

# Common People: "Internal Meta-Criterion" for Successful Plans (Review of Tehran's Urban Design Projects Implemented in Three and a Half Decades Since the 1980s)

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## ABSTRACT

Concepts such as goal, success, method, criterion, perspective, cultural context, scale, and plan type include the conditions that have made the quality assessment of urban projects so complicated. The present study aims to find the most important external or internal criteria for successful urban design projects implemented in Tehran for 35 years since the 1980s. Therefore, the Delphi method is used to achieve a consensus on the research topic among urban experts. To this end, forty experts in urban design, urban planning, urban management, architecture, and sociology fields are asked. With the consensus of experts and using the new criticism approach, derived from "Theory of Criticism", this article thus attempts to find the major criterion for the successful projects. Although a clear common ground on the failure of urban design projects might retrieve from extensive literature about Tehran's development plans during recent years, little research has been conducted on its successful implemented plans or their criteria. The awareness of such plans, not only reports or increases the plans' motivations in recent decades but also may drive future decisions based on the criteria for successful plans. This can also result in the study of qualitative methods using for the evaluation of urban design projects. The research results show that assuming a fixed criterion for evaluating the effects of urban design projects is insufficient as assessment works more dynamically. Furthermore, the "process-oriented", "product-oriented", "external" and "internal" criteria are distinguished in this research and it is found that consideration of "public participation and people needs" in plans plays the most important role in the success of plans, followed by "organizational and technical aspects" and "quality of the design", respectively. The public participation criterion is also latent in other criteria, therefore, it is an internal meta-criterion for successful plans. However, in Tehran's urban design projects, it is left out of the design process.

**Keywords:** Internal Meta-Criteria, People, Success Criteria in the Design Process, Criticism and Urban Design Project Evaluation, Tehran.

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## 1. INTRODUCTION

Evaluation is a complex task which can be discussed from different perspectives vary from the concept of evaluation, criticism, and the level of success or failure to the objectives, criteria, time of judgment, selection methods and stages, adjudicators, evaluation contexts such as community culture, rules, ethics, categories and scales of the study phenomenon, publicity or secrecy of the evaluation. The ways to evaluate urban design projects and the main criteria for a good plan in architecture and urban planning have deeply been studied. The concept of a successful (urban) plan may include a wide range of perceptions, for example, from the nominal values of the "product of the plan" (implemented-linear) to the "program process" and performed consultations (not implemented-nonlinear). For example, in the book "Successful American Urban Plans ", Roeseler considers the comprehensive plan of Cincinnati City as a successful plan because of the ingenuity of the stakeholders and the way they interact, that is, the way the urban planner, Ladislav Segoe, and the lawyer, Alfred Bettman, cooperated, in addition to the results and products of the plan (Roeseler, 1982; Talen, 1997). Meanwhile, the evaluation of urban design projects is necessary because it leads to the progress of future conditions, the discovery of talents and the development of new, better, justified, and rational solutions, and the formation of sustainable places, in addition to the recognition of the status quo. Information, popularization, public participation, the popularity of the plan, fostering public opinion and thought, and avoiding "market" design can be considered as other advantages of the urban project evaluation (Golkar, 2005, p. 30; Nasar, 1992). The present study seeks the main criteria for successful urban design projects, especially those implemented in Tehran since the 1980s, according to the concepts of the evaluation process, criticism, success. It aims to obtain urban experts' consensus on the success of these plans. Tehran has witnessed many urban problems in terms of design, planning, and development failures. Several scholars have criticized such non-achievements namely gentrification and renovation plans<sup>1</sup>, varying codes and regulations inappropriately particularly non-compliance with urban land use and density regulations, destruction of gardens and green spaces, unmeasured site-selection allocated for mid or high-rise buildings, insufficient quality of affordable and social housing<sup>2</sup> as well as costly interchange highway plans<sup>3</sup> (Pourvaziri, 2017; Rafeian & Sarkheili, 2017, 2018; Behzadfar, 2013; Ghamami, 2013b; Etemad, 2013; Pakzad, 2002). Pessimism about quality, management, and practice of design in Tehran is institutionalized in critics' thoughts so that a few studies have been carried out on the positive aspects or the success of plans and evaluation criteria. To what extent and according to what criteria do the experts reach a consensus on successful plans? Put differently, if the plans have

