CHANGE BY DESIGN
New spatial imaginations for Los Pinos

WORKSHOP REPORT (2013)
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Architecture Sans Frontières UK
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Acknowledgements

The coordinators of Change by Design, Alexandre Apsan Frediani, Beatrice De Carli, Isis Nuñez Ferrera and Naomi Shinkins would like to thank the following people and organisations for their support in making this workshop so enriching and rewarding:

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Finally, we extend a heartfelt thanks to the residents of Los Pinos, for hosting us in their neighbourhood and in their homes and for sharing their stories of struggles and dreams. We want to express that although we did not meet the challenges they face, we hope that this workshop has helped in their quest to live the life and achieve the city they wish for.

Change by Design is a workshop promoted by Architecture Sans Frontières UK (ASF-UK).

With the support of Scarcity and Creativity in the Built Environment (SCIBE), University of Westminster, and The Bartlett Development Planning Unit, University College London.

In collaboration with Universidad Politécnica Salesiana (UPS) and the Comité de Desarrollo Comunitario Los Pinos (CDCLP).
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This report outlines the findings of a two-week participatory design workshop undertaken by Architecture Sans Frontières-UK (ASF-UK) in the municipalities of Quito and Mejía (Ecuador) from August 10th to 24th, 2013, exploring cross-scalar design options for the future regularisation and upgrading of the neighbourhood of Los Pinos. Based on the exploration of residents’ spatial practices and imaginations, the workshop investigated ways in which present and prospective residents of Los Pinos can be meaningfully involved in an integrated design/development process as active agents of change, rather than beneficiaries of top-down visions and spatial solutions.

Framed within ASF-UK’s participatory design and planning methodology: Change by Design, the workshop carried out a series of activities to facilitate the participative articulation of residents’ layered needs and aspirations, with the aim to contribute to the elaboration of an open-ended, neighbourhood-wide development strategy. Such practices of participatory design aimed at contributing to the ongoing debates about the democratisation of spatial production in the Quito region. As such, they have been planned as a means to support the operationalisation of the Buen Vivir agenda in an urban context, and in pursuit of the goals expressed at the Contrato Social por la Vivienda (2005).

PARTNERS

The workshop was a result of a collaborative effort between Architecture Sans Frontières-UK, Universidad Politécnica Salesiana, El Instituto de Altos Estudios Nacionales (IAEN) and El Comité de Desarrollo de Los Pinos. Apart from the six months preparation and the two week workshop involving over 35 international participants, this initiative has been followed up by a five-month internship by two ASF-UK volunteers that are working closely with local partners to support the process of designing a development strategy for Los Pinos. Furthermore, this initiative has been supported by the research project Scarcity and Creativity in the Built Environment (SCIBE) and by The Bartlett Development Planning Unit of University College London.

METHODOLOGY

The Change by Design methodology for participatory design is structured around key stages. The first task was focused on the diagnosis of the context, when we examined local realities, urban trends and the policy & planning environment related to informal settlement upgrading.
Following this initial diagnosis, we engaged promptly in the process of dreaming, exploring new spatial imaginaries and procedures for urban governance. This stage was particularly concerned with the identification of relevant design and planning ‘principles’ based on the values and aspirations of citizens. The third stage of the Change by Design methodology is concerned with developing alternative solutions, translating design and policy principles into concrete options for informal settlement upgrading. This was followed by our final stage that engages in defining concrete outputs through the prioritisation of options, and the negotiation of differences.

While not self contained, such stages were used to guide and coordinate four groups of participants: three related to different scales of design (Dwelling, Community and City scales), and one focusing on Policy and Planning aspects of informal settlement upgrading.

STRUCTURE OF THE REPORT

This report is structured around the specific activities that took place during the workshop, describing its methodological approach while also exploring the major findings generated. After this brief introduction to the workshop and Los Pinos, each of the following sections focuses on the activities and findings of each working group (Policy & Planning, Dwelling, Community, City). This report does not intend to be a strategic plan for Los Pinos, but rather contribute to the on-going processes of designing a development plan for the neighbourhood. Furthermore, the findings are preliminary outcomes based on the responses acquired during the two week workshop, and therefore further work is needed to generate a more comprehensive view of needs, aspirations and potential avenues for consolidation of the neighbourhood.

BACKGROUND ON LOS PINOS

Los Pinos is a 13 hectare site located in the peri-urban area extending at the southern periphery of Quito. The northern boundary of Los Pinos is defined by El Pugro creek, which jointly marks the boundary between the municipalities of Quito and Mejía, Pichincha Province. The neighbourhood thus falls under the administration of Cantón Mejía. Within this wide urbanising area, Los Pinos is part of a larger agglomeration of neighbourhoods called San Jose, in the parish of Cutuglagua.

Los Pinos emerged through the occupation of unused public land belonging to the Ecuadorian Ministry of Agriculture (MAGAP). Similar to the earlier occupations that took place in the Quito region back in the 1980s, this land was initially considered unsuitable for urban use. The ‘invasion’ of land happened 7 years ago, with over 300 households occupying the site at once. Yet instead of immediately building shacks in a disorderly fashion, residents collectively decided to plan the process of occupation. Firstly the area was divided into plots, and a small number of houses were built through collective self help strategies (Mingas). An improvement committee was set up, with representatives being elected every 2 years. New houses were built progressively, with the slow upgrading of services.

Occupiers have a very strong position against densification, as they do not want to reproduce the extremely precarious conditions
which characterise many of the informal neighbourhoods which emerged in Quito in the 1980s. Currently, only 62 households are living on their plots – whereas all of them meet periodically on site, and most of them are currently taking care of their assigned plots though small-scale farming activities. In order for them to stay on the site and be able to apply for some kind of regularisation, occupiers need to generate a management plan to demonstrate to MAGAP and governmental authorities that the intended use of the area responds to MAGAP requirements, as well as the land use regulations of the local municipality.
The main objective of the Policy & Planning group was to analyse the institutional context shaping the practice of participatory design. Such institutional analysis has two aims: (1) to identify the norms and regulations that might condition the elaboration of community plans (i.e. land use regulations, procedures for tenure regularization, etc.); (2) to assess the challenges and opportunities for mainstreaming participatory design and planning in a way that contributes towards a more equitable and just city. In the context of Ecuador, it was particularly important to address the guidelines of the Buen Vivir national development plan, and explore how that can be operationalized in processes of upgrading informal settlements.

In accordance with the workshop methodology, the activities of the Policy & Planning group were divided into three stages. In the diagnosis stage, the group focussed on mapping out local networks, groups and representative structures within Los Pinos, and on analysing policy documents relevant to the design of Los Pinos’ community plan. Based on the policy analysis and interviews with key stakeholders, the dreaming stage aimed to identify key policy and planning principles with the objective to operationalize the Buen Vivir national development plan for informal settlement upgrading and consolidation. Such principles were then compared with the design principles emerging from the three scales of participatory design. Finally, at the developing stage, the group worked towards the identification of ‘cracks’ in the planning process that could be potentially expanded by local actors, in order to embed the process of neighbourhood planning in a wider strategic framework.
1 / Diagnosis through semi-structured interviews

DESCRIPTION /
A series of interviews were conducted with key informants to understand in more detail issues related to the regularisation process of Los Pinos, identifying the potential avenues for informal settlement upgrading, and exploring the underlying conditions affecting security of tenure of current residents and the future of the site.

FINDINGS /
/ 1.01. SUMMARY OF INTERVIEWS
Marcelo Rodríguez Centro de Investigaciones Psicosociales de la Universidad Politécnica Salesiana (UPS). We were explained about the Colectivo Ciudad Popular, made of a series of actors interested in collaborating towards activism at a city scale. So far, the idea is focused at acquiring a house to facilitate its activities. Martha Rodriguez, from the Confederacion Nacional de Barrios del Ecuador (CONBADE) was identified as one of the major actors pushing for such initiative in collaboration with UPS.

Diego Carrión Urban planning consultant and ex secretary of planning to the municipality of Quito. Diego Carrion explained some of the major urban trends, including the slow-down of population growth since the 1970s in inner city areas, and the push towards valleys and peripheries especially in the South of the city. He mentioned the concept of ‘ordenanza especial’, which could be a zoning mechanism to be more flexible in terms of land use regulations.

Javier Alvarado Director of the social assistance unit of the Ministerio de Desarrollo Urbano y Vivienda (MIDUVI). Javier Alvarado explained about the characteristics of the Bono de Vivienda, and explained how MIDUVI is attempting to encourage developers to produce housing for low-income groups by providing a series of incentives and subsidies. He also talked about the current lack of capacities to bring together architectural housing projects with social programmes needed to make sure to sustain the impacts of that social housing production.
Adriana Ávila Secretaría de Territorio, Hábitat y Vivienda, Dirección Metropolitana de Desarrollo Urbanístico (STHV). Adriana Avila provided a presentation about the Red Verde Urbana and the interest to set up initiatives towards establishing Eco Barrios for the neighbourhoods surrounding the Parque Pichincha. There was interest in working with the Los Pinos community.

