidfarokhi et al., 2018; Bremer et al., 2020). Some cities and areas have already successfully implemented this thinking. A case of Tampere presented in the paper of Bremer et al. (2020) shows that the city has established areas of participation in information, planning, and decision-making, and in action, to include citizens in the whole governance and planning process. In addition, the work of Mano-Velevska et al. (2014) presents the case of Tempelhof airport in Berlin, Germany. The proposed plan of the void area is the "outcome of a [20 years] long process of interim use and represents the epitome of participatory planning, in which interim and creative uses are directly integrated into planning the future of the park", where the public has been embraced to interact and participate with the process and the area both (ibid). As a conclusion, urban planning has gradually evolved to include users in the process, but the speed of change has to grow in the future, to answer needs of both external forces, as trends like globalization, and internal forces, as in emancipating citizens and developing participatory way itself. This supports the community point of view in the research questions, as in how citizens should be the new key focus in urban planning.

2.4.2 Stages of the processes

To begin distinguishing the different stages, both design thinking and urban planning processes are presented here, as both are relevant to the thesis. Initiating with design thinking, according to Gruber et al. (2015) the basic structure usually begins

with Discovery, as in observation of the users and of the context and constraints of the system. Following that is the Defining phase, which aims to frame the problem and develop insights from it. Next is the Ideation phase, which explores the variety and high quantity of ideas and alternative potential solutions. The last step is the Delivery one, where the solutions are “tested in terms of technical robustness and effectiveness, but also of their fit with users’ needs and the broader context of their lives”. (ibid) The process Micheli et al. (2018) present is similar, stating that “- - [design thinking] models tend to start from an initial exploration with the objective of understanding the problem to be solved. They then move onto an ideation stage to generate possible alternatives. They all conclude with an implementation and testing phase, based on prototyping and iteration". Similar steps are put into use in the case study of Konsti-Laakso and Rantala (2018), where the workshop for the city of Lahti included initiation, twice the process of divergent workshop and convergence analysis, and in the end formulation of the outcome. This “diamond-model” is commonly used in design thinking, as it includes the ideation stage as divergent, creating as many ideas and solutions as possible, and convergent selection process, where resulting outcomes are defined clearly (Gruber et al., 2015; Konsti-Laakso & Rantala, 2018; Micheli et al., 2018). Important to notice that the process, even when defined in clear stages, can and should still be iterative, as in taking into consideration new changes and demands of the environment and participants (Konsti-Laakso & Rantala, 2018; Micheli et al., 2018). Although only a few sources are used to define the design thinking process in here, based on my knowledge after studying in design thinking programme, the steps are very similar in the current management use and academic field, thus justifying relying on only the couple of succinct academic articles presenting this viewpoint.

A typical planning process is not as iterative or user-centric as the design thinking one. One example is from the city of Espoo, chosen as it is relevant to the case of Sinimäki, where the planning process has five steps: first Starting, second Participation and assessment plan, third Proposal, fourth Approval, and the last, fifth, Entry into force (Espoo, n.d.). The Starting is the beginning stage, where a planning change is initiated by a landowner or city and will begin if it is approved by the city. The next step is the creation of a Participation and assessment plan (PAP), a

preparation stage that usually includes illustrations of the area and reports, specifies the location, and indicates the starting points and goal. Feedback for this can be given by commenting. The third is the Proposal of the plan, based on participation and assessment plan. The plan will go through public review and the statements of authorities. Fourth is the Approval, after processing possible complaints and statements, and fifth is Entry into force if nobody appeals it. (ibid) Of course, these are the official stages of the city, but in real life, the steps can fluctuate.

There is already some progress done to bring these two different processes together. The paper of the LUDA Project (2005) introduces five assessment steps in the planning process to achieve a 'bottom-up' community. Although the paper is old, it is addressed here in length for it provides solid and extensive reasoning to the steps and is also used in the overall Aalto Thesis project by agreement of both students. The five main assessment steps are diagnosis, visioning, programming, implementing, and monitoring. As in the design thinking first stage, Diagnosing includes information gathering, be it identifying driving forces of change or stakeholder analysis. Visioning step promotes future methods and techniques, as the generation of alternatives and scenarios is promoted. The third step, Programming, means assessing plans, programs, and projects, where "the preferred vision has to be translated into a coherent set of practical options, policies and proposals which make up the draft plan". After the draft is created, Implementation happens, as in the implementation of the key projects of the process and improvement of the action plan still. Finally, Monitoring is esteemed as a crucial task, to evaluate the indicators and the lessons learned from the process and the project. (ibid) All in all, the methodology of design thinking is shown to be applicable to urban planning, in the similarities of the steps, but there is still work to be done to properly implement also the values of design thinking, such as user-centeredness and iterative process, into the planning.

Furthermore, especially the first and the last, the initial, and the implementation stages, have been given extra attention in the research. As stated earlier, stakeholders and communities should be included in each stage of the planning process. All LUDA Project (2005), Krawczyk & Ratcliffe (2006), and Sepe (2014) demand activating participation in the beginning of the process. Reasons for this include that

the decisions in the early stage have the greatest effect on needs and chances to benefit (Krawczyk & Ratcliffe, 2006), and they encourage participation and integrate creativity into the overall process (LUDA Project, 2005). The paper of Konsti-Laakso and Rantala (2018) also mentions that by incorporating the first step of design thinking into the project, a deep understanding of communities' realities is attained, which is esteemed crucial to the project success.

Moreover, the implementation stage is also esteemed important, especially from the continuation perspective (Krawczyk & Ratcliffe, 2006). If the outcomes of the project are not translated to what the stakeholder in urban planning need, such as planners and decision-makers, the project might cease to continue. One example of this is one of the cases in the paper of Krawczyk and Ratcliffe (2006), a Dublin 2020 Vision-project initiated and conducted by the Dublin Chamber of Commerce (DCC) with the facilitation of The Futures Academy at DIT. Even as the project worked with various stakeholders and created a vision for the future of the city, the proposed actions were not put into use. One way to tackle this is to encourage creating an association of the local stakeholders, to both contribute to the project and monitor the development, as has been done in Kadiköy, Turkey and Arabianranta, Finland (Firidin Özgür, 2013; Sepe, 2014). Furthermore, the research also provides ways to ensure the implementation stage, as the suggestions of LUDA Project (2005) include cost-benefit analysis, LCA, and social cost-benefit analysis to the planners, and Konsti-Laakso and Rantala (2018) advocate to summarize the outcomes in a tangible way for the planners. In the end, even as the urban planning process evolves to more of a design thinking way, special focus should be concentrated on the initial and implementation parts of the project, to ensure the benefit of participation and continuity of the outcomes. Studying the process gives a base to find answers to the second research question, and also supports the development of the urban planning process in the case of Sinimäki.

2.5 Approaches

Both design thinking and futures methods are often present in the participatory methods and thus are implemented in the creation of the methodology of this thesis.

To support this and to find material to the third research question, both will be addressed at the basic level in the next section.

2.5.1 Design thinking

Beginning with design thinking, Maze (2019) sees more prospects for design to emerge, as it works well in the current demand for communication and participation. Design is seen as a powerful discipline, as “[u]nlike policy, design is always, literally, touching us. Design shapes our daily lives, beliefs and behaviours, (re)producing spatially and temporally enduring forms of social life and society. Nevertheless, neither policy nor design will ever entirely determine social life nor colonize the future" (ibid). Design thinking can be defined as “a human-centered approach to innovation that puts the observation and discovery of often highly nuanced, even tacit, human needs right at the forefront of the innovation process” (Gruber et al., 2015). It is not only limited to the methodology, as stated in the article of Gruber et al. (2015) it can change the whole organization by providing both new consumer experience, and new workplace experience. Thus, it can be argued that design thinking can provide substantial effect to the urban planning process itself, especially in the quest to implement user-centricity and innovation into it.

Furthermore, Micheli et al. (2018) argue that design thinking has only recently been recognized as a term in management, and that design thinking still lacks more of a theoretical than practical study. To help close this research gap, the study analyses deeply the academic side of design thinking with interviews and literature review. The results are 10 attributes and 8 essential tools and methods, the identification of 5 perspectives of academic design thinking, and questions that remain unresolved across the extant design thinking literature. (ibid) Selecting the study of Micheli et al. (2018) as one of the key viewpoints to the thesis is due to the extensive coverage of it in both academic and management sides, and me recognizing its great contribution to the field. In this thesis, the ten attributes are used in developing the framework and will be discussed in more detail below. These attributes are present in analysing the Sinimäki case, and used to further improve the planning process. Each attribute is from the study Micheli et al. (2018), which will not be repeated in

the discussion unless evaluated necessary for understanding. The statements and contributions of other authors are clearly distinguished.

The first attribute is creativity and innovation, as in novel and useful ideas, and the successful implementation of them, respectively. They are esteemed as important attributes, especially as they act as a motivation for doing the design thinking process. As new ideas and perspectives are the benefits of community inclusion (Bourgeois et al., 2017; Konsti-Laakso & Rantala, 2018), this attribute is relevant also in improving urban planning. The second principal attribute is user-centeredness and involvement, another stated fundamental feature of design thinking. This is used in a variety of ways, sometimes even without direct user involvement, with emphasis on empathy with the perspective of another. Involvement is discussed largely in this thesis too, and this perspective is relevant especially in renewing urban design, as participation has only gradually and recently come to it (Firidin Özgür, 2013). In addition, customer and user experience are the main aspect of design thinking, according to Gruber et al. (2015), supporting the attribute.