been implemented relatively successfully, what have been the main criteria for success, according to high-level urban experts? Which of these criteria have been within or out of the design process? In their study, Saghafi, Zebardast, and Majedi classified thirty-four plans implemented in Tehran for ten years (from 2001 to 2011) by Tehran Beautification Organization into four types of urban design projects<sup>4</sup>, selected 7 plans<sup>5</sup> according to the documents, time of use and availability of project actors<sup>6</sup>, and choose a plan from each category by a systematic sampling method. In the next step, they compared the design implementation of the selected plans<sup>7</sup> in the three phases of preparation (quality of planning system, consultant qualification, theoretical support, project quality), approval (project manager, client qualification), and implementation (economic and financial power, legal interaction, juridical interaction, public participation, and contractor qualification), according to ten criteria. Following their study, the two criteria of power (political, managerial, economic, and scientific) and discourse (participation, juridical and legal interaction) had been most and least considered in the selected plans, respectively (Saghafiasl, Zebardast, & Majedi, 2016, 2013). Another evaluation method often used by municipalities on a local scale deals more with the progress of the plan in terms of time and cost. For example, the Earned Value Management (EVM) method evaluates the project performance based on the actual progress of the project (the comparison of work performed and work planned), time spent, and costs. Tehran Municipality has used the schedule performance index (SPI) and the cost performance index (CPI) to evaluate the physical progress, credit and cost of its selected projects<sup>8</sup>. Also, on a larger scale, some efforts such as the Aga Khan Foundation<sup>9</sup>, the Canadian Housing Design Council<sup>10</sup>, the Urban Planning and Architecture Research Center of Iran (UARC)<sup>11</sup>, and a team for judging urban design projects implemented in different cities<sup>12</sup> have made some efforts to judge the selected group of the predetermined plans using identified criteria<sup>13</sup>. Contrary to these efforts, in the present study, all stages of the plan selection, identification of evaluation criteria, judgment, and evaluation are performed based on the opinion of experts and their final consensus<sup>14</sup>.

## 2. LITERATURE REVIEW

If only the concept of evaluation or plan evaluation criterion is considered, a wide range of literature on successful urban design projects in different intellectual disciplines can be retrieved. On the one hand, new terms such as "critical success factors", which have been common in management and strategic planning, have been introduced since the 1960s by various scholars and entered into the discussion of urban project evaluation. The term itself has been divided into strategic (such as project mission, support of senior managers, project schedule), tactical (such as client and staff opinions,

technological tasks, monitoring and surveying, customer services), human (consumer, producer, project management), technological (system integrity, security, and documentation) factors and so on (Pinto & Slevin, 1997; Hoang & Lapumnuyapon, 2007). On the other hand, there has been disagreement on this concept among planning experts. For example, from the early 1970s to the 1980s, from Wildavsky's premises in his article entitled "If Planning is Everything, Maybe It's Nothing," to Alexander's controversial polemics in the article entitled "If Planning isn't Everything, Maybe It's something", the nature, procedure and the reasons for urban project evaluation have been widely reviewed. To reject the evaluation or success of the plan, some have argued that "if a good plan is a criterion for a good future," "since the future is uncertain and unpredictable "the successful plan may be meaningless" (Wildavsky, 1973). To falsify such hypotheses using Popper's falsification principle, the opposition group claimed that from the two following propositions one may conclude all the way around. The first proposition, "even if a plan was incompletely implemented (1)", follows with the second, "what has been achieved from the plan objectives and intentions has inherent relation to the plan (2)" may conclude in the third one, i.e. "a good plan still makes sense though (3)" (Alexander, 1981, 1985).

### 2.1. Change in the Concept of "Evaluation" and "Criticism"

Radical philosophical movements from the 1800s to the 1930s, 1960s, and 1980s have led to new approaches to criticism. The traditional "criticism" methodology, which has predetermined a series of criteria for assessing the "correctness" of the study phenomenon, seeks to examine the relationship between the "author" and his/her "work". That is why it has been questioned by liberalism movements such as post-structuralism. As a result, the concept and method of criticism have undergone fundamental changes. The theories of "radical criticism", "critical theory" and "pragmatic hermeneutics", and "negative hermeneutics", which have been derived from the views of neo-Marxist philosophers such as Nietzsche, Freud, the Frankfurt School, Wittgenstein, Heidegger, Roland Barthes, Foucault, and Derrida have made it not always acceptable to set "pre-defined, and unit criteria" for the criticism of works. Opposition can be a desirable matter and margin can be as acceptable as the main context. So the ideal, the standard, and the criterion, and therefore, the hierarchy that distinguishes the "weak" from the "strong", do not have their former senses. Accordingly, "authoritarianism" and the "top-down" view have been questioned. According to the new view, then, the criticized work and criticism are of equal importance. Criticism (like author or designer, critic, audience, and work) is an alive and endless "process". The criticism of work can be considered as the criticism of another issue<sup>15</sup>. The various