Daise Cárdenas Technical officer from Ministerio de Agricultura Ganaderia, Acuacultura y Pesca (MAGAP). Daise Cardenas provided a series of documents clarifying the history of land contestations in Los Pinos, and outlined the need for a management plan to be submitted to MAGAP, before proceeding with the regularization process with the Municipality of Mejía.

Edwin Yanez Calvahi Alcalde del Cantón Mejía. The mayor of Mejía outlined that the residents of Los Pinos need to carry out the necessary studies of the area and submit those to MAGAP. Then, MAGAP itself will need to advance a formal request to the Municipality, asking to pass the ownership of land from MAGAP to local residents. During the meeting, the Mayor agreed to meet up with MAGAP and representatives of Los Pinos to clarify the regularization procedure.

Luisa Maldonado Concejal de Quito y Founder of Solidaridad. Luisa Maldonado articulated different modes of management for a social housing project possible for Los Pinos, and recommended a partnership between the neighbourhood association and a group of technical assistants to facilitate the process of construction. Ms. Maldonado also offered support and interest to use the Los Pinos example as a precedent for such modes of collaboration.

Martha Rodríguez Confederación Nacional de Barrios de Ecuador (CONBADE). Martha Rodriguez explained the various networks of civil society advocating for better housing conditions in Quito. Ms. Rodriguez agreed that a major problem with such entities is the lack of influence on city-wide planning, perpetuating a project-led mode of relationships between individual neighbourhoods and the State. Such relationships limit neighbourhoods’ capacity to influence policy and planning and fostering support.

/ 1.02. ROAD TO SECURING TENURE

The road to securing tenure for CDCLP members has been a treacherous one, with surprising obstacles and overtures along the way. In order for the Policy & Planning team to weigh up the different options for tenure regularization, it was important to understand the legal process undertaken by the CDCLP in the last seven years.

The following pages broadly summarize the process of land tenure regularization:
1966

INIAP purchases the Hacienda El Pugro (El Pugro Ranch), 450ha of contiguous rural lands spanning from Quito to Mejía, for the establishment of the Experimental Station Santa Catalina.

2006

First claim presented to INDA by María Magdalena Salazar on behalf of the Comité de Desarrollo Comunitario Los Pinos (CDCLP) declaring the “uninterrupted possession” and use of 180ha of forest since “unmemorable” times. Through a Nov. 16 ruling, the claim is accepted and under the Law of Vacant Lands and Colonization (LTBC) anyone claiming rights to the property must come forward or lose it.

2007

January 15: First inspection of the property is ordered.

February 02: First report is presented. The area of the lot is not 180ha but rather 93ha.

April 16: INIAP presents a claim of ownership over the land as part of the Experimental Station Santa Catalina and provides the 1966 deed as proof.

July 10: Second inspection is ordered to determine if the lot is in fact property of INIAP.

August 16: Second report determines that there are 13.10ha, South of El Pugro creek, that remain outside of the 1966 deed presented by INIAP.

October 11: INDA partially accepts the claim and declares the 13.10ha of land to be vacant. As such, under LTBC, they become the property of INDA who shall then adjudicate in favour of CDCLP pending the fulfilment of certain requirements.

2008

August 29: Executive Director of INDA overturns the resolution to partially accept the claim presented by CDCLP on the grounds that the 13.10ha are part of Experimental Station Santa Catalina. This action deems all future adjudications inadmissible.

2009

February 13: New Executive Director of INDA ratifies the Aug. 29 decision.
It remains unclear what happened between 2009-2010 that prompted the annulment of the resolution to overturn the 2007 decision that declared the 13.10ha as vacant. There was apparently some political manoeuvring with the Executive Branch. During this time INIAP also started a lawsuit for invasion of property against CDCLP.

May 19: Entire record, including petitions by CDCLP for an Extraordinary Appeal to Review the decision to overturn and a lawsuit for invasion initiated by INIAP against CDCLP, is filed with MAGAP for processing. This results in this issuing of Administrative Resolution No. 103, which “ensures the integrity of the property identified as Los Pinos ... and recognizes CDCLP ... as qualified for the effects of distributing and delivering the land”.

December 28: Extraordinary Appeal to Review is accepted, which ratifies the 2007 decision and overturns the 2008 and 2009 resolutions.

August 06: After allegation of mismanagement of CDCLP committee, María Magdalena Salazar calls for CDCLP elections. Votes are counted by a show of hands and she loses. The vote is deemed invalid per Art. 18 of CDCLP Statute because it was not done in secret.

September: New vote called and deemed invalid once again.

January 21: New elections are held, this time in secret and under the supervision of the local political lieutenant, Washington Ávila. A new committee wins the election 202-101.

March 23: First request by STRA to the Property Registry at the Municipality of Mejía for the inscription of the 13.10ha to the property of MAGAP.

June 21: – Second request by STRA to the Property Registry.

November 23: Third “insistence” that the property be registered accordingly.

December 12: Property valued at US$1.4M, taxes must be paid to register the lot to MAGAP’s name.

May 29: Roughly US$9,500 is paid by MAGAP to register the property.

June 5: Ownership is finally transferred to MAGAP under Property Registry 951.

August 19: MAGAP affirms ownership of the land and requests that the Municipality of Mejía engage in a mutual cooperation agreement through regulation of land uses and assistance with the adjudication process.
2 / Stakeholder analysis through focus group discussions

DESCRIPTION /
Three focus group activities were conducted with key residents of Los Pinos to explore their strategies and practices of social mobilisation.

/ 2.1. WEB OF INSTITUTIONALIZATION
In order to better understand how the members of the Comité de Desarrollo Comunitario Los Pinos (CDCLP) define dignified housing and what they perceive as means and obstacles to attain it, the Policy & Planning team worked with focus groups to develop a “Web of Institutionalization of Housing Rights”. This exercise was done with members of the current and former community development group on separate locations. The following broad questions were used to guide the conversation:
1. What does dignified housing mean to you?
2. What do you do to achieve it? How?
3. How do you organise?
4. Who represents your rights? Why?
5. What/who do you struggle against? How?
6. What are you willing to compromise to attain it?

/ 2.2. WEB OF ACTORS AND RESOURCES
In order to visualise the network in which CDCLP operates, the Policy team worked on producing a Web of Actors with a small group of leaders. The exercise was divided in two phases. In the first part of the exercise participants were provided with three sizes of post-it notes to list external actors of large, medium or small importance to CDCLP. The discussions focussed on identifying and qualifying the relationships between different actors, as well as exploring the existing resources to navigate such relations.

The participants negotiated among themselves to determine which actors belonged in which category and listed reasons behind their choices.

For the second part of the exercise participants arranged the post-it notes in terms of CDCLP’s relationship with the different stakeholders. For example, an actor could be important to the organisation but it may be perceived as distant, in which case a relationship would need to be fostered. These relationships were also drawn between actors, for example MAGAP-Municipality. Once all actors were arranged, participants were given stickers to show the impact these actors had on the organisation (red for negative and all other colours for positive). Although participants were meant to place up to five stickers on each category, some accrued more as perceptions were negotiated and adjusted.

For further details, please refer to the following diagram.
On this page, Web of actors and resources: how do we manoeuvre?

**PRESIDENCY**
Providing support for the legalization process

**PREVIOUS BOARD OF CDCLP***
Gave us the opportunity to be here

**UPS*****
Training
International workshop
Development of CAF project

**IAEN*****
Link to ASF-UK
Jaime (contact person)

**MAGAP******
Necessary to transfer ownership
Daise (contact person)

**CURRENT BOARD OF CDCLP *

**CODEMPE ***
Legal life

**MUNICIPALITY *****
Housing register
Legalization
Streets and lighting

**PARISH COUNCIL**
To be taken into account when we have the legal title

Resources:
- ELECTRIC CO. ***
- WATER CO. ***
- CHURCH **
- HEALTH ****
- EDUCATION ***
- TRANSPORT ***
- POLICE **
- DISTRICT GOV.*

Potential Actors:
- MIDUVI
Public Water and Sanitation Co.
The third focus group discussion involved local residents, and key actors collaborating with the Los Pinos community (i.e. Marcelo Rodrigues from UPS and Daise Cardenas from MAGAP) to discuss about different modes of management for the delivery of an upgrading project. This spectrum went from most collective to most individual with the following four categories:

1. Collective Title / Collective Management
2. Collective > Individual Title / Collective Management
3. Individual Title / Collective Management
4. Individual Title / Individual Management

The participants were asked to assess each category by: costs/benefits; opportunities/risks; mechanisms; financing and actors.