The third attribute is problem solving, as design thinking has been associated with being able to solve problems, particularly the wicked ones. Thus, the discipline has been applied as an alternative approach to typical linear problem solving. As mentioned earlier, recently the scope and focus of urban planning have shifted to include a wider perspective, including the wickedness of the urban planning problems (Rae, 2013; Konsti-Laakso & Rantala, 2018). The fourth attribute is iteration and experimentation, as in trial-and-error learning used to clarify the named problem of the process and the solutions to it. This perspective is not that visible in urban planning, as the public sector might have a low tolerance for failure, and the usual planning process is more of a step-by-step process without iteration (Bremer et al., 2020; Espoo, n.d.).

The fifth attribute is interdisciplinary collaboration, usually showing in the form of cross-functional and multidisciplinary teams in the process. This is also considered as a central aspect of design thinking. Furthermore, in urban planning, the public organization might have people from different backgrounds, and in this regard, the

new knowledge and backgrounds various participants can bring is a benefit to the process (Bourgeois et al., 2017). The sixth attribute, ability to visualize, is visualizing abstract thinking and considered to be an integral part of the tangibility side of design thinking. It can entail physical artefacts, like prototypes and sketches, or intangible ones, such as storytelling. This is present in urban planning especially in the form of plans, such as land-use plan and illustrative drawings (Bremer et al., 2020; Espoo, n.d.). The ability to visualize can also relate to the implementation step: once the process outcomes are clear and tangible, they have a higher chance to be implemented in the planning process (LUDA Project, 2005; Konsti-Laakso & Rantala, 2018).

The seventh attribute is gestalt view, and it is can be understood as “the adoption of an integrative approach that enables both the development of a deeper understanding of the problem context and the identification of relevant insights” (Micheli et al., 2018). This is part of the defining and recreating the problem statement, and thus the iterative approach. Currently, it is not as present in urban planning, as even the wickedness of the urban planning problems has not been as acknowledged yet (Krawczyk & Ratcliffe, 2006; Rae, 2013; Sepe, 2014). The eighth attribute, abductive reasoning, refers to “the imagination of what might be (rather than the analysis of what is)” (Micheli et al, 2018). Different from deduction and induction, it allows the creating of new knowledge and insights. This is also part of the evolution and current trends in urban planning, as community input is seen as giving new perspectives that might not have been attained without them, especially in the initial stage (LUDA Project, 2005; Krawczyk & Ratcliffe, 2006).

The ninth attribute is tolerance of ambiguity and failure, as failures are seen beneficial for learning, and when the testing is done early, also the cost of failure decreases. As tolerance for failure has been esteemed low for a public organization, and community is only gradually being involved and might for example oppose the outcome of the process stalling it, this attribute is not as present in the urban planning yet (Konsti-Laakso & Rantala, 2018; Smith, 2018; Bremer et al., 2020). The tenth and the last attribute is blending analysis and intuition. This means that analytical thinking and results are combined with intuitive thinking. It shows more in the

renewal than the current state of urban planning, as a rational way is combined with for example extempore use of the land in Tempelhof, Germany, or local shopkeepers forming an association to participate in the process and upkeep the finalized area in Kadiköy, Turkey (Firidin Özgür, 2013; Mano-Velevska, 2014).

2.5.2 Futures methods

As stated before, both design thinking and futures methods are present in the participation methods. The two approaches also share similarities for example in the emphasis of understanding the user and the underlying factors, and in the aim to solve wicked problems. Furthermore, futures methods has also its own discipline, called “Futures studies”. Even if futures methods are not as explicitly involved in the methodology of this thesis as design thinking is, it is an important element in the framework of Konsti-Laakso and Rantala (2018) which is used to analyze the primary data, as will be discussed more in the next section.

Moving on to the basics of future methods, both Krawczyk & Ratcliffe (2006) and LUDA Project (2005) advocate that they are increasingly used in urban planning and gaining popularity at the general level too. Bourgeois et al. (2017) define futures literacy “- - as a capacity to sense and make sense of the present; a potential for local agency, and a process of societal transformation". Past-present-future discussion is also deliberated by Maze (2019), who states it as more of a social construct, as it is commonly used regardless of being hard to scientifically divide. Moreover, the process including future methods can be empowering itself, as when people are put to actively think of different futures, it is easier to take action to reach it (Krawczyk & Ratcliffe, 2006; Bourgeois et al., 2017; Maze, 2019). Krawczyk and Ratcliffe (2006) emphasize that the future method process is as important as the results, due to this factor. Maze (2019) adds that future vision itself shapes policy planning, market economies, and cultural imaginary, indicating the power behind the discipline.

Furthermore, future methods can contribute to design thinking in the notion of vision and goal-setting. In future methods, a common vision is emphasized, as this long-term view makes it easier to develop a common path and increase the tolerance for

failure (Krawczyk & Ratcliffe, 2006; Bremer et al., 2020). In the report of Bremer et al. (2020), a case of the Finnish city of Vantaa is presented, as in their governance model visions and goals are emphasized over concrete actions, meaning that it is important to get the participation and opinion of everyone and that long-term winnings are valued over short-term ones. If these aspects do not yet get one to consider the future perspective, one notion might help: the decisions made today already affect 2040, for example, whatever government decides with for example the urbanization or traffic laws (Schmidt-Thomé & Koste, 2019). As a summary, both design thinking and future methods contribute to the process of each other, and it is beneficial to know at least the basics of both when considering participation in urban planning. This can further improve the planning process in the case of Sinimäki, as both design thinking and futures studies can be introduced and implemented in it. Furthermore, this section provides key information to the third research question, by introducing the basic discussion and attributes of both.

2.6 Theoretical framework

The literature reviewed until this far shows the importance to evolve urban planning with a new focus and new methods, validifying the research aim and questions into this matter. Community participation is esteemed important and beneficial, while design thinking and future methods provide new stages to the planning. To address both the community participation and the different stages in the process, the community engagement process model of Konsti-Laakso and Rantala (2018) will be used as the base of the framework. The model is chosen for this thesis because how well it works in the context of Sinimäki case, due to similarities in being executed in the beginning stage of planning, the importance of inclusion of the stakeholders, usage of workshops, and even the stakeholder types being similar, as the model is experienced with business owners of the area and city officials.

The main idea of this process model is to participate in the whole community in a structural manner and deliver a “development picture” produced and at some level agreed upon by every community member. The framework builds on “the community-based operations research steps proposed by Johnson (2012) , the divergence

and convergence of ideas and participants and the use of a model as a vehicle for dialogue between stakeholder groups". (Konsti-Laakso & Rantala, 2018) The whole process model is shown in Figure 1, and it consists of two workshops and two assessment stages, as well as an initiation and an outcome stage. The text below the stages briefly explains the main content of it.

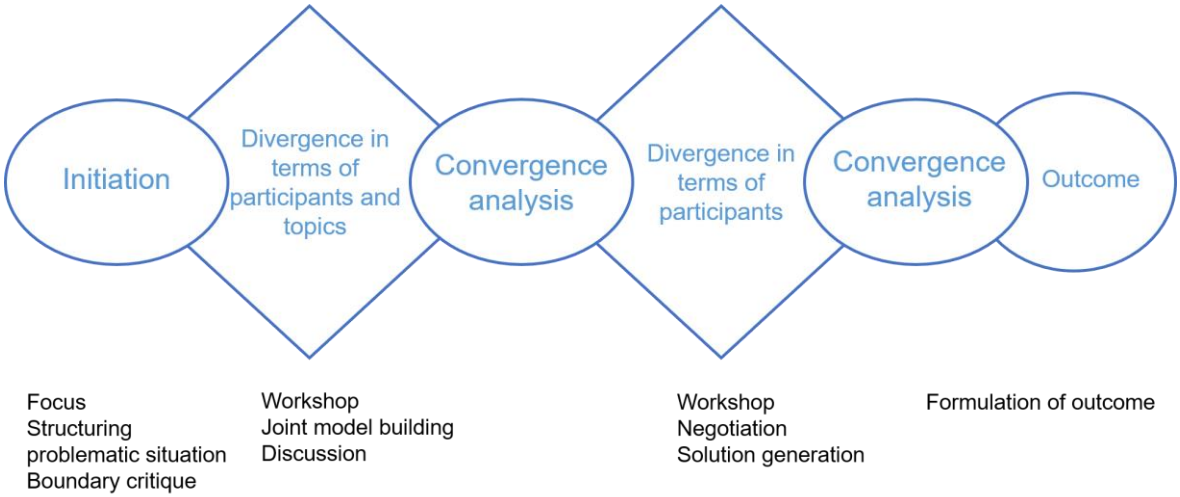

Figure 1: The conceptual framework for managing the engagement process (Konsti-Laakso & Rantala, 2018)

The use of the conceptual framework is demonstrated in city planning of Lahti, a Finnish city, in the study of Konsti-Laakso and Rantala (2018). The Lahti case has similarities to Sinimäki, as stated before, by having diverse and large number of stakeholders and being in the beginning of the whole planning process, aiming to map out the stakeholders' visions and wishes first and foremost. Thus, the case is elaborated and introduced in detailed level in the Findings section, as it provides a fruitful comparing ground to find different aspects to further develop in the general planning process and in the Sinimäki case.