"interpretations" of the same work by various critics, and the use of it by different audiences, eventually lead to diverse understandings and development of the work<sup>16</sup>. Criticism, then, is a kind of "dialogue" in practice and a kind of "participation" in the work (Johnson, 1887; Couzens Hoy, 1982; Raman & Coyne, 2000). This does not mean that the works should be evaluated with no criterion. Rather, one of the perceptions is that the criticism of urban design projects is a "participation" in the (reproduction of) planning action and the planning action itself is a kind of (reproduction of) criticism. According to the new view, social "progress", with the sense of temporally taking away from the work after the process of repeated reproductions (including criticisms and works), and the society's exploitation of them is considered part of the relative and endless process of cognition or the complex process of judgment. Among the repeated criticisms in various ways, no consensus may be achieved on some criticisms in society. But the practice of criticism is at least necessary for the society's attention to, interpretation and understanding of the work and it is a time-consuming and dynamic process.

### 2.2. Plan Evaluation Methods

To analyze urban design projects before, after, and during execution, various methods are applied. The methods may be applied alone or in combination with other methods by experts, people, employers, operators, design sponsors. These methods are including basic statistical or mathematical methods (e.g. SAW<sup>17</sup>, Taxonomy, AHP<sup>18</sup>, ANP<sup>19</sup>, Factor Analysis, TOPSIS<sup>20</sup>), elitist methods (e.g. Space Syntax, Pedestrian environment review system, Pedestrian environment data scan, MAPS<sup>21</sup>), Townscape, Image of the City, Urban Tissue and the Character of Towns, Sustainable Urban Design), and people-oriented methods (e.g. Charrettes, VDS<sup>22</sup>, UDATs<sup>23</sup>, Place-check, Walk score). Such methods have also been introduced, researched or applied in Iran (Golkar, 2005; Zebardast, 2001; Cowan, 2000; Rezaei, 2003, 2004, 2006, 2014; Rafie & Barakpour, 2014; Saghafiasl, Zebardast, & Majedi, 2013).

"Competition" is also a type of evaluation that can be held as the combination of the above-mentioned qualitative and quantitative methods, with predetermined or relative criteria. The award-giving process in the design profession (especially architecture and urban design), which is common today in different parts of the world, aims to encourage and introduce successful plans<sup>24</sup>. Different prizes and certificates of appreciation are given to important plans to be implemented or executed on various scales. The competition is of great importance so that in France and Germany, it is mandatory that each public building must be implemented through professional and international competition. Design competitions may be public or limited<sup>25</sup>, held locally (urban scale), nationally or internationally, in which all types of plans, merely

executed plans or only pioneer plans for the future can be considered<sup>26</sup>. Depending on the complexity of the competition, it may be a single or multi-stage process. The plans may also be presented anonymously or with the attendance of the designer in the competition ceremony. The organizers usually set some rules regarding responsibilities, judgment process, eligibility criteria, type of competition, jury composition, the conditions of participants, participation fee, prizes, the publication of results, and other items.