These activities started to reveal the wide set of relations and strategies with whom Los Pinos residents have been engaging. Some of the key findings were:

While there are shared values among different residents of Los Pinos, there are also differences that make the process of social mobilisation complex and challenging. Security of tenure was identified as an example of shared interest among different residents, however disputes over leadership and different cultural backgrounds and livelihood-based activities (i.e. some dependent on the cultivation of land, while others generating income mostly through urban-based livelihoods activities) have generated internal tensions. These diverse needs and aspirations of local residents are further elaborated in the following sections of the report.

In terms of the relationship with outside actors, the Municipality was identified as a crucial actor. It was also agreed that in order to achieve security of tenure, residents would need to foster the relationship – turning a perceived opponent into an ally. The group also identified the collaboration between MAGAP and Municipality as very important but the communication between them as not fluid. The participants also saw an opportunity in the assistance from academia to further the process with MAGAP and the Municipality, stating that Universidad Salesiana and IAEN “helped them see the reality of Buen Vivir”. Also importantly, it emerged that there are significant tensions and distrust between the community and the police.
On the **modes of management and service delivery**, participants argued for a process that mixed collective mechanisms to support the community organisation while protecting individual freedom. Thus, most of the discussions focused on the grey area of an individual title (whether immediate or eventual) and the collective management of housing, services and community facilities. In spite of the higher costs associated with individual tenure type of title transfer, it remained the aspirational goal of participants. Meanwhile, collective management was preferred as a way to gain leverage with outside stakeholders (i.e. collectively negotiating for resources or services), but friction between groups of residents would make this a challenging task to manage.
Based on the previous activities and the analysis of housing policies, the group used Caren Levy’s tool “Web of Institutionalisation” to examine the opportunities and threats associated with the process of mainstreaming Buen Vivir values in the production of social housing. The analysis focused on four spheres of the planning process:

Citizen sphere: which explored women’s and men’s engagement in democratic processes;

Policy sphere: which relates to norms, relationships and procedures shaping the policy environment;

Organizational sphere: which examines the clarity of organisational responsibility;

Delivery sphere: which analyses the methodologies and knowledge basis underlying and informing the production of housing and upgrading practices.

For a representation of the Web of Institutionalisation, see following page. The analysis identified the following key points:

1. The lack of a plan for Los Pinos and the requirement for a management plan is a potential entry point to advocate for an alternative form of social housing production, based on other participatory examples such as the Solidaridad cooperative;

2. The provincial government structure could be a potential entry point to exert pressure on municipal authorities as well as national ministries needed to bring about tenure regularisation in Los Pinos;

3. There is a major gap between progressive and rights based policy frameworks (i.e. the social contract for housing) and delivery structures operating on market led ideology. This gap makes the production of social housing through participatory mechanisms very challenging.
Above: working with the network of actors and resources.  
Below: analysis of policy and planning issues through the tool ‘Web of Institutionalization’.
Above: Web of Institutionalization, policy and planning analysis

Threats

Opportunities
Lack of clarity of who pays for regularization costs

No metropolitan thinking

Lack of coherent plan for Los Pinos and Mejía

Concentric thinking in planning/policy (Quito)

Lack of coordination between Quito and Mejía

Limited amount of staff at Social Support Unit of MIDUVI

Lack of planning instruments for redistributive outcomes

Flexibility from Planning department of Mejía

Limited capacity for integrated physical and social aspects of housing projects by promoters

Inflexibility of MIDUVI on typology due to feasibility of projects

Social support from MIDUVI

... but only available for accepted projects

Mainstream responsibility

Staff development

Methdology

Theory building

DELIVERY SPHERE

Market ideology underpinning the delivery of housing

Buen Vivir plan outlines the role of the state in safeguarding social principles

DELIVERY SPHERE

ORGANIZATIONAL SPHERE

COOTAD

CAF

Red Verde Urbana

BONO

SOLIDARIDAD Cooperative model

POLICY AND PLANNING

DELIVERY OF PROGRAMMES AND PROJECTS

Space for building innovation

Housing approach by government dictated by market rather social principles

Limited capacity for integrated physical and social aspects of housing projects by promoters

Staff development

METHODOLOGY

Social support from MIDUVI
From the previous activities, a series of planning options were identified associated with ownership, management, construction and finance arrangements. In the final exercise of the workshop, individuals were asked to weight up such options, as a means to reveal the preferences of local residents and discuss with them the reasons for their choices. This process of prioritisation was done in two activities. Firstly, participants were individually asked to become familiar with a poster that outlined the different options associated with ownership, management, construction and finance of upgrading initiatives. Such options were associated with housing, basic services and public spaces. Then, they were given 4 ‘like’ and 4 ‘dislike’ stickers for them to indicate the options they most and least valued (see poster on the opposite page).

Following this first activity, residents were asked to identify their trajectories of preferences associated to the same planning categories. Apart from exploring individual preferences, this exercise also aimed at making residents aware of the various different types and modalities of upgrading strategies identified during the process of the research (see picture of final boards indicating the trajectories of preferences).

In terms of housing, the activities highlighted that residents are primarily seeking individual ownership; however many have identified collective ownership as an important intermediate stage to facilitate the regularisation process. For the management of the upgrading process, residents strongly value the role of the community development group. In terms of the construction, self-construction is not a community priority, and residents have demonstrated interest in collective processes, as well as in subcontracting external agents. For finance, many prioritised the BONO system as a way forward. On basic services, it was perceived that the ownership of such services should be of external agents (public or private), and there was little support for off-grid solutions. Residents believe that the management of such processes should not be left to individual households, but rather the community development group should be playing that role. For the construction process, there was strong support for collective as well as external actors to be involved. On finance, many residents valued collective savings and external grants as key for the installation of basic services. Nevertheless, many demonstrated scepticism to collective savings during the exercise. When discussing about public spaces, the findings from both exercises shows that there is little agreement on the ownership of public spaces. Some have argued that they would prefer them to be owned by the community, while others argued that it would be better if they are owned by the municipality. On management, most preferred it to be led by the community development group. On construction, the community prioritised a combination between community groups and external agents. Similarly, residents prioritised the finance of the improvement of public spaces to be coming from collective savings and grants.
Above: the poster outlining the existing options associated with the Ownership, Management, Construction and Finance of upgrading initiatives. To the right: outcomes of the exercise.
<table>
<thead>
<tr>
<th>Ownership</th>
<th>Likes</th>
<th>Dislikes</th>
<th>Management</th>
<th>Likes</th>
<th>Dislikes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authorities delivering individual titles for community members</td>
<td>45</td>
<td>3</td>
<td>Each member responsible to managing its own housing improvement projects</td>
<td>7</td>
<td>1</td>
</tr>
<tr>
<td>We</td>
<td>Land owned by the Los Pinos Committee, which would be accountable to its members who would have individual usefruit rights</td>
<td>8</td>
<td>Planning and management of housing project led by Los Pinos Committee</td>
<td>23</td>
<td></td>
</tr>
<tr>
<td>They</td>
<td>Land owned by Los Pinos Committee and then passed to members through individual titles</td>
<td>19</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land continued to be owned by MAGAP, providing a community lease to the Los Pinos Committee, where members would have individual usefruit rights</td>
<td>5</td>
<td>33</td>
<td>Construction of houses managed by external contractor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We</td>
<td>Capture water through rain, electricity through solar panels</td>
<td>5</td>
<td>10</td>
<td>Each member would be responsible to manage its own services</td>
<td>32</td>
</tr>
<tr>
<td>They</td>
<td>Collective strategies for managing services, i.e. community waste management practices</td>
<td>1</td>
<td>9</td>
<td>Los Pinos Committee responsible for the management of basic services</td>
<td>14</td>
</tr>
<tr>
<td>Provided by public or private entities in their own time</td>
<td>13</td>
<td>2</td>
<td>Public entities managing provision of basic services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We</td>
<td>Community spaces owned by Los Pinos Committee</td>
<td>1</td>
<td>8</td>
<td>Los Pinos Committee responsible for the management of community spaces</td>
<td>2</td>
</tr>
<tr>
<td>They</td>
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Policy and Planning
Principles

- Equality of spatial opportunities
- Strengthening community structure
- Strengthening community resilience
- Reinforcing existing networks
- Security of tenure
Quality of space and services
Integrated development
Adaptability of process and product
Security of provision of services
Intergenerational fairness
The role of the Dwelling scale was to understand current dwelling conditions in Los Pinos, and subsequently ‘dream’ with residents about what their future homes in Los Pinos could be like. The aim of the group was to explore the notion of the term ‘dwelling’ as a broader concept and to capture residents’ values on this particularly important component of their built environment. The dwelling scale asked the question: what are resident’s dwelling values, preferences and aspirations? Working with residents to unpack this question aimed to uncover how the dwelling is more than just a ‘house’ and how this will need to be considered in future plans.