The first workshop in the work is defined as divergent, "bringing to light all the concerns, ideas and suggestions concerning the future city centre", also by using future-oriented methods. Then the results are analyzed and pain points of the community found, which are then used as the base for the second workshop. In the workshop important themes are addressed in a convergent way: "it should bring the generated and categorized themes closer to a concrete implementation of them". Following is

the summary of the outcomes and delivering a basis for implementation to the city planners. (Konsti-Laakso and Rantala, 2018)

The process model of Konsti-Laakso and Rantala (2018) is very relevant to the case study of the thesis, as in the Sinimäki case also two iterative workshops were used, by addressing the divergent and convergent sides. The comparison between them shows the advantages and disadvantages of both and provides further suggestions for the development of the planning of Sinimäki, and the model for the initial stage of urban planning. Furthermore, the Sinimäki case compliments the process model itself as a concrete example how the model works and can be further developed. Although the process model does not explicitly show other themes addressed in this thesis, such as megatrends of urbanization and reurbanization and the changing role of cities, they are still linked to it, in how the study tests the new planning process in the urban setting and aims to develop the future vision of it, and how the city officials and their point of view are kept along in the process.

To evaluate the process from the perspective of design thinking, the ten attributes of the study of Micheli et al. (2018) are added to the stages of the framework, to further enhance them. These ten are, as discussed and defined above in section 2.5.1, creativity and innovation; user-centeredness and involvement; problem solving; iteration and experimentation; interdisciplinary collaboration; ability to visualize; gestalt view; abductive reasoning; tolerance of ambiguity and failure; blending analysis and intuition (ibid). Adding the ten attributes to the framework in different stages should improve it from a design thinking perspective. The findings are analyzed to the ten attributes after going through the framework of Konsti-Laakso and Rantala (2018), see Figure 1.

3. **METHODOLOGY**

The material for this thesis consists of both secondary and primary qualitative methods of research. Both have been gathered to study the themes related to research questions, be it megatrends or practical experience. The primary research includes the material created during the Sinimäki case study, such as results from workshop and status meetings. The secondary research is the literature review which provides essential background information about the factors affecting urban planning. The theoretical framework is also created to support the analysis of primary material. Both the structure and the results of them will be addressed in the Discussion and Analysis, based on research questions.

3.1 Primary research

The primary research was conducted within the Sinimäki case study as an Aalto Thesis project. In general, the gathered primary material maps out especially the different ways a community can be included in urban planning and the application of design thinking and futures methods into it in the tool level. This contributes to seeking answers to the second and third research questions. The project began in December in 2019 and ended in August 2020, and this timeframe included two workshops, five meetings with the city of Espoo, and one initial meeting with the Sinimäki landowners (See Table 1 for more details). The distinct participants in the Sinimäki case study are the landowners of the area, the city of Espoo officials, Aalto thesis employees, and the Aalto Thesis student team. Each of these will be discussed in more detail below:

- The landowners of Sinimäki are the various property owners in the area, in total around 20 from which majority participated in the project. However, some of these landowners were represented by company representatives, though most of the landowners came as themselves in the meetings and workshops. The landowners have different situations with their properties as discussed before in the Introduction, but most share a common interest in developing Sinimäki from its current state. As a stakeholder group, the

planning stage affects them greatly, for example from transportation and new building type perspectives.

- The city of Espoo officials are the employees of Espoo city who were either involved in the Aalto Thesis project and/or the urban planning sector of the city. Thus, they were either directly working with Sinimäki or the planning preparation in general. The officials provided material and direction to the project, and participated in the workshops, both as a participant but also helping to facilitate the tasks within the groups.
- The Aalto thesis team means the employees of Aalto Thesis project from Aalto University. They were present in the official meetings with Espoo and helped the project forward with guidance and internal deadlines.
- The Aalto Thesis student team includes the two members working with the Sinimäki project, Riia-Leena Wallin and Babakolade Ojuri. As a team they were responsible for advancing the project, including preparing, facilitating, and analysing the workshops, preparing and holding the 2-month and 4-month-status meetings, and showcasing the results and recommendations in the Final presentation.

Table 1: Overview of the case study

Event	**Participants**	**Main results or actions**
Start meeting with city of Espoo	• City of Espoo Officials • Aalto thesis team • Aalto Thesis student team	- The case brief - Basic information of Sinimäki - Preliminary goals and wishes
Initial meeting with Sinimäki landowners	• City of Espoo officials • Sinimäki landowners • Aalto Thesis student team	- Answers to preliminary questions (see Appendix A)
2-month-status meeting	• City of Espoo Officials • Aalto thesis team • Aalto Thesis student team	- Report of the progress incl. Sinimäki field visit and theses development
Workshop I	• 5 City of Espoo Officials • 16 Sinimäki landowners • Aalto Thesis student team	- Needs and wishes (IW & IWBGI) - Ideas of Sinimäki 2040 - Future picture with newspaper canvas - Feedback
4-month-status meeting	• City of Espoo Officials	- Presenting and discussing the workshop insights

	• Aalto thesis team • Aalto Thesis student team	- Plans for the next workshop
Workshop II	• 6 City of Espoo Officials • 10+ Sinimäki landowners • Aalto Thesis student team	- Each Egan wheel component analyzed from Sinimäki perspective - Feedback
Final presentation	• City of Espoo Officials • Aalto thesis team • Aalto Thesis student team	- Presenting the project results, works progress of theses, and learning experiences

As the workshops are the focus of the material gathered, both the aim and structure of them are explained in more detail. In general, the aim of both workshops was to involve and get insights from the landowners of the area, and at the same time give an opportunity for the city of Espoo officials to get a connection to them in a more relaxed way than e.g. a planning hearing. In both workshops the focus was more in the future direction, but also current matters and past experiences were mapped out. The methods and tools have been chosen based on either previous experience of the student team of using them or after researching into the matter and seeing a viable method to use according to the theme of the workshop. All of them have been decided upon by the common decision of the student team to use them.

The first workshop, labelled as “The Visioning Day”, was held in March 2020 in the city of Espoo’s premises in Otaniemi, with 21 participants in total and lasting two hours. The goals of the workshop were to find the values, wishes, and needs of participants and to develop a shared, common vision of the future of Sinimäki. To achieve this, three different methods and tools were used: a CPS (Creative Problem Solving) theory from MindTools (n.d.), a visioning method of Krawczyk and Ratcliffe (2006), and COVER STORY VISION® CANVAS created by The Grove and distributed in the website of DESIGNABETTERBUSINESS.TOOLS (n.d.) (See Appendix B).

Divided into two sessions, the first one included identifying the needs & wishes with I Wish (IW) and It Would Be Great If (IWBGI)-tools. Then the participants worked on these needs with How Might We (HM)- and In What Ways Might (IWWM)-questions and ended up with reframed statements to choose the final question from, by voting

within the team. The second session continued working with the final question by beginning with rapid ideation, as in creating as many ideas as possible to solve the team's individual questions in Sinimäki 2040 context. Then, the teams clustered their ideas under themes, and in the end with the use of the themes and their progress thus far, filled the COVER STORY VISION® CANVAS and presented their newspaper about Sinimäki in 2040 to the rest of the participants.

As for material, the Workshop I provided post-its from each stage, the filled cover story vision canvas, as well as notes from the city of Espoo employees which both attended the workshop and took some notes from the discussion within the group they were in. In addition, the feedback was gathered at the end of the workshop with I like/I wish /It would be great if-format.

The second workshop was titled as "The Engaging Day" and occurred on May 2020 online utilizing Zoom as the meeting platform and Google docs as the workshopping platform. Originally supposed to be held locally, the change to online was due to coronavirus pandemic, and the meeting restrictions of the Finnish government at that point of time. Around 15 participants in total came to the workshop, the amount fluctuating over time as some left early and some joined later. The goals of the workshop were to further engage stakeholders in the future planning of the Sinimäki community and to focus on the actions that need to be taken for a thriving community. For this, an Egan wheel developed in 2004 by Sir John Egan was used, following the adaptation of it in a case study in Castlefields, the United Kingdom studied by McDonald et al. (2009). To prepare the participants for the framework, a pre-questionnaire was sent to all the landowners, following the questionnaire made by McDonald et al. (ibid).

In the workshop, each team had three components to go over in the session out of the eight in total, and a summary in the end (See appendix C). With four teams, each including a couple of randomly selected landowners and at least one city of Espoo employee, all the 8 components were covered at least once. Before the teams got to work, a common vision of Sinimäki 2040 would be written down. Then, for each component they got, sections of the current situation (Sinimäki presently), concrete things to prove it (Evidence to show), and steps to reach the Sinimäki 2040-

vision (What needs to be done to reach Vision 2040) were addressed with support questions. In the end, points from 1-5 would be given to comparing the current state to the future vision, where 5 would mean strongly agreeing with the similarity, while 1 indicates that the community is still far from the ideal vision of 2040.

In total, the teams had one hour and a half to do the three sections and a summary. This proved to be just a bit too tight schedule, and especially the third section was usually rushed through. This should be acknowledged when addressing the results of the workshop. Material-wise, the Workshop II delivered the three sections in Google Docs format, and notes from the city of Espoo officials to support this data. However, the initial plan to record the group work sessions did not work out due to human error, meaning that the notes were not exhaustive as the note-taking was not emphasized in the facilitator's role. Feedback was also collected with Google Forms after the workshop, following the I wish-format from the last workshop. However, only a few answered it this time, possibly as this time the feedback was not incorporated in the schedule of the workshop itself.