### 2.3. "Internal and External" Criteria for the Criticism of the "Products and Processes" of Urban Design Projects

The dynamics of plan evaluation criteria in the field of urban design is obvious. This profession has appeared in the 1960s, when the human scale became more important than the machine scale, and new approaches to the concept of criticism culminated. The main criteria for judging the (products) of (urban) plans can be sought in accordance with the evolution of the fundamental values of urban design and under various components, from (a) physical and aesthetic (city landscape) to "public and place"-related, i.e. (b) "social-public" (public realm), to (c) "perceptual-mental", and (d) "ecological-sustainable" (Golkar, 1999a, 1999b, 2000; Rezaei, 2003a, b, c, 2004, 2012, 2013; Carmona & Punter, 1997). Prior to the modern era, architects have emphasized on the appearance of the urban design and its "final product" and the "ideal design" has been assessed with criteria such as beauty, strength, performance, discipline, order, harmony, symmetry, proportion, economy and applied beauty, derived from the views of scholars such as Marcus Vitruvius, Leon Battista Alberti and Andrea Palladio. In the modern era, evaluation has been more emphatic and pragmatic, and strengthen with the theories presented by, for example, Louis Sullivan (based on the views of Violette Leduc), Adolf Loos, Paul Scheerbart, Tony Garnier, Le Corbusier, and Frank Lloyd Wright with a "comprehensive", "elitist" or "top-down" approach. Sloppy criticisms<sup>27</sup> from the modern era and its intensification from the 1960s have made it necessary to consider components such as human scale versus machine scale, public needs and cultural diversity versus aesthetic needs, populism versus elitism, empiricism versus rationalism, process versus product, natural environment, along with the built environment, the quality of the settlement versus the appearance in the evaluation of (architectural and urban) designs, and social, historical, cultural, perceptual and psychological concepts were contrasted with mere physical values (Rezaei, 2016, pp. 47-85; Punter & Carmona, 1997, p. 89). In the field of urban design, Matthew Carmona is one of those who have proposed a classification of these criteria based on the theories of others. For example, he has considered 15 criteria<sup>28</sup> for evaluating and comparing several residential complexes and has qualitatively judged the

quality of these spaces (Carmona, 2001). Also, in the evaluation of urban design projects, in addition to the aforementioned criteria, "process-oriented" criteria, including product performance, the participation of resource management, policy-making, management and planning, are also considered (Bandarabad, 2011; Golkar, 2005; Talen, 1997; Alexander & Faludi, 1989; Saghafiasl, Zebardast, & Majedi, 2016; 2013; Rafiei & Barakpour, 2014).

After reviewing the concepts of policy, plan, design, project, program, operational/implementation decisions, outcomes, and outputs, Alexander and Faludi distinguished them based on their subjectivity (being abstract) and objectivity<sup>29</sup>. In general, they have proposed five main common criteria for comprehensive and accurate evaluation, under the conditions of uncertainty, based on the "Policy-Plan Implementation Process (PIIP)" model. These include conformity<sup>30</sup>, rational process, optimality ex-ante, optimality ex-post, and utilization (Alexander & Faludi, 1989). Also, according to the "Plan-Process-Results" model, evaluations are categorized based on conformity (results) or design process. The conformity-based evaluation criteria are two criteria of performance (plan implementation, development management), and commitment (human resources, financial resources). The process-based evaluation criteria are direction, plan application, and participation during plan implementation (Oliveria & Pinho, 2008).

About the evaluation of the Plan's product, one of the several "Post Occupancy Evaluation (POE)" methods is to study the effects and performance of the plan for the people (its users) by observation, recording, and description of the work<sup>31</sup>. This method usually addresses a type of plan (for example, residential) to improve future conditions. This type of evaluation varies in terms of the degree of generalization (low to high), attention to factors (single or multiple) and scope of application of findings (short- to long-term). Those evaluations supported by the government are usually more generalizable, systematic (multifactor), and medium-term. The evaluations supported by academic sponsors are similar to those by the government, with the difference that their scope of application is longer. Other sponsors such as private companies (for example architectural) usually conduct evaluations with less generalizability and short-term scope of application<sup>32</sup> (Zimring & Reizenstein, 1980).

Regarding the evaluation of "process" and plan implementation management, various experts mentioned different factors causing the "failure" of plans. Emily Talen has divided them into two internal (such as plan uncertainty, project unpredictability, planning behavior, goals and rights of each plan) and external (such as political complexity, group conflict, and access to information) factors. Similarly, according to various theories, she also divided the factors leading to the "success" of plans into internal (such as a focus on the strategic and procedural plan,

emphasis on policies, broad community involvement and stakeholder participation, quality of the plan, and adoption of superior standards from exemplary plans), and external factors, which are still unknown (Talen, 1997, pp. 577-580).