In accordance with the workshop methodology, the group’s exploration into dwelling was split into three phases. First was the diagnosis phase, which saw workshop participants engaging with residents to discuss, draw, and map existing dwelling conditions. Following the diagnosis phase workshop participants engaged further with residents in dreaming exercises, which intended to reveal residents’ values and aspirations. The third phase of the workshop was to consolidate findings from the diagnosis and dreaming phases and develop a set of possible upgraded dwelling typologies for review by members of the Los Pinos community.
DESCRIPTION /
This exercise was aimed at capturing and interpreting the ‘dream house’ of residents through the use of drawing. A conversation was had with a household or individual and participants were encouraged to draw their ideas for their dream home. Facilitators observed the drawing process to understand the hierarchy of importance of spaces drawn. This was then followed by a series of questions investigating the motivation behind the spatial arrangement of the house. The conversation held while drawing attempted to understand further participant’s needs and aspirations, referring to external space, construction material, room sizes and use and other characteristics of dwelling. Most participants found it difficult to express their ideas through drawing ‘architectural plans’, therefore the conversations and note taking were very important. Facilitators felt participants’ ‘dreams’ for their future dwellings were very limited by their current housing situation and physical constraints, this made it difficult to imagine a different set of materials, construction methods and internal layouts.

FINDINGS /
The conversations about the drawings were the most informative part of the exercise. The first concern of most participants was the legalization of land tenure and ownership of their plot. Regarding the dwelling itself, the description was mainly a detached house with surrounding land for agricultural production. Most aspirations were for a conventional internal layout consisting of: social areas (living room, dining room), kitchen (in some cases, a wood fire kitchen separate from the house), a variable number of bedrooms, a bathroom, and a place for doing laundry (sometimes external).

The majority of participants wanted enough external space for productive urban agriculture and to keep a few animals (pigs, chickens, guinea pigs). Materials were also discussed. Zinc as a material for roofing has been criticised. The most favoured material for walls are cement blocks. The necessity for high quality construction was mentioned repeatedly.
DESCRIPTION / Following on from ‘dreaming through drawing’, participants were asked to focus on the composition of internal and external layouts through three-dimensional modelling. As with the previous exercise, ‘dreaming through modelling’ was carried out with households and individuals. The participants were asked to build a model of their ‘dream house’ using basic models of rooms, made as individual pieces, based on the previous drawing exercise. Models were at a scale of 1:50. The kit of parts consisted of several types and sizes of various rooms and external features, which appeared in the ‘dreaming through drawing’ exercise, and participants could choose between these variations. For example, for social spaces participants could choose from a set of different combinations: the living room with an integrated dining room, kitchen with an integrated dining room, all three in one room or all three separate from each other. ‘Dreaming through modelling’ proved to be a more accessible tool than drawing for the residents to imagine their dream house, mostly as tangible objects were used and were flexible to change and adapt as the conversation progressed. Again, the conversation had while carrying out the exercise was the most important and detailed notes recorded the process and answers given about the reasoning behind the arrangements of the rooms. A record of the layout was also taken using photography.

FINDINGS / Further to the key findings in the drawing exercise, participants’ designs had an internal bathroom and an outside shared space for laundry. Depending on cultural background, in some cases an outside kitchen for cooking with fire was added. In other cases there were demands for a garage and/or a space in the house for commercial activities, e.g. shops, carpentry workshop, work space for seamstresses, to name a few. The number of internal rooms varied in accordance with the size of a household. Almost every participant expressed a wish for external space for urban agricultural purposes in order to be self-sufficient.
Below: a resident of Los Pinos undertaking the exercise.
To the right: dream houses made by the residents.
The activity aimed to generate discussion and debate with participants regarding four housing typologies, which had been developed based on the outcomes of the previous dreaming drawing and modelling exercises. The typologies were created purely as suggestions of different physical implications and used as a platform for discussion. They were based on the much-favoured individual household, but addressed aspects such as individual and communal space, density, multi-storied living, etc.

The four typologies were:
1. Single storey house with pitched or flat roof
2. Double storey house, again with pitched or flat roof
3. Single storey house with external kitchen, in order to address cultural differences
4. A house with the possibility to grow vertically

Every typology had a bathroom on the inside and the laundry space on the outside.

This exercise was carried out in focus groups. From the models, the aim was to generate discussion around the different types of typologies, both internally and externally and discuss how these typologies could form the community of Los Pinos. Typology models were designed to be flexible to facilitate conversations about participants’ visions and values regarding density, social implications of each option and individual and communal future growth.

While many participants expressed a desire for a house of two to three floors, most of them chose a single story building for financial reasons. However, the wish for sufficient foundations, which allowed for future growth, was expressed repeatedly. Also, increasingly participants expressed aspirations to have a space within their homes to perform commercial activities. One suggestion within the exercise proposed to arrange the housing layout in multiple family dwelling systems, therefore being able to benefit from set of advantages of communal family life: larger green spaces and farmland, shared control over children, safety, increased social networks etc. However, this was not widely accepted and the majority of participants wanted an individual plot with their own space for urban agriculture.
From the top: the typology proposals; 'Veronica's House', sketch by Sonia Nicolson; residents performing the exercise.
This exercise aimed at bringing the dwelling and community scales together in the form of neighbourhood scenarios to be reviewed by participants. A series of neighbourhood scenarios were produced based on information gathered from both dwelling and community scale exercises. Like ‘dreaming through typologies’, the scenarios were not created as final solutions, but as suggestions of different implications such as private/public space, density, multi-storied living, communal versus independent living, community facilities etc., but on a neighbourhood scale rather than using individual plots as the starting point for discussion.

This was also a focus group exercise. Participants were taken in small groups of four through each scenario to evaluate the positive and negative aspects of each illustrated. Scenarios included were:

1. Single storey terraced housing
2. Single storey semi detached housing
3. Two storey housing semi detached
4. Multi-storey housing with communal courtyards
5. Detached housing with the ability to expand

The main topics addressed were the relationships between groups of houses and the possibilities to create more open areas for communal public space and farmland. Once participants were taken through each scenario, they then had the opportunity to rate each scenario on a scale from 1 to 5, 5 being the absolute favourite. A shortcoming of this exercise was the lack of flexibility of the drawings limiting participants to only rating the scenarios provided, as many participants liked elements of each. Also, as it was an open voting process, there was the issue of some members being influenced by other’s opinions.

The preference was explicitly for the detached house scenario, in which the house has the possibility for expansion (mostly vertically) in future. Again, desire for space for commercial use within the ground floor layout was repeatedly expressed. The idea of shared space, as shown in some scenarios, was not very well received. When asked to choose between more communal space or private gardens most participants chose private gardens, even if this was at the expense of other spaces and communal services such as a football pitch and a neighbourhood centre.
From the top: scenarios of neighborhood and preferences of residents; ASF preparing and residents performing the exercise.

 Esta escala fue utilizada para medir las preferencias de socios presentes. Los números debajo de cada imagen representan los totales en cada opción.
Dwelling Principles

Equality of spatial opportunities

Strengthening community structure

Strengthening community resilience

Reinforcing existing networks

Security of tenure

Provide quality and comfort for dignified living

Provide an appropriate urban-rural balance

Allow for the ability to be an independent household

Provide the ability to expand and adapt to changing needs

Respond to cultural diversity through a multiplicity of dwelling typologies

Reinforcing existing networks

Strengthening community resilience

Strengthening community structure

Security of tenure

Equality of spatial opportunities

Provide quality and comfort for dignified living

Provide an appropriate urban-rural balance

Allow for the ability to be an independent household

Provide the ability to expand and adapt to changing needs

Respond to cultural diversity through a multiplicity of dwelling typologies
Immediate and long term affordability
The community group was concerned with the neighbourhood scale, focusing on community dynamics in relation to community spaces and infrastructure. The group explored the current condition of these features as well as the needs and aspirations that the residents attached to each of them. Subsequently, and drawing from this analysis, the group assessed the limitations and opportunities of the existing situation to inform the future development plans for the site. It was important for the group to gain a clear understanding of how socio-spatial processes are shaped by everyday life activities and vice-versa.