3.2 Secondary research

The secondary research consists of academic articles and news articles synthetized in the literature review. The themes covered include urbanization and cities, community participation, disciplines of the thesis, and participatory process. All of them are present in the research questions and provide necessary background information to develop the collection of primary data. However, secondary research contributes specifically to the first research question, in addressing the importance of community inclusion to the urban planning process from many perspectives. Urbanization and reurbanization are addressed in both term-level, but also the benefits and drawbacks they bring, as well as the future direction and nature of them, are discussed. Furthermore, as urbanization as a trend is more of a general one, also the more detailed level of cities themselves, in terms of role, power, and competitive factors are covered. Community participation is covered from various perspectives, it being an essential element to the thesis. These include the esteem of it, the importance of applying it, and the prerequisites to enable the benefits of it. Also, the

weak points of the participation are covered to avoid falling into them in the primary research, and in the end, the more prevalent style in planning, top-down approach, is dismissed.

Moreover, both the design thinking and future methods are addressed in the basic level as disciplines utilized in the case study of the thesis. Finally, the participatory process itself is analyzed, from the evolution of it to the stages the process entails, in order to employ them in the creation of methods for this thesis. A theoretical framework from the study of Konsti-Laakso and Rantala (2018) is provided, as well as the design thinking attributes of Micheli et al. (2018) provided to develop the urban planning process one step further.

3.3 Trustworthiness of the study

Several matters should be addressed when discussing the trustworthiness of the study in this case. To begin with, the participation of the primary focus, the workshops, was limited to the landowners and their representatives of Sinimäki. This also affects the ideas and perspectives which have come out of the workshops and their applicability to the whole area. The reason to invite only landowners was that the city of Espoo wanted to hear their voice and include them in the process, which had already been going on for some time without tangible results. In addition, due to time and budget constraints, increasing the amount and size of the workshops in the half-a-year Aalto Thesis project was not the most plausible action. Thus, it is important that in the next steps in this particular planning process other stakeholders will be included too, as “increasing social equity, inclusion and community participation builds social capital, promotes public dialogue, increases satisfaction and adds to the legitimacy of both the process and the end result” (Rashidfarokhi et al., 2018).

In addition, the workshops themselves have not been created with the most recent academic material nor even strictly from an academic background, such as using the CPS (Creative Problem Solving) theory and COVER STORY VISION® CANVAS-tool. For the usage of older material, for the situation while planning the workshop the team found those methods at hand to fit the purpose well and thus used it,

with updating it to Sinimäki context. For example, the Egan wheel was originally developed to the government of the United Kingdom, and still exists as a sustainable community format in the Sustainable Communities Act 2007 (McDonald et al., 2009; Ministry of Housing & Communities & Local Government, 2016). This means that even though the material would be older, it can be usable with updating the material and providing a suitable context. For non-academic usage, as one side of the project was to incorporate design thinking and in general introduce new ways to the planning progress, these methods which have emerged from management do provide their own merit to the project. In addition, there does not simply exist as much academic substance to design thinking currently, though the situation has taken great steps forward in recent years and will hopefully continue to do so in the future too (Micheli et al., 2018; Maze, 2019).

4. **FINDINGS**

This section will analyze the stages of the case of Sinimäki by using the theoretical framework of Konsti-Laakso and Rantala (2018) and comparing it to the case of Lahti from their study (see section 2.6). In addition, each stage is studied for similarities and disparities to the relevant ten fundamental design thinking attributes of Micheli et al. (2018).

4.1 Initiation

In the theoretical framework, initiation stage includes the preparation of the process, as in deciding the focus, structuring a problematic situation, and exercising boundary critique (Konsti-Laakso & Rantala, 2018). In the Sinimäki case the project was initiated by city of Espoo and Aalto Thesis, and the student team was responsible for narrowing down the focus and developing the ideas based on their background experience and studies. Material of the case was provided by Espoo, e.g. a document of basic information of Sinimäki, and two meetings were held with the authorities of the city to understand the challenge and case better. In addition, the student team participated in the landowner meeting of Sinimäki in January to present the Aalto Thesis concept, initial topics, and already ask a couple of questions from the landowners, anonymously by using post-its. The post-it questions were used to develop an insider understanding of the area and gather the concerns and expectations of the landowners. See the questions in Appendix A. In the meeting the workshop date was finalized, and a common communication platform established: a Microsoft Teams group.

To further explore the challenge at hand, a project plan required by Aalto Thesis was created. It covered the project background, approach and objectives, the initial thesis Perspectives, and a plan for use of methodologies. In addition, a communication plan, risk analysis, schedule and tasks in form of GANTT chart, and other possible issues were covered. After delivering the project plan, a field visit to the Sinimäki area was executed by the student team, where the main objective was to experience the area from an outsider perspective, taking pictures and doing short

interviews with the local businesses. These results were presented in the 2-month-status meeting in March to the city of Espoo, telling more of the progress of the project and theses than delivering insights yet.

In overall, the initiation step of Sinimäki falls close in line with the framework, with its work to properly understand the challenge and start narrowing down the scope. In the case of Sinimäki especially the inclusion of both the landowners and city officials in the beginning process stands out, as this indicates both the community inclusion and knowledge diffusion to start already in the first steps. However, the aim of the process was still not clear right in the beginning, as it was in the case of Lahti: “The main aim of the whole process was to generate commonly accepted development guidelines for the future of the city centre, which would be used as the basis for the master plan for the development of the city centre” (Konsti-Laakso & Rantala, 2018). Other than that, not much information is provided of this step in Lahti case.

Analyzing the step with the design thinking attributes of Micheli et al. (2018), in the initiation stage especially two attributes, user-centeredness and involvement and problem solving, stand out. User and community inclusion should begin already in the initial stage, as has been discussed in the literature review, and in the case of Sinimäki this is executed well in terms of participating both the landowners and the officials from city of Espoo. In addition, problem definition is part of the problem solving, and the initiation stage is key to mapping out the problem at hand and knowledge needed to address it. Furthermore, interdisciplinary collaboration is present as the student team and their variety of backgrounds, as well as inclusion and dialogue with city of Espoo and the landowners. Further developments would be to practice boundary critique more clearly in the choosing of participants, as including only the landowners of the area as the community might limit the viewpoints and emerging issues arising in the process: the variety of participants and empathy is important from the user-centeredness and involvement attribute too.

4.2 First workshop

In the framework, the first workshop aims for a divergence, as in generating and giving attention to all the concerns, ideas and suggestions of the future city. Future-orientation and diverse participation are key elements in the workshop. As such, the authors define the phase as “broadening participants’ ideas and supporting participants’ perspectives so that new issues and solutions might arise”. (Konsti-Laakso & Rantala, 2018)

In the case of Sinimäki, to prepare for the first workshop, the aim was defined to further map out the feelings, desires, needs, experiences, and expectations of the landowners of Sinimäki. Attention was given to the desired futures, as some landowners had already ideas how to develop their property. To find the methodologies, individual work was done by the team to find suitable ones for the aims. In addition, a welcome and workshop introduction message was sent via Teams to communicate to the landowners. After both team members found methods to use, a brainstorming session was used to combine and modify them to the time slot and the estimated number of participants. In the end, the problem statement was helped to define with a CPS (Creative Problem Solving) theory, the desired futures mapped out with a visioning method of Krawczyk and Ratcliffe (2006), and a tangible future vision implemented with COVER STORY VISION® CANVAS created by the Grove (n.d.).

In the case of Lahti, the aim of the first workshop is similarly “to collect stakeholder wishes, visions and insights concerning the future of the city centre area”, aiming for future-oriented scope and utilizing an innovation session method. The workshop was facilitated by university researchers and a contracted professional facilitator, as well as the second workshop. The 65 participants were divided into small groups randomly, and the groups got a list of questions to choose and answer the most interesting ones for the group. The stage produced ideas and proposals, and visualization and presentation were managed by a miniature model of the city centre in the room with photographs and cardboard buildings. The ideas were attached to the corresponding physical locations.

In the case of Sinimäki, 16 landowners and 5 city of Espoo officials participated in the workshop in March, and similarly, they were randomly grouped in five different teams. The participants did not right away begin with ideating in the 2-hour-long workshop, but the problem statement creation was the main focus. First, their ideas for development were gathered by I wish- and It would be great if-sentences to post-its, which they wrote individually but as they finished one, it should be read aloud to keep other team members on track. Then, the ones important, new, or requiring imagination would be voted with dot voting, each team member having 5 points to give. The resulting statements would be reframed to How might we- and In what ways might-sentences, to identify the solvable challenge and real concerns. Again, dot voting with same rules would follow. From the results, a final statement would be chosen, preferably ones which really get to the heart of the matter.

After choosing the final statement, rapid ideation would ensue. To answer the statement in the group, it would create as many ideas as possible in the context of Sinimäki in 2040. The future perspective in this case helps to think “outside the box”, as limitations of current day would not be considered. Then the ideas would be clustered to similar themes and named. Following that, the COVER STORY VISION® CANVAS would be utilized to include the themes in it and create a newspaper scenario of the area (The Grove, n.d. see Appendix B). The results were shown after it, and feedback given in the I like/I wish/What if-format.