### 3. METHOD

This research was carried out using the Delphi method and with the formation of a jury consisting of two groups of well-known experts and urban managers, who were selected from the experts and local managers aware of urban design projects implemented in Tehran. In order to avoid unilateral judgment, various committees were applied and the data were collected through four stages of questioning using several series of repeated and supplementary questionnaires to reach a consensus among about 40 experts in five fields of urban planning, urban design, architecture, urban sociology, and urban management. The reason for choosing the Delphi method was the research purpose, i.e. exploration, testing, and evaluation of plans. Also, this method is process-oriented, which, without a unit criterion or a default assumption, allows judges to qualitatively and quantitatively examine various plans by giving them the freedom of choice<sup>33</sup> (Dalkey & Helmer, 1963). In the present study, with four main stages including (1) pioneer study, (2) exploration, (3) summarization of selection, and (4) judgment, the jury was asked until a "consensus" (with 70% agreement) on criteria and plans was achieved<sup>34</sup>. The opinions were secretly summarized in several rounds. The selection of criteria, the judgment of plans, and ranking were completely performed based on experts' opinions and without any presumption, and in addition to the criteria of cost, benefit, and time of plan progress, the quality of the plan was emphasized. All quantitative methods, rankings, and statistics were relative and controlled by

qualitative analyses. However, the results on the quality and success of plans were considered flexible, relative, and not absolute with an interpretation consistent with the research documents. Therefore, the research result is only one of several intellectual-collective perspectives that can be drawn with a consensus. Finally, the agreed criteria for successful urban design projects in Tehran were assessed in terms of the external or internal design process, according to the theoretical framework.

### 4. DISCUSSION AND ANALYSIS

In the present study, using the Delphi method, a consensus on top urban design projects, implemented in Tehran in the post-revolutionary period was achieved among experts. According to this consensus (more than 70% agreements), the criteria for successful plans were extracted and ranked. The relationship between the selected plans, the Judging criteria and the expertise of the judges can be examined here. The criteria proposed by them during successive rounds and the resulting consensus show that the success of urban design projects depends on the cooperation between a wide range of urban experts, urban planners and designers, architects, sociologists, and traffic engineers can develop successful plans with proper management in the form of coherent "design and planning" frameworks, and the full public participation and taking into account their basic needs. They can determine the success of projects. Although in the plans selected by the judges, the role of all these groups does not seem clear or appropriate<sup>35</sup>, the review of the main criteria for successful plans by experts reminds the importance of this cooperation. According to the resulting consensus, the main criteria for the selected successful plans, in order of importance, included (1) public participation and needs, (2) executive-managerial ability, and (3) technical quality of design (Table 1).

**Table 1. Summary of Survey and Consensus of Experts on Prioritization of Criteria for Successful Urban Design Projects of Tehran and Proposed Strategies**

Priority	Criteria for Successful Plan	Proposed Main Strategies
1	Public Participation and Needs	Public participation and awareness, being applicable for the deprived or middle-income classes, proper development of social housing, residential and apartment complexes for all in accordance with the local structure for all, reduction of traffic problems and environmental pollution, provision of facilities for all groups of society (including women, children, the disabled), attention to the expansion of recreation centers, the need for green space, tourism projects, prioritization of plans, considering the necessity of the project for benefiting the people of Tehran and enhancing their satisfaction.
2	Executive-Managerial Ability	Selection of responsible and authorized managers, appropriate cooperation and coordination between qualified professional groups and all decision-making bodies, the attraction of public participation, direction and leadership of financial and human resources, the uncontrollable population growth management, qualification of human resources (managers, designers, consultants, executors, contractors, clients, supervisory group), considering financial-economic requirements, legal and juridical issues, the continuation of previous plans, compliance with national and local plans, observance of schedule program, timely preparation of documents, observance of professional ethics, review and survey, utilization of necessary technologies.

Priority	Criteria for Successful Plan	Proposed Main Strategies
3	Technical Quality of Design	Comprehensive urban design and planning studies (considering economic, social, psychological aspects, traffic, architecture, etc.), environmental considerations and sustainable development principles (economic, social, environmental), development and observance of urban criteria (such as high-rise construction, location, access, being in harmony with texture and localization).