In accordance with the workshop methodology, the group’s exploration into community was split into three phases. The first was the diagnosis phase, where realities were deconstructed to understand current conditions and perceptions regarding community and infrastructure and understand the impact this has on residents’ lives. Specific issues identified at this stage were then unpacked further with the groups involved. The second phase (dreaming) took the opportunity to explore new imaginaries for the neighbourhood through identifying aspirations of residents. The third phase (developing) was to consolidate findings from the diagnosis and develop new imaginary steps using an interactive map of the community and set of tools to help residents articulate their thoughts on how Los Pinos should be.
1 / Images from my neighbourhood

DESCRIPTION /
This is a mapping exercise where participants take pictures of their most and least favourite spaces in the community, discussing the characteristics of the space. The intention is to map the most relevant community spaces for participants with both positive and negative characteristics and identify potential stakeholder differences related to gender, age and culture. The exercise is divided into two parts, the first where participants take photographs and discussions are facilitated regarding what they like or dislike about an area or feature. This was done with small groups of 3-4 people. The second part of the exercise works with individuals and tries to define the qualities of the chosen areas, where pictures are printed and participants are asked to label each with a description, e.g. clean, beautiful, dangerous, ugly, etc. Participants also had the opportunity to label pictures with their own descriptions. This provides more qualitative information regarding community spaces and is a further platform for discussion and debate. On a map of the neighbourhood, the information is then mapped to provide an overall view and further analysis describing experiences and emotions residents of Los Pinos have in various places within their community. Initially many participants were shy to take photographs but conversations had about the chosen area proved very informative. However, conversations from the second part of the exercise were the most useful and were used as a way to discuss wider issues.

FINDINGS /
As mentioned, in the second part of the exercise, answers given weren’t exclusively about the content of the pictures shown and many participants took the opportunity to talk about other wishes or doubts they had concerning a variety of subjects. The most frequently mentioned issues included:
1. **Animals and the positive and negative aspects of keeping them** within the community and the impact they have, especially on health. Conversations were also had regarding crops versus animals as a means of urban agriculture.
2. **Cleanliness of public spaces**, the problems caused by lack of maintenance of open spaces, the impact this has on the community and how they can be improved.
3. Family farmland, and social structures of **how residents work together**.
4. The need for improvement of streets within the community.
5. The need to **improve the creek** and its cleanliness.
From the top: images and map of the neighbourhood; residents undertaking the exercise.
This exercise aimed to identify and understand further community structures in Los Pinos through the example of plot management. The scope of the exercise was to identify and compare different agricultural areas and how they are managed. The exercise also aimed to observe and discuss with participants, the relationship community members have with the plots they farmed. It also hoped to understand further the complex situation of Los Pinos, where the majority of community members did not live on site.

A large map of the neighbourhood was taken to site and discussions were had based on this map. Facilitators approached participants working their land and discussed with them how they managed their plots and how this was different or similar to other plots in Los Pinos. Using pins and thread, land management models were plotted to identify the type of model, the location of the plot and the place were landowners currently lived. Further to mapping plot management models, advantages and disadvantages of each model were discussed with participants to get a deeper understanding of complex issues related to plot management social structures.

The results of this exercise are limited as not many members of the Los Pinos community were on site to work with. However, by speaking to a small number of people, some models were identified:

1. Group ownership and management (mostly with family members) living on site
2. Group ownership and management (mostly with family members) living off site
3. Individual ownership and management, living on site
4. Individual ownership and management, living on site

The majority of participants approached by facilitators shared a piece of land with a group of people, mostly family members. The general consensus about sharing land was that is was the root of much conflict, due to poor management and uneven workloads and responsibility. Also, the majority of participants spoken to did not currently live in Los Pinos.
Mapping community structures: results.
3 / Mapping social spaces

DESCRIPTION /
This was a public event held at strategic and very visible spots in the community on a day when a community assembly had been called. The format was open and engaging and had the ability to accommodate large numbers of people. The aim was to elicit more specific information from a wider sector of the community and to encourage discussion about the main issues regarding community space and how people envision these to be solved. It also aimed to explore the potential of the existing opportunities and any need for change in the neighbourhood. A 3D model of the neighbourhood was created in order to facilitate the visualisation of the topic. The model is used as a vehicle for discussion with community members and as a way to further unpack the issues affecting them regarding community spaces and social activities. Facilitators coordinated the use of the model and recorded the information gathered during the discussions with participants. Colour coded, flags were used to identify existing social spaces, but also to map out where community members would like to have future social spaces and what activities they would like to do there. In addition to this, people were asked which areas might be good for living and which better for cultivation.

FINDINGS /
The only two existing spaces for activities mentioned were the community centre and the football pitch. However, participant’s aspirations for the future included more sports facilities (volleyball court, basketball court etc), open green spaces and a community centre where multiple activities (lessons, social events etc) could take place. Participants were happy with the current location of the existing football pitch. However, they would prefer a future multi-use community centre to be located centrally within the community, rather than its current location, in order for all residents to have equal access.
Existing Activities
Proposed Activities
Good place to live
Good place to grow

- 16-20 people
- 11-15 people
- 6-10 people
- 1-5 people

From the top: residents performing the exercise; the model used and the results.
4 / Dreams for my neighbourhood

DESCRIPTION /

Again, this exercise was held as a public event at the same time as the social mapping exercise (Activity 3). For this exercise participants were encouraged to think about existing issues in their neighbourhood, how they could be solved and finally what their vision for the community was. The exercise consisted of interactive wall installations containing the photographs from the ‘images from my neighbourhood exercise’, where community members were asked to identify their most and least favourite spots in Los Pinos. A selection of nine pictures was shown to participants (residents and non-residents) and was located on a site map. Facilitators then asked participants to express what they would like to see happen in these places.

The next step of this exercise asked participants what their ‘wish’ was for their future neighbourhood. To do so, a box was set up, in which every one could put their wishes; a wall space was also provided if participants wanted to display their visions. The exercise is intentionally visionary and facilitators encouraged participants to think beyond existing constraints and dream as much as they wanted. At the end of day, the boxes and notes from the discussions were collected and the information was analysed and used to triangulate with information from previous stages.

FINDINGS /

43 people participated in this exercise of which only four actually lived in Los Pinos.

The first part of the exercise resulted in similar conversations shared during the previous ‘images from my neighbourhood’ exercise. Further discussions regarding the impact of farming animals on the community and improving the creek area and the streets helped triangulate information gathered previously.

In the second part of the exercise, a wide range of visions and wishes were shared. These included schools, nurseries, parks, health centres, community centres, community activities, improved relationships within the community, commercial areas and improved transport links. However, the dominant request for their future community was for the basic needs such as schools, parks, health centres, basic infrastructure and more sports fields. As with the dreaming exercises at the dwelling scale, participants struggled to ‘dream’ beyond the current physical constraints and prioritized basic services over other community facilities.
Dreams for my neighbourhood: activities and main results.
This survey was used to gain a deeper understanding of the strengths and weaknesses of the existing community life in Los Pinos. Questions were focused in order to achieve a deeper analysis of the existing physical conditions within and outside the community, to help gather new information, but also triangulate previous findings. The survey consisted of a series of statements about community life and infrastructure. The participants read every statement and indicated if it happens always, sometimes or never. The questionnaire was given to participants and facilitators were at hand to help if required. 44 people completed the survey, of which 12 actually lived in Los Pinos.

**FINDINGS**

**Basic infrastructure:** the residents of Los Pinos feel the necessity to improve the provision of basic services.

**Safety:** there are different perceptions between the inhabitants of Los Pinos as to how safe they feel there.

**Nature:** all members of the community like to take care of their natural environment

**Waste:** residents as well as non-residents of Los Pinos agree that there is too much littering in the community

**Flooding:** participants indicated that there are certain areas of the community, which are prone to flooding.
Habitantes de Los Pinos

Socios no residentes

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My community survey: activities and resulting principles
DESCRIPTION /  
With additional information about where residents could and couldn’t build in Los Pinos (in relation to topography), the community group carried out an exercise asking members of Los Pinos to plan their community using a kit of parts. A scaled site map, indicating areas where construction was not possible, was used as the base on which to ‘create Los Pinos’. A kit of parts was then used to create potential future community layouts. Components in this kit contained 312 plots of 200 sqm, community facilities (football pitch, community centre etc), green space equivalent to 15% of the site (as per regulations) and roads for pedestrian and vehicular access. Other elements were included in order to generate discussions regarding other community facilities, e.g. waste disposal/collection, recycling, orchards, community activities, etc.

The exercise was carried out at a community event with groups of 15-20 participants. Facilitators explained the exercise to participants and introduced the kit of parts. Participants then began to locate these parts where they felt appropriate and facilitators created group discussions around these choices. The advantages and disadvantages of choices were debated and questioned throughout the dialogue until consensus was achieved. Eventually, after much debate, a model of an ‘ideal’ neighbourhood, bringing the dwelling and community scale together, was created.