Overall, the first workshop of Sinimäki provided multitude of material, and received very good feedback from the participants. Similarly, in the Lahti workshop perspectives of stakeholders and the future vision were strongly part of the process. The difference between them is that in Sinimäki, the challenges and questions to choose from were created by the participants, and not by the team. The difference can also come from the different perspectives of the studies in the point of the workshop, as in Sinimäki one, the scope still needed defining. Furthermore, visualization and presentation were top-notch in the Lahti case, with their miniature model of the city centre, whereas the Sinimäki one relied on participants drawing their future vision in the canvas and focusing more on text-based input.

Analyzing the stage with design thinking attributes of Micheli et al. (2018), especially the ability to visualize is clearly present in the stage. Visualization skill is seen as defining the practice and also the approach to problem-solving, and in the case of Lahti, the 3D model of the city really helps to put the project and ideas into perspective. In the Sinimäki case similar aspect can be found in the canvas, where people could draw their cover page of Sinimäki in 2040, however drawing medium can be limited in defining the area. This is also related to the iteration and experimentation attribute, where making ideas tangible and clarifying the problems are present. In addition, the future focus of both workshops brings in the attribute of abductive reasoning, as in focusing more on what might be rather than what is.

Furthermore, another attribute present in the workshop is the creativity and innovation, as in creating novel ideas and to innovate. In both workshops resulting ideas were many and varying, meaning that the workshop worked in this regard. The difference between them was one of user-inclusion, as in Sinimäki case the participants identified their problems and issues, and generated solutions to them within groups, while in Lahti one the workshop the ideation was more supported by the facilitators. This can also be explained by the different focuses as mentioned above.

4.3 First convergence analysis

In the first convergence analysis the results of the workshops are analyzed and categorized, with focus to find ‘pain points’, as in matters that evoke objections or concerns amongst community members. The identified themes are used as a base for second workshop. (Konsti-Laakso & Rantala, 2018)

In the case of Lahti, all the workshop material was collected and documented, and analyzed with the university researchers and the management team, entailing the executive director of the community, the project manager from the city organization, university researchers and the facilitator. The material was sorted to different themes, from which most important ones to management team and the community

were selected to refine and elaborate. They would be used as an input for the second workshop.

In the case of Sinimäki, hindrance to the analysis was COVID-19 restrictions, as the team could not meet face-to-face to analyze the results from the physical material. Thus, the material was transferred online, and the workload divided for individual analysis. The next steps were like the ones of Lahti, as the results were sorted into themes within the tasks. The material was the main themes from ideation, summary of the newspaper canvases, summary of feedback, and Sinimäki 2040 vision. In addition, the workshop was analyzed in general level using Egan wheel, a tool including eight components to address the sustainability of communities and the quality of life within them (McDonald et al., 2009). Based on the Egan wheel results, suggestions were provided, both as key insights and individual points from the feedback. These results and suggestions were presented in the 4-month-status meeting in May to the officials of the city of Espoo, which was also used to plan the next workshop. The reason why the planning stage was included in the meeting was to check the technical details, as the workshop needed to be held online due to COVID-19 restrictions. Additionally, it made possible to ensure the viewpoint of Espoo to the process, as now the needs of landowners had been mapped out.

Comparing the two analyses, both followed the convergent way of trying to get the main ideas and themes out of the material, as in the ‘pain points’. While in the Lahti case the result was different themes from the whole material, in Sinimäki the distinction was made more between different tasks. It can be argued that the Lahti one manages to address the data from larger perspective, however, hindrance to this in Sinimäki case was the change to online work and lack of time to find similar clustering environment virtually. Supportive of the Lahti process was that the management team was involved in choosing and developing the results to specifically support the second workshop, while in Sinimäki the results were more of a stand-alone one between workshops.

Analyzing the case for design thinking attributes of Micheli et al. (2018), especially gestalt view is present in the first convergence analysis. This can be seen in how

both deeper and wider understanding of the problem is attained, as in the clustering of the themes of the tasks, but also identifying insights amongst them, as in bringing forth individual discussion points for each tasks in the status meeting. The continuation aspect can be identified with the attribute of tolerance of ambiguity and failure, as in bearing with the uncertainty of transferring results from one workshop as the base to another without being fully sure how. In Sinimäki this could have been worked more with, as now the results of the first one are more of a stand-alone one, as mentioned.

4.4 Second workshop

For the second workshop, the framework settles it to further refine the outcomes of the first workshop with the community discussion. It represents a convergent analysis, while the first workshop promoted divergent approach. Thus, the generated and categorized themes are brought closer to a concrete implementation of them. (Konsti-Laakso & Rantala, 2018)

In the case of Lahti, the second workshop aimed to deliberate each theme discovered and create more detailed development ideas and solutions for each of them. With 46 participants and 4-hour-long workshop, similar small-group discussion was established with participants selecting a theme most interesting to them and joining that group. To support the discussion, facilitative questions were provided for each group, and the resulting ideas would be developed with a five-slot-template. This would enable a more convergent approach to help narrow down the problematic situations and provide established alternative solutions to them. Furthermore, at the end of the workshop, the process continuation was explained, and the participants could suggest how they would like to continue it. After this discussion, the last meeting was made open, and with that decision, a third workshop established, where the results would be analyzed.

Originally, the second workshop of Sinimäki was supposed to provide closer future visions and similarly narrow down the final solutions. However, due to changes in the working environment, other perspective was used in the workshop. The aim of

the second workshop was to further engage the landowners to the future planning, especially from the community perspective. The Egan wheel tool was used to assess this, and a questionnaire from the study of McDonald et al. (2009) adapted to the perspective of Sinimäki (see Appendix C). The workshop aimed to go through all the eight components, but the workload was divided. Four randomly selected groups had each three different components to go through, thus covering all eight at least once. Around 15 participants joined in the workshop, and it was held by a combination of Zoom and Google docs. To introduce the stakeholders to the idea of Egan wheel, a prequestionnaire was sent out, however, it did not yield many responses.

As covered in Methodology-section, each component had three sections to cover: the current situation, concrete things to prove it, and steps to reach the Sinimäki 2040-vision. Supportive questions were provided in the Google Docs-document, and the student team visited the groups time to time in their Zoom break-out room to check the technical situation and overall progress. At the end of each section, a scale from 1-5 would be filled to evaluate the situation of Sinimäki now compared to the future. The schedule for the workshop was a bit too tight, only one and a half hours, leading to rushing in some groups. Similar to the first workshop, the feedback was gathered, however online this time, gathering only a few responses this time. The workshop was ended with explaining the next steps for the process, mainly emphasizing that this was the last workshop due to the limited-time nature of the thesis project and that a document of the outcomes would be delivered to the landowners in the end of it.

Overall, the workshops began from the same perspectives but in the end the Lahti closely follows the way of the framework, while Sinimäki ends up gathering more information and perspectives of the landowners. In terms of the attributes, user-centeredness and involvement is crucial in the workshop again, and in Lahti one the groups could choose their teams. In Sinimäki one this was considered but seen too time-consuming in the limited timeframe. Furthermore, the involvement was clearly applied in the Lahti case, as the opinion of participants changed the last meeting open and in a workshop format even. Another attribute especially promoted in the

framework is the problem-solving focus, as in focusing on bringing the topics closer to implementation and tangible results. This is visible in the Lahti one, and Sinimäki promotes it slightly with the use of the framework, as then the results can be analyzed by it. Furthermore, iteration and experimentation are clearly present in the case of Lahti, as in the results from first are directly used in the second one, and the structure of the next steps is changed on spot according to the feedback.

4.5 Second convergence analysis

For the second convergence analysis, the aim is to “sum up the outcomes and draft the results, such as a list of priorities, models etc., which then form the basis for implementation” (Konsti-Laakso & Rantala, 2018). In the second analysis of Sinimäki case first, all the sections of the Egan wheel were sorted together, to get the main points from each section, as in summarizing the results. Then, these were implemented in the framework called Collaborative, Strategic, Goal Orientated Planning (CoSGOP) – the LUDA improvement process (LUDA project, 2005). The framework has been addressed before, in the literature review, like the one introducing five assessment steps in the planning process to achieve a ‘bottom-up’ community (ibid). The framework was originally found for thesis use, but the student team decided to use it to analyze the results to provide a decision-making process and the next steps from a variety of perspectives. In addition, the results from the previous workshop, like the main themes of ideation, could be added into the framework also, thus providing a consistent summary of the whole project. From the five assessment steps, the first two were emphasized, as in Diagnosis and Visioning. The three later steps are more into the actual planning process, which was not the scope in this Aalto thesis project.

In the case of Lahti, as discussed before, the last meeting was converted into a third workshop, with open analysis and discussion of the results of second workshop. Before the workshop, the results were formatted into a list of 10 topics, as the first draft of the objectives and guidelines of the masterplan. In the workshop, the community could again discuss and work together to create solutions for these 10 topics. This type of working would also help to reach a mutual consensus and acceptance

for the results. The third workshop had 43 participants and lasted 3,5 hours, and the groups were divided randomly, each discussing every topic. Thus, more information of the topics was generated, and concrete suggestions or solutions created. At the end of the workshop, further steps of the process were explained, and three things were commonly agreed: first, how the community could continue the work and already implement some ideas, second, creation of short summary paper of the selected planning objectives, and third, how the interaction between stakeholders and the city should and could continue. In addition, a representative of Lahti depicted the steps of the official master plan process.