The review of Table one shows that the first criterion is indirectly present within the later criteria. In addition to the fact that managers and designers can sometimes be considered as the public, points such as the attraction of public participation by the manager or the study of the context or environment by the designer, are somehow of the first criterion. Examining the ranks of selected plans and the order of criteria, it can be said that if plans are implemented considering citizens' needs, and with appropriate executive decisions, and high managerial power, they will be more successful<sup>36</sup>. The expertise of panelists has not been able to mediate the determination of the success rate of specific plans<sup>37</sup>. The strategies for successful urban design projects can be classified according to three criteria listed in Table one. Therefore, one of the most important strategies for the progress of Tehran's urban design projects is the appropriate public participation and the proper activities of other actors in urban design projects. According to the first main criterion, i.e. public needs, and the resulting consensus, the successful plans are those implemented with the public participation and usable by all classes of society. Proper development of

social housing, residential and apartment complexes for all in accordance with the local structure, reduction of traffic problems and environmental pollution, facilities for all groups of society (including women, children, the disabled), attention to the expansion of recreation centers, open and green spaces, tourism plans are among the priority plans for Tehran.

The jury of this study included experts in the fields of urban planning, urban design, architecture, urban management, and urban sociology reached a consensus on the success of several urban design projects implemented in Tehran city in the period of 1981 to 2016, after continuous surveys using the Delphi method. According to the consensus, it can be said that the selected plans can be categorized into four main types, namely (1) planning frameworks (vision, plan, policy, strategy, and comprehensive programs), (2) transportation plans, (3) urban architecture (buildings and complexes with urban public use) and (4) open spaces<sup>38</sup>. Figure 1 shows the consensus (with more than 70% agreement) of the experts on urban design projects. It is obvious that most of the plans have been developed by consulting engineers.

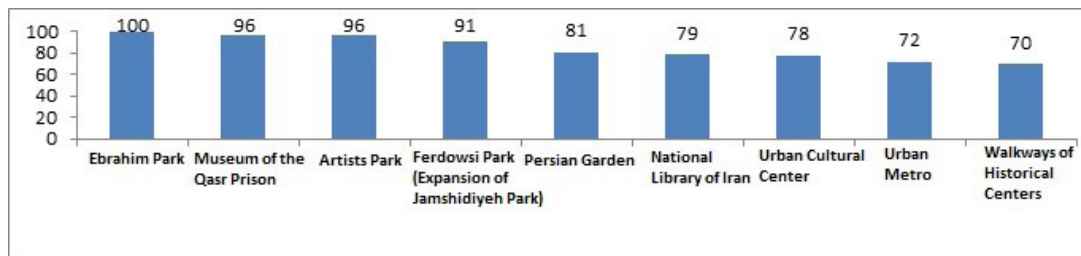


Fig. 1. Top Urban Design Projects Implemented in Tehran since the 1980s, According to the Consensus of Experts

Those plans developed with the criteria of citizens' needs and implementation and management also had a higher success rate. In order to investigate this difference, statistical tests were used, the results of which also confirm the difference<sup>39</sup>. Therefore, it can be said that the success rate of the plans has depended on their popularity.

It is noteworthy that although all three main criteria are among the internal criteria for success plans according to the theoretical foundations, due to the lack or low level of public participation in the process of the studied plans, it should be said that the first criterion (i.e. participation) is considered an external factor here. Because it has not been consciously in the process of top plans. This means that the success of the urban design projects studied is due to a factor that is left out of the design process.

One of the serious criticisms of the plan evaluation process is its critics or the way the jury is composed, and especially the lack of participation of the public or end-users<sup>40</sup>. In many competitions, each plan is evaluated only from the perspective of a group of experts, and its various aspects are not considered. On the one hand, the interaction between judges can improve the evaluation results, but on the other hand, due to the phenomenon of "groupthink"<sup>41</sup> it may disrupt the judging. The announcement of the final opinion of the jury, even if the objections are affirmed, may be interpreted as the full support of the winners. On the other hand, to satisfy the judge(s), participants may follow a certain style that is out of the goals and conditions of the competition. The public's opinions, the need to visit plans and interviews with users and managers by judges, emphasis on the criteria of the

public needs and the quality of construction, in addition to the attention to specialized aesthetic issues, are among the items that are important in evaluation. For example, in 1981, Vischer and Cooper Marcus were hired to assess the overlap of users' opinions with those of experts in five plans<sup>42</sup> competed in a residential plan competition in Vancouver, Canada. They compared and analyzed the opinions of four groups of judges, designers, field observers (experts in environmental behavior), and users. According to the observer, which took into account the views of users, the priorities of the plans was exactly the opposite of that presented by the judges. Therefore, according to the residents, although the first plan was approved, the two rejected plans in the main competition were considered winners, and the second and third plans were completely rejected. Because the expert judges emphasized the criteria of aesthetics and appearance, while people emphasized on the construction technique, their daily social and psychological needs, and vitality within the complex (Vischer & Cooper Marcus, 1986). Therefore, different people perceive different values depending on when and how they look at the phenomenon<sup>43</sup>. Thus, the difficulty of evaluation can be examined in terms of the type of work or phenomenon criticized and the relevant criteria.