FINDINGS /  
The exercise was carried out 3 times with 3 different groups. Each group started with the road layout first to establish the infrastructure, then continued to layout housing plots where possible, followed by green spaces and community facilities. Some findings and comments from participants were:
Roads
Roads should continue from San Jose. A main road should run through the site where housing cannot be built.

Plots/Dwelling
Not all 312 plots fitted. Houses should be built on the best land.

Community Facilities
The community centre should be located by the creek. No football pitch was provided.

Green Space
Green space should be provided where houses cannot be built.
Roads should continue from San Jose. There was a preference for 6m wide roads. Create a break in streets in order to have less roads. Pedestrian access should be provided between houses. Every house should have vehicular access. There should be a main street running the length of the site.

Plots/Dwelling
Not all 312 plots fitted (9 plots did not fit). Houses should face the roads. Plots should provide for independent urban agriculture, i.e. each household should have its own arable plot with their dwelling.

Community Facilities
3 infant parks were proposed. A football pitch was provided. A multi functional community house, to be centrally located with garden space and seating, was proposed.

Green Space
A linear park was proposed where housing cannot be built. A park around the creek area was also proposed.

Commercial Activities
Should be located along main streets. Some shops should be located close to the football pitch. A market outside the community house was also proposed.

Infrastructure
Facilities for recycling were required. Waste collection would be located in one corner of the site. Rainwater collection for each house for agricultural use was proposed.
**Roads**
There was a preference for 6m wide roads. Create a break in streets in order to have less roads. Provide pedestrian access between houses. Facilities for cycling should be provided.

**Plots/Dwelling**
All 312 plots fitted.

**Community Facilities**
A football pitch is very important (placed first), to be central for all residents to use. Benches should be provided on pedestrian streets.

**Green Space**
A linear park where houses cannot be built was proposed. Children’s park should be within the linear park. There should be many trees within the linear park.

**Commercial Activities**
If space allows a market should be provided near the community house. Shops should be on the main streets.

**Infrastructure**
Provide recycling facilities where bins will be located.
## Community Principles

<table>
<thead>
<tr>
<th>Equality of spatial opportunities</th>
<th>Strengthening community structure</th>
<th>Strengthening community resilience</th>
<th>Reinforcing existing networks</th>
<th>Security of tenure</th>
</tr>
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<tbody>
<tr>
<td>Provide quality and comfort for dignified living</td>
<td>Provide an appropriate urban-rural balance</td>
<td>Allow for the ability to be an independent household</td>
<td>Provide the ability to expand and adapt to changing needs</td>
<td>Respond to cultural diversity through a multiplicity of dwelling typologies</td>
</tr>
<tr>
<td>Provide an appropriate urban-rural balance</td>
<td>Accessible neighbourhood design</td>
<td>Sustainable infrastructure and neighbourhood layout</td>
<td>Equality of access to community resources</td>
<td>Using existing resources to full potential</td>
</tr>
</tbody>
</table>
Ability to maintain desired proximity to family and social networks

Appropriate responsiveness to site conditions (topography, flooding)

Creating economic opportunities from communal spaces

Ability to maintain desired proximity to family and social networks

Appropriate responsiveness to site conditions (topography, flooding)

Immediate and long term affordability

Quality of space and services

Integrated development

Adaptability of process and product

Security of provision of services

Intergenerational fairness

Integrated development

Adaptability of process and product

Security of provision of services

Intergenerational fairness
The City group was concerned with the urban and regional scale, with a focus on the existing and potential connections between the specific needs and aspirations of Los Pinos residents, and the wider urban dynamics that provide context to the neighbourhood’s upgrading. This focus has two interrelated aims: (1) to uncover and critically examine the implications of citywide processes for the neighbourhood, and particularly their impacts on the lives of residents, (2) to define localised design principles that can adapt to/ challenge/ leverage on citywide dynamics, as a way to respond to residents’ concrete needs and aspirations with regards to the city.

In accordance with the workshop methodology, the group’s exploration into the city was structured into three stages. The diagnosis stage aimed to identify those urban connections that were perceived as most relevant by residents, and/or had a wider impact on their lives. The dreaming stage explored the possibility to new imaginaries for the context of Los Pinos, working more specifically on the identification of potentials and opportunities for change across different scale levels. At this stage, the group articulated key city principles that could inform the development of the neighbourhood plan. The third stage (developing) focussed more closely on strategising possible ways forward, involving the overall refinement of the key city principles, and the elaboration of concrete design options on relevant spaces within the neighbourhood.
presiones urbanas
1 / Mapping urban flows and relations

DESCRIPTION / During the first day of fieldwork the group conducted semi-structured interviews and a focus group/mapping session to start exploring the connections between Los Pinos and the wider urban and regional context. The focus of attention was set on the impacts of large-scale urban processes and relations on the everyday life of residents. Both types of activities facilitated an initial discussion with regards to the definition of the neighbourhood’s boundaries; the relations between the residents of Los Pinos and neighbouring areas and communities; social networks and flows that link residents to the Quito-Mejía urban region and to specific services/resources with it. The intention was to build an initial picture of key issues affecting Los Pinos residents in relation to their city, of the values that residents attach to the context within which the community is (going to be) embedded, and the key connections that had potential for further investigation and development.

FINDINGS / Both exercises were undertaken with present residents of the neighbourhood. Activities indicated that their life trajectories are deeply interrelated to wider urbanization trends in Quito, and apparently affected by an on-going process of spatial marginalisation of low-income dwellers toward the city’s southern valleys.

Among interviewees, intra-metropolitan rather than rural-to-urban migration was the dominant result: prior to moving into Los Pinos, the majority of interviewees were based in the inner city of Quito. The majority of the households approached were low-income, long-term urban dwellers, who could not sustain the costs of housing within the city and were forced to move to informal settlements on the fringe. Interviewees declared that they are moving to Los Pinos in search of: improved overall ‘life stability’ and security of tenure; decreased living costs and the possibility to invest their income in different ways other than rental payments (ranging US$40-120 per household); and healthier living conditions.

Although the neighborhood is part of the Cutuglagua sector, which lies in Cantón Mejía, the residents still relate to Quito for most of their social and livelihood activities, often resulting in daily commutes averaging up to five hours.

Participants in the focus group, particularly women, lamented the lack of access to good levels of infrastructure and services in the area (principally education and health facilities), and the overall decrease in the quality of urban services when compared to the ones they could access in Quito. Several
participants also highlighted a difficulty in maintaining their existing social networks in Quito; coupled with the lack of daily relations with prospective Los Pinos residents and the surrounding communities in Cantón Mejía (other than football and volleyball leagues joined by a minority), at present this results in a general sense of isolation from the city.

At the same time many emphasised not only their increased tenure security, and the economic advantages attached to it, but also the environmental possibilities afforded by the location of Los Pinos in an urbanising or semi-agricultural area. Above all they emphasised the benefits of living within conditions of better environmental quality (clean air and water), the importance of growing their own food and feeding their children and families in healthier ways, and the related possibility to create new support networks in the area (with particular reference to ongoing collaborations with the local agriculture school).

On the right, from the top: residents discussing with the facilitators their relationship with the city. Initial observations of the urban trends in Quito in relation to the larger urban region. The stream marks the boundary between Los Pinos and Cantón Quito.
2 / Surveying housing trajectories

DESCRIPTION /
As a means to further investigate the existing and potential relations between Los Pinos and its wider urban/regional context, a survey and a further mapping exercise were carried out among prospective residents on the occasion of the weekly assembly of the Development Committee. As for the survey, the primary set of questions investigated residents’ place of origin, current living location, tenure status and dimension of household. Further questions explored their connections to organized groups in Los Pinos and the surrounding areas (aside from the Development Committee) and the nature of these (women’s groups, childcare, etc.). Among others, the survey allowed the group to test one of the initial hypotheses which had emerged through both the initial interviews and focus group with present residents (Activity 1) and the analysis of urban pressures (Activity 3), that a large part of the development of Los Pinos can not be attributed to rural-urban migration, but rather to a process of intra-urban migration. This investigation was supported by a collective mapping exercise, aimed at debating residents’ migration patterns as well as everyday movements through the city.

FINDINGS /
Ninety-six prospective residents of Los Pinos undertook the survey. Of these, a vast majority (sixty-three) presently live in Southern Quito. Summed to those living in the Central or Northern areas of the city, the overall percentage of prospective residents who presently live in inner Quito is close to 80%. As emerged through the mapping exercise carried in parallel to the survey, they are mainly second-step migrants, who originally moved to Quito from other areas of the country and are now being pushed towards the urban fringe by the lack of low cost secure housing solutions in inner city areas.