For both cases, outcomes were summed up and drafted into a different format, be it models or suggestions. The key difference was the lack of implementation from the Sinimäki case, which was keenly present in the Lahti ones as can be further read about in the next section. From the perspective of the design thinking attributes of Micheli et al. (2018), blending analysis and intuition are clear at the end of the framework. This can be seen how the focus is turned into a convergent approach, and both the material from previous workshops, as well as new possible directions can be utilized in creating the final solutions. Furthermore, also the abductive reasoning is key to apply in the final analysis, to catch both the nuances of what might be in addition to what already is possible and executed. In addition, the user-centeredness and involvement should be at best case carried out throughout the process, to create solutions that are accepted by some level of everyone and thus created by their input. Related to this is the tolerance of ambiguity and failure, as in involving the community beyond the original idea and end of the process, is also embracing the unknown effect of it.

4.6 Outcome

In the framework of Konsti-Laakso and Rantala (2018), the last step is formulating an outcome. For the model, it is stated as “a design principle or ‘development picture’ that is produced and to some extent agreed upon by the community members themselves”. The city of Lahti follows this step closely, as the three workshops and two meetings managed to produce key factors and themes as planning objectives

for the master plan. The community was closely involved in the process, and each participant could discuss and develop the themes and factors in the process. Thus, a common understanding was found. The ideas and outcomes were delivered to the planners contracted to do the master plan and received good feedback for the comprehensivity of it all. It was also esteemed a good base to start the design work with, and the master plan was successfully implemented in 2016, couple of years later as the workshops had been conducted between October 2013 and May 2014. Furthermore, the feedback gathered along the way demonstrated the process of success also. (ibid)

In the case of Sinimäki, as discussed, the framework of CoSGOP was used more as way to summarize the results in a concise way, rather than further develop and finalize the contents. The final analysis summary of the project outcomes was presented in the Final Presentation in June to the city of Espoo officials. Arguably there was still room to develop the insights as planning objectives, and thus the results would have faced better understanding and implementation chances compared to what they do now. However, the student team had also their theses to do during this whole process, thus leaving limited time and resources to dedicate to the continuous refinery of the outcomes. Moreover, the process received good feedback, especially from the first workshop, where the methodology, flow and feeling of the workshop, and workshopping way of working were rated high amongst the responses. Similar tones would follow in the feedback of the second workshop, however as the results were less than half of the participants, much cannot be generalized. After the Final presentation, the city of Espoo gave good feedback also, for both the whole process and especially the workshops conducted. In that sense, even though the case of Sinimäki did not deliver the most applicable results as the outcome stage, the process before it was still esteemed high and can be considered successful in the format of data gathering.

All in all, both of the cases delivered an outcome, Lahti case a clearer development picture and Sinimäki case a refined summary of the overall results. From the design thinking attributes of Micheli et al. (2018) especially problem solving is key in the developing and delivering the outcome, as wells as pertaining as a focus throughout

the whole process. As the outcome should be to some extent agreed upon by the community members, reframing and developing the problem through the process and in the end delivering a solution to it sate this need of the framework. In this stage, creativity and innovation are also an important attribute, as mentioned before it acts often as a motivation to even engage in the design thinking process. Thus, when the results are creative, and the whole process is kept innovative, both should be satisfactory to the participants and the people who the outcome is delivered. In addition, the tolerance of ambiguity and failure again presents as an attribute, as already the implementation of the results shows some level of tolerance, as of course not all the causes and effects can be mapped out, thus leaving room for both analysis and intuition. Creating trust and dialogue, and empowering the community is key to embracing the applicable results too.

In overall, the findings gathered from the analysis of Sinimäki case compared to Lahti one, by using the framework of Konsti-Laakso and Rantala (2018), provide a multitude of points to further implement in the planning process. Furthermore, by implementing the design thinking attributes of Micheli et al. (2018) it can be demonstrated how design thinking can be implemented in the process now and in the future. A summary of the results will be provided in the next sections.

5. **DISCUSSION AND ANALYSIS**

The three research questions (see section 1.3) present a way to address the prominence of community inclusion in urban planning. The gathered information from the literature review, the Sinimäki case, and the study of Konsti-Laakso and Rantala (2018) is further discussed below, to find answers to these questions.

5.1 The importance of community inclusion

To encourage community inclusion and participation in the urban planning process, the importance of it, and the benefits and improvement factors should be acknowledged. In the literature review, the megatrends of the current world, including urbanization and globalization, transform the environment and role of cities. Furthermore, as the power of cities is fluctuating, they also need to be active in attaining urbanization, for the growing trend should not be taken for granted. These structural changes mean that urban planning needs to change as well, to answer to the new needs and concerns of the era.

One way for cities to grow their mandate and foothold in the current age is to include and empower their citizens, in their governance models and in the urban planning. This transformation puts the users and citizens into the center of development and enables cities to stand out in the global competition, as well as gain more knowledge and mandate from the empowerment of citizens. As for the benefits of community inclusion in the urban planning process, the literature review identified new knowledge and perspectives the community brings, which can drastically change the shape of the process. Furthermore, with inclusion the sense of belonging and outcome acceptance rate increase, meaning that the urban transformation projects are more of a long-term than face stall in the process for the complaints.

In the case of Sinimäki, the inclusion of landowners in the process enabled their voices and concerns to be heard and an extensive background knowledge collection. In the case of Lahti, this knowledge attaining is taken one step further, by providing in the end planning objectives of the master plan, which got implemented

later. These results show that the community inclusion is important in urban planning, as the overall planning needs to change to respond to the trends around it, and the benefits and tangible results it brings to the process.

5.2 The ways to include the community in the urban planning

To include the community in urban planning, the different ways and methods should be addressed, to make it an easier decision for the planners and officials. In the literature review, the evolution of urban planning has been discussed, and the trend is that public participation is gradually becoming more common, even as it is not as highly present yet. The review also includes the stages of the participatory process, both from design thinking and urban planning perspective, providing a basic structure for the parties to follow. It is emphasized that each stage of the process should have some level of participatory nature, especially in the beginning and in the implementation stage. Inclusion in the early stage shapes the whole process and encourages participation, as well as employs creativity into the overall process. Moreover, the implementation stage is evaluated crucial for the continuation aspect, as in the input of the community to having an effect in the process in the shape of outcomes.

In addition to the discussion of the evolution and stages, the thesis itself presents a framework and methodology to follow for the inclusion of the community in urban planning. Combining the framework of Konsti-Laakso and Rantala (2018) and the case of Sinimäki, the benefits of two workshops, convergent analyses between them, iteration from one step to another, and delivering a tangible outcome of planning objectives provide a way to include stakeholders into the planning process, especially in the beginning stage.

5.3 Applying design thinking into the planning process

After studying the participation and the process, both in the cases and in the literature review, the notability of including design thinking into the process increases, for the benefits its key attributes bring (Micheli et al., 2018). Creativity and innovation,

user-centeredness as well as problem solving emerge as keys in renewing the planning process. Creativity and innovation are both a motivation to participate, as well as a founding factor for the urban planning process to produce novel ideas, especially because of the input of new voice, the community. Related to that, the user-centeredness and involvement distinctly support community inclusion, once again proving the benefits inclusion brings and acknowledging how the centricity can and may differ in each stage of the process. The third key attribute is problem solving, as both a clear problem definition in the beginning as the aim and delivering a solution to the problem are key to a successful process. These attributes are ones already found in the urban planning process at some level and benefit most when more focus is put into them.

In addition to already prevailing attributes, some of the design thinking attributes of Micheli et al. (2018) are not that implemented yet into the urban planning process. These are tolerance of ambiguity and failure, and iteration and experimentation, which can be seen as the key development points in urban planning. The tolerance of ambiguity and failure brings embracing the unknown and surprising factors and results in the process, and additionally important in the continuation factor. Furthermore, being willing to iterate the process according to the feedback and experiences ensures the actual dialogue between participants and the organizing party. In addition, experimentation in the process enables thinking ‘outside the box’ and implementing the visual side in the workshops to catch a multitude of thoughts and inputs from the participants.

6. **CONCLUSION**

This section delivers final remarks on the executed research and the main points from the Discussion and analysis. Furthermore, practical implications are further provided for the city level. In addition, suggestions are made for further research.

6.1 Final remarks

The final remarks revolve around the three research questions. To begin with, the importance of community inclusion is visible in both general and detailed level. As the current era faces unprecedented changes due to megatrends, like globalization and urbanization, the role, power, and way of governing are changing also. To be on top of the change and lead it, the cities must actively attain urbanization and improve their way in multiple regards. One way to increase the mandate is to include and empower the citizens of the city in urban planning, as in to directly affect and be involved in shaping the area where they live. Benefits of participation include, but are not limited to, new knowledge and perspectives, an extensive collection of needs and concerns, as well as an increased sense of belonging and outcome acceptance rate.

Furthermore, to begin stripping down the top-down approach and actually involving and empowering the citizens into the process, the ways to include the community in urban planning are covered. The prevailing idea behind this is that community inclusion should prevail in each stage of the urban planning, but the specific focus should be given to the beginning and implementation stage. This means putting extra attention to make sure the community is present at some level in these stages, as having a say, in the beginning, shapes the whole process, and affecting the implementation ensures the continuation of the project, both from the community and the public organization sides. Furthermore, the thesis provides some simple structure to begin the participation: facilitating two workshops, conducting convergent analyses between them, presence of iteration from one stage to another, and delivering a tangible outcome of planning objectives in the end.