## 5. CONCLUSION

Achieving the main criteria for successful urban design projects implemented from the perspective of experts can affect the management method and the quality of their plans in the future. Although assuming a fixed criterion for judgment is not always correct, according to the findings of this study, one of the common opinions of urban experts in the criticism of selected urban design projects of Tehran is the superiority of "public participation and needs" criterion over the other criteria, even the criteria of management and quality. Therefore, in the design stages, this criterion plays a more important role in the success of the plan than other criteria. To make the plans more successful, it is essential to involve people in the design process from the ex-ante stages to the ex- post criticism.

On the other hand, the criteria for successful urban design projects vary from more objective (like a project) to more subjective (such as policy-making) plans. Criteria can also be focused on the evaluation of the "process" (such as participation of actors, direction, planning and resource management) or "product" (such as aesthetic, functional, perceptual, and ecological aspects) of the plan. But according to the findings of this study, in all these spectra, the "common people" criterion has the greatest impact. It is considered the most internal criterion, meaning that the criteria of "management and technology" and even the "quality of the planned product", despite being fundamental, make sense with the criterion of "people". So common people play the role of an "internal meta-criterion" for

the successful plans. This meta-criterion should not be left out of the design process. Rather, it is essential to involve people, as the key to the success of urban plans, in all their stages.

Unlike similar studies evaluating certain works with a fixed and predetermined criterion, this study, with selected criteria and selected plans by five groups of experts and managers concluded that the criterion of "people" is the most comprehensive and internal criterion that is latent in the next priority criteria, i.e. management and quality. But in Tehran's urban design projects, this internal meta-criterion has unconsciously led to their success and therefore has been left out of the design process. Therefore, it is suggested to provide the ground for the conscious success of plans by involving people in the process of urban planning through, for example, the development of local institutions, the use of techniques such as preparing neighborhood plan statements, public Charrettes, communication between universities and urban institutions, holding a "competition" with public arbitration.

To continue this research, it is necessary to carry out other studies on various scales, on each type of urban design project, on different times and places, with different methods and different combinations of the jury. The frequencies of variables playing a role in the success of plans, especially in relation to the goals of plans, indicate the need for more studies to examine the correlation between these variables or the control of them. The dependence of variables related to people on other variables also needs to be investigated in separate studies. In other methods, different and complete results can be achieved by defining variables such as cost, benefit, time and also using the opinions of people, users, and designers. Evaluation of unimplemented plans or different stages of the design process, especially spatial-physical or non-physical programs and policies, can help to obtain a more complete view of the status of urban design projects. The next question is which group of people must be present at each stage of the design process and how.