Nearly all survey participants currently live in flats and in precarious conditions: with very few exceptions, most of them declared that they are either renting their accommodation on the private market or informally sub-renting from a contract-holding tenant, or they are ‘borrowing’ it from friends, family or acquaintances. Household sizes vary from two to ten persons, whereas the majority consists of families of four-five individuals. None of the households approached are presently linked to any organized group or social network in the area of Los Pinos, apart from the Development Committee. However, many specified agriculture as one of the primary focuses of their existing and possible relations to other residents of both Los Pinos and the wider area of San Jose.
1. With how many people did you live before?

2. Where did you live before?
   - QUITO NORTH
   - CENTRAL QUITO
   - QUITO SOUTH
   - MEJIA
   - OTHER PLACE

3. What was your housing tenure before?
   - OWNED
   - SUBRENTED
   - BORROWED
   - RENTED

4. What are your usual destinations?

...0 responses
3 / Urban pressures analysis

DESCRIPTION /
Parallel to the activities carried out with residents, during the first week of the workshop the group explored and mapped the main urban dynamics and development trends shaping the growth of Quito and the wider regional context. The focus was on those issues that could potentially affect the lives of Los Pinos residents, and those that could influence decisions regarding the neighbourhood’s future. The selection of these key issues stemmed from the fieldwork, and was developed through the analysis of planning documents procured from the Municipality of Quito and (to a lesser extent) the Municipality of Mejía. Additionally, an exploratory study was conducted on the environmental policies undertaken by the Pichincha Province, particularly regarding landscape and environment policies, including water, watersheds and biodiversity. Further information was extracted from journal articles and newspapers, as well as collected through live meetings and interviews by/in connection with the Policy & Planning group. Among the main documents consulted by the City groups were: Plan Nacional del Buen Vivir; Plan Metropolitano de Desarrollo del Distrito Municipal de Quito (PMDDMQ); Plan Metropolitano de Ordenamiento Territorial de Quito (PMOT); Régimen Administrativo del Suelo en el Distrito Municipal de Quito; Plan de Uso y Ocupación del Suelo (PUOS); Plan Maestro de Movilidad 2009-2025; Plan de Desarrollo y Ordenamiento Territorial de Mejía.

FINDINGS /
The group’s findings on relevant urban dynamics were organized into three main categories: environmental pressures; socio-economic pressures; programs and projects under way.

Environmental pressures refer primarily to the on-going instability of the slopes and the pollution of the watersheds across the Quito valley. Because of the mountainous geography, these are increasingly affecting development along the urban edges that reach up the slopes (erosion and landslides due to rain runoffs), as well as those parts of the city in the valleys, like Los Pinos (diffused soil and water pollution and flooding).

Socio-economic pressures include the ongoing migration flows from inner Quito to the valleys South and East of the city, and the increased levels of urbanisation affecting these areas. This process is particularly relevant for two reasons. Firstly, the municipality of Mejía is not yet prepared to absorb the low-income population moving from inner Quito, in terms of services and infrastructure provision. Secondly, the peri-urban area between Quito and Mejía seems to be undergoing a process of densification, which in the longer term is likely to transform the surroundings of Los Pinos from a rural to a predominantly urban region at the centre of an urbanised continuum extending further South beyond Machachi.

Programs and projects under way considered a series of ongoing spatial development initiatives, including a set of environmental programmes promoted by the municipality of Quito and potentially extending to the whole
Pichincha Province and Pichincha ecosystem/watershed (Parque Pichincha, Plan Laderas, Red Verde). This category also included a set of urbanisation programmes that stem from the city of Quito and might potentially affect the context within which Los Pinos is located. Of greatest significance are the prospective relocation of 372 industrial sites from Quito to the northern and southern peripheries (Aloag, Tambillo, Machachi, and Turubamba), and the on-going changes in the transport framework, including the new underground system Metro de Quito, which fails to adequately serve peripheral communities.

The research also highlighted the increasing need for greater integration between spatial planning systems and decision-making processes across the Pichincha Province.

In the following pages is a visual summary of the major issues, as presented later to residents.

Representation of some of the urban dynamics that will affect the future of Los Pinos. From above: The existing instability in hillsides and the contamination of watersheds; the new transport system of Metro subway of Quito; the relocation of 372 industrial zones from Quito toward the peripheries.
Urban dynamics that will affect the future of Los Pinos: poster discussed with residents during the workshop.

**infrastructure hacia el sur**

El metro de Quito se convertirá en la principal red de transporte en la ciudad. La parada final Quito, al sur se encuentra a 12 km de Los Pinos.

**Actores**
Municipio de Quito; EPMMQ

**Oportunidades**
1. Incremento de conexiones con Quito
2. Facilidad de acceso a servicios sociales.
3. Implementación de educación y salud hacia las zonas de expansión urbana.

**Amenazas**
1. Incremento de la población hacia el sur de la ciudad.

**industria hacia el sur**

Desplazamiento de 372 industrias que se encuentran actualmente en Quito hacia Tunariamba al sur y en Mejía hacia Aleg, Tambillo y Machachi.

**Actores**
Municipio de Quito

**Oportunidades**
1. Posibilidad del incremento laboral en las zonas aledañas.
2. Mejoramiento de la infraestructura y servicios para los aledaños.

**Amenazas**
1. Perdida del carácter urbano-rural que se mantiene en Mejía.
2. Contaminación del medio ambiente: quebradas, ríos, aire.
3. Especulación de terrenos aledaños.
4. Aumento de la población en el área que rodea a Los Pinos.

**plan laderas**

El Plan Laderas se enfoca en el cuidado de las quebradas. Esto ayuda a mantener limpias las cuencas, reduce la erosión y las inundaciones.

**Actores**
Municipio de Quito; EPMAPS (Empresa Publica Metropolitana de Agua Potable y Saneamiento)

**Oportunidades**
1. La quebrada como parque que incorpore senderos de caminata y ciclo rutas con posibles conexiones al Sur de Quito.
2. Mantenimiento de la quebrada y regeneración del sistema hidrográfico.

**Amenazas**
1. Pérdida autonomía en la administración.
2. Uso limitado de las quebradas para actividades ambientales.

**red verde**

La Red Verde es un sistema integrado para la conservación de la naturaleza. Se enfoca en las conexiones de corredores verdes, circunvalaciones peatonales y la creación de una identidad urbana con respecto al nuevo metro de Quito y la red de quebradas.

**Actores**
Municipio de Quito: Secretaría de Territorio, Hábitat y Vivienda.

**Oportunidades**
1. Integración a una red mayor con barrios de la ciudad.
2. Potencial poder de negociación con el Municipio.
3. Relación directa con el "Buen Vivir" en términos de combinar naturaleza y ciudad que incorpore agricultura urbana.
4. Conexión con redes de barrios que se encuentran en condiciones similares.

**Amenazas**
1. Mayor presión por el aumento de actividades turísticas.
2. Pérdida autonomía en el planeamiento.
3. Uso limitado de las quebradas para actividades ambientales.

**Contaminación**

**Especulación**

**población**

**iteraciones del fluido del agua**

En el área de Quito, las tendencias del cambio climático han alterado los patrones de las caídas de agua, mientras tanto la urbanización sigue creciendo, deforestación y las prácticas de agricultura reducen la capacidad de los ríos y quebradas de mantener sus flujos estables. Estos procesos han aumentado la cantidad de inundaciones en la región, y particularmente en las área Sur-Este.

**quebradas contaminadas**

Desde 1970 los patrones de urbanización en Quito han aumentado drásticamente afectando la calidad del agua y los sistemas de agua en la región. Las aguas pluviales no tratadas más los desechos de las alcantarillas y basura han creado una gran cantidad de contaminación en las quebradas.
migración hacia el sur
Desplazamiento de la población de escasos recursos hacia el sur de Quito, lo que provoca una expansión urbana hacia Mejía.

Actores
Municipio de Quito, terratenientes, población de Quito

infraestructura hacia el sur

red verde
Red con Potencial Ecológico
conexión transversal

red con Potencial Ecológico
conexión transversal

red de revitalización
conexión longitudinal

red recreativa
conexión longitudinal

a.1. CORREDOR CON POTENCIAL ECONÓMICO
a.3.3.1. CORREDORES NACIONALES
Ríos (Quebradas)
Ríos
a.1.3. CORREDORES CÉNTRICOS
Amenazas
Parques Lineales
Vías
País
Unidades

a.2. ÁREAS DE TRANSICIÓN CON POTENCIAL ECOLÓGICO (espejo de paso)
conexión transversal

a.2. ÁREAS ECOLÓGICAS
conexión transversal

b.2. ÁREAS DE REVITALIZACIÓN
b.2.1. ÁREAS VERdes
Parques Lineales
Conorad Recreativo
Vías
b.2.2. ÁREAS DE EP
4 / Imagining the urban-rural balance

DESCRIPTION / Based on findings from previous interviews and on the acknowledgement of ongoing differences in perspective among different segments of the Los Pinos community, the activity aimed at investigating the aspirations of present and prospective residents with regards to the natural and agricultural landscape included in and surrounding Los Pinos. This exercise was carried out on the occasion of the weekly assembly of the Development Committee at the end of week 1. The aim was to examine in greater depth the urban/rural expectations and aspirations of residents towards living in the peri-urban interface, and to start clarifying whether this reflects an inclination towards rural or urban lifestyles. Different groups of residents were presented a panel displaying specific types of activities, including cattle breeding, farming, gardening, nature conservation, leisure etc. Participants were asked to mark which lifestyle activities they would find most relevant for the future development of Los Pinos (if any); whether these should be included in the community’s Management Plan as an individual or collective activity; and if they should be carried out at a plot or community scale. The activity facilitated individual and group conversations regarding the future of both the neighborhood and the surrounding areas in the Cutuglagua sector.