As the urban planning process has been studied in this thesis, the design thinking attributes have been esteemed beneficial to be added into the process. Some of them are already present in the process, meaning that they benefit more from amplification. Another group is the one lacking from the process in the current stage, and benefits from acknowledging this aspect to be added in the planning. The ones present include creativity and innovation, user-centeredness and involvement, and problem solving. The creativity is a motivation to participate, user-centeredness supports community inclusion, and clear problem definition and implementation are key to a successful process. Furthermore, the ones that currently lack from urban planning can be identified to the tolerance of ambiguity and failure, and iteration and experimentation. Implementing these in the process means embracing the unknown and surprising factors and results and being willing to iterate the process as well as include visual side and experiments to it.

In the end, the Sinimäki case specifically contributes as a practical case in the field, where new methods of working in urban planning are tested, with both successes, such as gathering of community wishes and needs, and development points, as in delivering a tangible outcome to continue the process with. All in all, by addressing the importance of community inclusion to the urban planning process, the different ways it can be implemented, and how the whole process can be developed with design thinking, this thesis contributes to the field by examining the big picture behind the current change, applying a case study to research the possible changes and implications needed, and studying different cases to finally deliver key findings to develop urban planning to a new age.

6.2 Practical implications for the city level

The process model of Konsti-Laakso and Rantala (2018) presented and analysed during the course of this thesis acts as the most practical implication for the city level. Especially after emphasizing the benefits and learning from the development points, a city can use the model in their urban planning cases to embrace community participation and the benefits of it to the city planning. As for tips for using the model, the tools provided in this thesis for the first workshop worked well in attaining the

goal of divergence. The methods for the second workshops should be how-ever modified, to first of all secure the transition from first to the second workshop, and second to include a more specific focus on convergency, for example by the small-group interest-based qualitative discussion presented with the case of Lahti. Furthermore, the outcome part cannot be emphasized enough in order to get the most benefits out of the participatory process. Working close together with the planners and architects and mapping out their requisites, a document catering their needs can be provided.

All in all, to further support implementing the framework in the urban planning, the importance and benefits of community participation in the urban planning process are clear, even as the trend is not prevalent yet. The cities need to stand out in the globalization and manage urbanization in both attaining it and preventing the sprawling development it can at worst ensue, towards which the process model can be a starting step. By not only including citizens but empowering them and developing the dialogue between the public organizations and the citizens, a city can gain the mandate it needs to maintain the role and power in a global scheme. In addition, by having the participatory method in urban planning, more long-term and future-proof areas can be attained. As a conclusion, the quote from Sepe (2014):

> *"Traditional policies of urban renewal - - must change. Indeed, cities are not just buildings and material structures, but also people, networks and intangible elements, such as memory, history, social relationships, emotional experiences and cultural identities. Indeed, the city is an organism; each element is inextricably interwoven and planning is based on how people feel the city from an emotional and psychological point of view. Its guiding principle is place-making rather than urban development."*

6.3 Suggestions for further research

The limitations of this research are the limited time and resources dedicated to the case study project, and the old materials used for building the case study. Further limitations include the analysis of only one case study and that being a smaller city area, which very specific traits to it. This reduced the generalization ability of the

results, and thus the study should be repeated in different contexts to validate this specific community participation method. In addition, in this thesis both located in Finland, meaning that this study cannot necessarily be expanded to the global scale as itself. To further develop the matter of urban planning and design thinking, a more empirical approach should be taken to test the legitimacy of the application of specific design thinking attributes and the measurable, quantifiable benefits community participation brings to the overall urban planning process.

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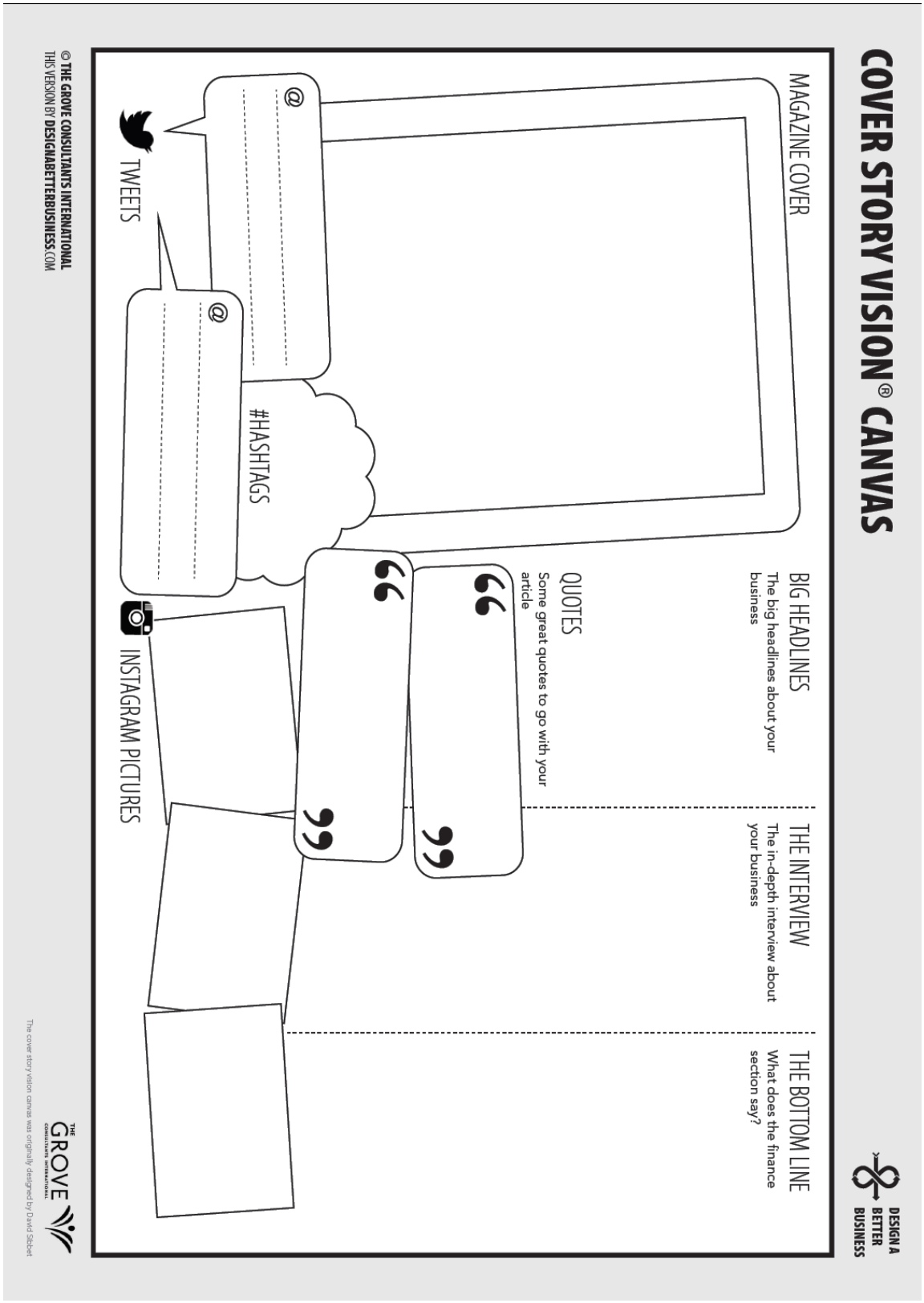
APPENDICES

Appendix A: Preliminary questions asked from the landowners

1. Describe Sinimäki in one word
2. What is the attraction point of Sinimäki area now?
3. What has been the attraction point of Sinimäki?
4. What are your three main concerns of the area?
5. What kind of knowledge do you have of planning process?
6. What do you expect from the city?

Appendix B: COVER STORY VISION® CANVAS



Available from: https://www.designabetterbusiness.tools/tools/cover-story-canvas

Appendix C: The Egan wheel component questions for the second workshop

2nd Workshop
27.05.2020

Second Workshop Exercise Using Egan wheel

Shared Vision

- Firstly, a vision of Sinimäki needs to be agreed upon (first workshop).
- What is your vision of Sinimäki by 2040 in one sentence?
- From the last workshop (first workshop) findings analyzed with Egan wheel, it can be deduced that the participants (stakeholders) agreed that a sustainable community is a community that " meets the diverse needs of existing and future residents, their children, and other users' by offering choices". Do we agree with this statement?

Once a shared vision is agreed (successfully answering the above questions within the groups), the group proceeds by answering questions to consider

- What Sinimäki is like now
- Give evidence of the situation
- What actions need to be in place in there to achieve Sinimäki 2040

On completion of all the tasks in the 3 sections, participants go-ahead to plot their scores to see the level where the community is in each of the 3 components **(Updated version: the group will not do all 8 components, but each group now has 3 components to go over)**. This will help the community know which of the components to focus on and make necessary changes.

You have around fifteen (15) for each segment. The student team will remind you of this via notifications in Zoom :)

Good luck!