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## END NOTE

1. Such as Navab Project
2. Also known as Mehr Housing Projects
3. Including Sadr Highway Extension
4. By stratified random sampling with Neymann's allocation method and according to Gosling's classification.
5. Three plans in the first category, one plan in each of the second and third categories and two plans in the fourth category.
6. 24 experts in four groups including professors, consultants (as suppliers), managers (as approvers) and contractors (as executors).
7. Therefore, the aim was to evaluate the planning process, which was performed by examining the plan's product.
8. For example, according to the report by the Deputy Minister of Urban Planning and Development and Representative Council Affairs (2015), in most districts of Tehran, the distance between real physical progress and financial progress is more than normal, indicating a lack of registration of fiscal documents or shortcomings in the presentation of the balance sheet despite the activity of projects in these districts. In the same year, the physical progress of districts 3, 9, 11 and 21 has been assessed as appropriate. It should be noted that the plan selection method and access to documents in this evaluation method are debatable.
9. Since 1977
10. Since late 1970s
11. Recently
12. Since the 1970s
13. They often registered as enterprises in the evaluation.
14. The range of projects selected by the Aga Khan Foundation, as the present study, the present study, is diverse but in more scattered categories such as architecture, restoration, and urban planning. In addition, the judges were not necessarily local and the same jury was considered for plans from different points of the world. In contrast to this research and the Aga Khan Foundation, the Canadian Housing Design Council dealt with only one type of urban design project. None of these evaluations took into account the opinions of the manager, executor, and people. In addition, the designer's opinion has not been considered in some of these plans.
15. For example, when Foucault analyzes James Bentham's Panopticon, he does not aim to criticizing just the concept of prison, but the concept of hierarchy
16. For example, the criticism of a phenomenon from the perspective of several different news outlets can be interpreted quite differently. Writing the story of war or history by each of the war parties leads to different achievements, all of which result in different understandings.
17. Simple Additive Weighting
18. Analytical Hierarchical Process
19. Analytical Network Process
20. Technique for Order Performance by Similarity to Ideal Solution
21. Microscale Audit of Pedestrian Streetscapes
22. Village Design Statement
23. Urban Design Action Teams
24. Sometimes competition aims to discover the works with the lowest value, such as a humorous competition.
25. Eligibility criteria for participating in the competition can be general, limited, elective, professional or student (student competition is a type of limited competition. For participation, the competition can have conditions such as age restrictions, individual or group participation.
26. In competitions, the implementation rate of the work is also variable, and the work can be considered pre-implementation, implementable, implemented work, or as an idea.
27. Like the opinions of John Ruskin, Augustus Pugin, and Emmanuel Viollet-le-Duc.
28. Background, sense of place, neighborhood, urban space, legibility, continuity, movement, car dominance, security, innovation, flexibility, choice, site, sustainable development, mixed-use.



29. In general, Policies are more abstract and general, and Programs and Projects are more objective and specific. Plans are in the middle of this spectrum. Planning decisions can also be across the spectrum, depending on the circumstances.
30. It refers to a lack of conflict between goals and decisions.
31. Therefore, due to the lack of control of the settings, the observer cannot use a completely experimental method (for example, asking the operators to use the work under certain conditions).
32. Methodologically, for greater generalizability, evaluations should sample both settings and time. Multi-factor (systemic) evaluations are needed to consider organizational content, multiple methods, and the settings production process. Evaluations for the immediate (short-term) scope of application should consider the members of the organization under study, the diverse needs of the users, and use clear and accurate presentation methods.
33. In this method, the opinions were confidential.
34. The typology of the plans studied was discussed in another article.
35. The role of architectural offices in directing and designing selected projects can be examined. Although optimistically other experts have contributed to the study categories, managers to the choice of project subject, location, and implementation, and people to the exploitation. However, the appropriateness of the role of groups is an important topic for future research.
36. According to the statistical correlation between the success rate of the projects and the criterion of the project implementation and considering the level of measurement of variables as well as the table size of Kendall and Cramer's tau-b test, it can be said that there was a slight difference between the criterion of project implementation and their success rate. According to the confidence level (error=0.05) and the significance value obtained for the Cramer's test ( $P = 0.013$ ), it can be said: "The more popular the project is the more success it is".
37. Kendall's tau-b test was used.
38. The various types of urban design projects obtained from this study have been fully studied in another article (Rezaei, 2020).
39. According to the statistical correlation between the success rate of the projects and the criterion of the project implementation and considering the level of measurement of variables as well as the table size of Kendall and Cramer's tau-b test, it can be said that there was a slight difference between the criterion of project implementation and their success rate. According to the confidence level (error=0.05) and the significance value obtained for the Cramer's test ( $P = 0.013$ ), it can be said: "The more attention to the public needs and the executive and managerial decisions and reasons in the plan leads to more successful plans".
40. This point is also true about the methodology of this research. Therefore, to continue this research, in another research, the public has been surveyed on these projects and the results were analyzed and compared with the results of this research.
41. Groupthink is a psychological phenomenon that may occur in public group decision-making. In this phenomenon, group members agree with a subject not on the basis of reason but on the basis of a specific purpose. Such a consensus is not valid. Loyalty to the group requires individuals to avoid contentious issues and alternative solutions (When in Rome, do as the Romans do).
42. Out of these five projects, according to the judges, three won projects with medium density (ten condominiums or apartments with private ownership, 65 rented apartments with non-private ownership, 95 private houses) and two lost projects with medium and low density (10 condominiums with private ownership, 64 housing units for the elderly – government ownership).
43. Here, it doesn't refer to a romantic look, i.e. "the beauty from the view of the observer", because this attitude is traditional. Rather, it refers to the dynamics of the phenomenon, the audience and the context.

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