Section 1: Governance - Well run and well represented

Vision 2040: Sinimäki 2040 will be a well-run community with a formal and informal governance structure. The community will maintain a cordial relationship with its local authority and its representatives. - Does this statement reflect your vision of Sinimäki 2040? - What needs to be done to make your Vision Sinimäki 2040 a reality?			
	Where is Sinimäki presently?	**Evidence to show**	**What needs to be done to reach Vision 2040?**
1. Active and effective stakeholder representation, transparent and inclusive governance.			
2. Inclusive Sinimäki.			
3. A sense of responsibility and shared value.			
4. Well informed leadership and collaboration.			

Scoring your community in relation to Vision 2040 statement.

Having successfully answered these questions above, you have succeeded in comparing your community presently with the Vision 2040 statement at the top of the section. Now score your community performance (presently) in relation to the Vision 2040 statement considering the whole community when you respond and not only your own views as a group. Scores should be at a scale of 1 to 5 where 1 indicates that you strongly disagree and 5 means that you strongly agree on how far your community is to the Vision 2040 statement.

1	2	3	4	5

Section 2: Social and cultural - Active community, with a strong sense of togetherness

Vision 2040: Sinimäki 2040 an active community, with a strong sense of togetherness. Residents communicate freely and everyone is important. The community is active with lots of events run mostly by the locals. - Does this statement reflect your vision of Sinimäki 2040? - What needs to be done to make your Vision Sinimäki 2040 a reality?			
	Where is Sinimäki presently?	**Evidence to show**	**What needs to be done to reach Vision 2040?**
1. There is a high level of respect and tolerance across different cultures and beliefs.			
2. Sinimäki possesses a strong sense of identity.			
3. Sinimäki is filled with green areas that encourage recreational activities.			
4. There is a high level of a sense of security amongst residents.			

Scoring your community in relative to Vision 2040 statement.

Having successfully answered these questions above, you have succeeded in comparing your community presently with Vision 2040 statement at the top of the section. Now score your community performance (presently) in relative to the Vision 2040 statement considering the whole community when you respond and not only your own views as a group. Scores should be at a scale of 1 to 5 where 1 indicates that you strongly disagree and 5 means that you strongly agree on how far your community is to the Vision 2040 statement.

1	2	3	4	5

Section 3: Transport and Connectivity- Well connected and mobile

Vision 2040: Sinimäki 2040 will be a well-connected and mobile community benefiting from the recent train and tram connection all the way from Leppävaara onward to Otaniemi. Walking parts are well paved and light leading to a reduction in carbon emission. - Does this statement reflect your vision of Sinimäki 2040? - What needs to be done to make your Vision Sinimäki 2040 a reality?			
	Where is Sinimäki presently?	**Evidence to show**	**What needs to be done to reach Vision 2040?**
1. Public transport easily available for a daily commute.			
2. Well paved walking and cycling routes that encourage safe walking and cycling.			
3. Suitable parking policies for residents, customers, and visitors alike.			
4. Streets are well-maintained and lit.			

Scoring your community in relation to Vision 2040 statement.

Having successfully answered these questions above, you have succeeded in comparing your community presently with the Vision 2040 statement at the top of the section. Now score your community performance (presently) in relation to the Vision 2040 statement considering the whole community when you respond and not only your own views as a group. Scores should be at a scale of 1 to 5 where 1 indicates that you strongly disagree and 5 means that you strongly agree on how far your community is to the Vision 2040 statement.

1	2	3	4	5

Section 4: Services - Well served community

Vision 2040: Sinimäki 2040 will enjoy access to private and public amenities needed to make everyday life easier. - Does this statement reflect your vision of Sinimäki 2040? - What needs to be done to make your Vision Sinimäki 2040 a reality?			
	Where is Sinimäki presently?	**Evidence to show**	**What needs to be done to reach Vision 2040?**
1.Proximity to local higher and lower educational institutions of learning			
2. Proximity to quality social and health services.			
3. Available and affordable financial and social institutions.			
4. Available public spaces that serve the needs or the residents.			

Scoring your community in relation to Vision 2040 statement.

Having successfully answered these questions above, you have succeeded in comparing your community presently with the Vision 2040 statement at the top of the section. Now score your community performance (presently) in relation to the Vision 2040 statement considering the whole community when you respond and not only your own views as a group. Scores should be at a scale of 1 to 5 where 1 indicates that you strongly disagree and 5 means that you strongly agree on how far your community is to the Vision 2040 statement.

1	2	3	4	5

Section 5: Environmental - Environmentally sensitive community

Vision 2040: Sinimäki 2040 will be a community that is particular about climate change, renewable energy, and locals involved in the management of climate change mitigation. - Does this statement reflect your vision of Sinimäki 2040? - What needs to be done to make your Vision Sinimäki 2040 a reality?			
	Where is Sinimäki presently?	**Evidence to show**	**What needs to be done to reach Vision 2040?**
1. Our existing buildings are energy efficient and environmentally friendly			
2. Available resources are used efficiently to minimize environmental impact (e.g. water and land)			
3. Our daily lives such as recycling and cycling reflect a positive environmental impact in Sinimäki			
4. Future is regarded in making today's decisions in Sinimäki.			

Scoring your community in relation to Vision 2040 statement.

Having successfully answered these questions above, you have succeeded in comparing your community presently with the Vision 2040 statement at the top of the section. Now score your community performance (presently) in relation to the Vision 2040 statement considering the whole community when you respond and not only your own views as a group. Scores should be at a scale of 1 to 5 where 1 indicates that you strongly disagree and 5 means that you strongly agree on how far your community is to the Vision 2040 statement.

1	2	3	4	5

Section 6: Housing and the Built Environment - Well designed with appropriate housing types

Vision 2040: Sinimäki 2040 will be a well designed and built mixed-use area with quality public and private buildings that is adaptable to serve purpose irrespective of income or size. - Does this statement reflect your vision of Sinimäki 2040? - What needs to be done to make your Vision Sinimäki 2040 a reality?			
	Where is Sinimäki presently?	**Evidence to show**	**What needs to be done to reach Vision 2040?**
1. Sinimäki is a vibrant community with positive and strong local identity			
2. Sinimäki boasts of well-maintained green spaces and public facilities that are available to all.			
3. Affordable housing and office spaces that meet all needs.			
4. Sinimäki has a well designed and laid out a built environment that complements its character.			

Scoring your community in relation to the Vision 2040 statement.

Having successfully answered these questions above, you have succeeded in comparing your community presently with the Vision 2040 statement at the top of the section. Now score your community performance (presently) in relation to the Vision 2040 statement considering the whole community when you respond and not only your own views as a group. Scores should be at a scale of 1 to 5 where 1 indicates that you strongly disagree and 5 means that you strongly agree on how far your community is to the Vision 2040 statement.

1	2	3	4	5

Section 7: Economy - Thriving economy

Vision 2040: Sinimäki 2040 will be a community with a diverse economy providing business and employment opportunities for all. - Does this statement reflect your vision of Sinimäki 2040? - What needs to be done to make your Vision Sinimäki 2040 a reality?			
	Where is Sinimäki presently?	**Evidence to show**	**What needs to be done to reach Vision 2040?**
1. Available jobs and business opportunities in the area.			
2. Available buildings and land spaces are sufficient for economic prosperity			
3. Enough jobs and businesses are created in the area.			
4. Sinimäki has a strong business and economic prospect.			

Scoring your community in relation to the Vision 2040 statement.

Having successfully answered these questions above, you have succeeded in comparing your community presently with the Vision 2040 statement at the top of the section. Now score your community performance (presently) in relation to the Vision 2040 statement considering the whole community when you respond and not only your own views as a group. Scores should be at a scale of 1 to 5 where 1 indicates that you strongly disagree and 5 means that you strongly agree on how far your community is to the Vision 2040 statement.

1	2	3	4	5

Section 8: Equity- Fair and just community

Vision 2040: Sinimäki 2040 will be a fair community and open to all irrespective of creed or association. Facilities and services will be shared with neighboring areas and communities. - Does this statement reflect your vision of Sinimäki 2040? - What needs to be done to make your Vision Sinimäki 2040 a reality?			
	Where is Sinimäki presently?	**Evidence to show**	**What needs to be done to reach Vision 2040?**
1. Sinimäki is made up of people of diverse ethnic and cultural leaning.			
2. Different groups represented in the community live together in peace and harmony.			
3. Everybody is important in the community irrespective of age or color.			
4. Residents are well-served in terms of services and facilities.			

Scoring your community in relation to Vision 2040 statement.

Having successfully answered these questions above, you have succeeded in comparing your community presently with the Vision 2040 statement at the top of the section. Now score your community performance (presently) in relation to the Vision 2040 statement considering the whole community when you respond and not only your own views as a group. Scores should be at a scale of 1 to 5 where 1 indicates that you strongly disagree and 5 means that you strongly agree on how far your community is to the Vision 2040 statement.

1	**2**	**3**	**4**	**5**

Result Collation

Collating the conclusions, scores of the 8 components as agreed by the groups should l be entered into the table below.

Components	**Scores /5**
Governance	
Social and cultural	
Transport and connectivity	
Service	
Environmental	
Housing and built environment	
Economy	
Equity	

Finally as a group, conclude by discussing the scores and the questions below;

- Considering the scores, what aspect of the community needs to be improved on? Give one suggestion per component.
- What actions need to be considered in years leading to 2040 going by the scores?
- How can we get more people involved in discussions that will lead to a more sustainable Sinimäki?
- What can be deduced from the workshop exercise.