FINDINGS / Approximately 80 people participated in the exercise. A vast majority of participants suggested children’s playgrounds, trees and gardening as the most relevant types of landscape related spaces and activities that they envision for Los Pinos and the surrounding areas. The least preferred options included cattle grazing, followed by woodland/forest preservation (“preservar el bosque”) and large-scale agricultural production (“cultivos”). Importantly, with the exception of ‘children’s playgrounds’, all activities were marked as more likely to be managed at the individual rather than collective scale. During the debates, there was a general consensus around the importance of living in a context of low to medium housing density and natural prestige, with reference to Los Pinos but also to San Jose, Cutuglagua and the wider Cantón Mejía. There was also strong agreement that these environmental characteristics should be preserved in the future, to the benefit of younger generations. At the same time, debates mirrored on-going disagreements in the neighbourhood regarding the specific mixes of urban-rural lifestyles envisioned by different groups of residents. Most participants portrayed their ‘dream’ Los Pinos as an urban neighbourhood characterised by a large amount of green spaces for leisure, gardening and family agriculture. Yet a key topic of dispute concerned the presence of livestock, cattle, sheep, and particularly pigs, revealing a key cultural contrast within the neighborhood. The presence of the animals is perceived as a resource by some, and as a potential source of disease and aesthetic of rural poverty by others. As a consequence, residents who opposed the presence of livestock concluded that these particular activities should not be left to individual initiative, but rather regulated by the community as a whole.
El objeto de esta actividad es el de preguntar a diferentes personas como ven el barrio en el futuro, y sí individual o comunitario. Como se puede apreciar en por la comunidad para el futuro son parques infantiles, pero flores, huertos y otros tipos de producción de manera. 

- Vacas
- Cerdos
- Preservar el bosque
- Cesped
- Cultivos
- Gallinas
- Vender producción
- Árboles frutales
- Huerto
- Flores
- Parque infantil

Above: results of the exercise.
On the left: Residents talk about the characteristics of the region surrounding Los Pinos.
On the right: Sketch of the landscape in Los Pinos by Sonia Nicolson.
Among the key issues that emerged during interviews were the different values that residents attach to El Pugro creek, which jointly marks the boundary between Quito and Mejía, and the northern boundary of Los Pinos with the informal community of El Porvenir. In earlier interviews, this creek, part of the Pichincha watershed, had been variously described as a connection; a space which lent environmental quality to the community and a resource for water provision; a space to water livestock and a gathering/social space for women and children. This activity aimed to further explore the values that residents attach to El Pugro creek and the surrounding green space, as well as their aspirations for its role in the community’s development. At the same time it aimed to start engaging residents in group-based discussions about the creek as a key space potentially linking their community to the larger regional social, environmental and institutional context.

Residents were shown a poster with pictures of different sections of the creek and its banks, and were asked to express their ideas and aspirations, either by writing and/or by drawing, for what their dream creek would look like, and how they would change the area in order to improve community life. Participants’ written opinions were collected confidentially in an envelope, while in parallel drawings were added on the poster (primarily by children and teenagers) providing a basis for further discussion. The design of the activity was intentionally open in an effort to explore residents’ ideas rather than collecting opinions on suggested options.

Approximately 80 residents participated in the exercise. There was general consensus that the creek’s use and maintenance should be based upon principles of nature conservation. Residents coupled images of the creek with the concepts of ‘cleanliness’, ‘park’ and ‘walking’, as opposed to activities such as ‘children’s playground’ or ‘fishing’. They expressed the opinion that the creek should no longer be used to provide water for domestic and agricultural purposes. There was also widespread concern by residents about the on-going habit of using the creek as a place to accumulate waste, and many highlighted the need to reverse this practice so that the creek can become a community asset of centrality and environmental quality, to be actively taken care of by residents.

There was also much support for the idea of a green/open space along the creek to be conceived in the future as a shared inter-neighbourhood resource and a connection to the city for communities in the area. Connections were mentioned both along the creek (East-West) and across it (North-South). Several residents specifically mentioned the present lack of and need for bridge crossings toward the neighbouring area of El Porvenir, and Quito.
Below: images of the exercise
To the left, in the upper corner: Section of Los Pinos, sketch by Kristen Kornienko.
In the lower corner: visit to the quebrada.
DESCRIPTION /  
Based on research conducted by the ASF group, this exercise aimed at making residents aware of the ongoing city scale changes that might influence the area of Los Pinos in the medium and long term, while simultaneously exploring their individual positions on the subject. In order to do this, different groups of participants were shown a visual summarising the main findings from the group’s research. Here, relevant issues were structured again into the same categories: Environmental pressures, Socio-economic pressures, Programmes and Projects. Following an explanation and discussion of each, residents were asked how they relate to ongoing pressures (i.e. if they believe that these affect them directly, and if so to what extent), and if they imagine on-going projects and programmes to be a threat or an opportunity for the development of their community.

FINDINGS /  
As for Environmental and Socio-Economic Pressures, the focus of group considerations was the southward migration process occurring from Quito to Mejía. Participants discussed how they are part of a larger process of relocation stemming from both growing re-development pressures in inner city areas, and the lack of secure and low cost housing solutions in the inner city. There was a weaker interest in environmental changes taking place in the region; however, questions of water quality and the management of the system of creeks across the city, as well as in Los Pinos, sparked a heated discussion focusing on both personal health and wider environmental concerns, and the need to coordinate efforts with other communities living in the area.

With regards to Programmes and Projects, most participants recognised on-going environmental programmes as a resource that might potentially feed into the Management Plan of Los Pinos and link the community’s future development to wider urban/regional schemes (e.g. Red Verde) – including the possibility to finance and/or co-manage part of the community’s environmental resources and the potential to build platforms with other communities in similar conditions at the city scale (e.g. Eco Barrios), leading to prospective negotiating power with the municipality.

Foreseen infrastructure developments were also seen as an important opportunity, potentially increasing the area’s connectivity and reducing residents’ travel time to/from Quito. Dialogues on industrial development generated an uncertain result: whereas some residents highlighted the upcoming relocation of industrial settlements to Machachi as potentially creating local employment opportunities and improved social services, others stressed the possible increase in land prices and speculation, the further migration of low-income groups to the South of the city, and the potential increase in water/air pollution.
Above and to the right: residents discussing with the facilitators the projects being developed in the urban area of Los Pinos. The poster that is displayed on page 72-73 is used here as a tool for coordination of the debates.
7 / Connecting across boundaries

DESCRIPTION /

/ 7.1. ROAD

The activity 7.1. was the first part of a two-step exercise aiming to discuss design options for what had previously emerged as the key boundaries/connecting spaces of Los Pinos and its environs, and to engage residents’ desires as to the closed or permeable character of the community’s edge. In the first exercise, the focus of attention was set on the road marking the neighbourhood’s Southern edge, which provides connections to Quito to the North and to the Mejía/Machachi area to the South. The purpose was to investigate existing options with regards to the ‘dream role’ of the road across different scale levels: on a local level, it explored different possibilities of road profiling as a way to either connect/enclose the neighbourhood to/from the wider area of San Jose; on an intermediate scale, the exercise pointed to the possibility of sharing some key collective spaces situated along the road with neighboring communities; and on a macro level, the aim was to verify priorities in the transport connections between Los Pinos and other communities and municipalities (primarily Quito and Mejia) in the region.

/ 7.2. WATER STREAM

A second exercise was aimed at investigating residents’ opinions about the El Pugro creek. The aim was to solicit a debate about the possibility of conceiving a linear open space following the path of the creek, not only as a community space, but also as part of a wider ecological network of protected spaces, and a public connection corridor linking Los Pinos to the region.

FINDINGS /

/ 7.1. ROAD

The exercise facilitated a wider discussion on the permeability of Los Pinos and its links to the surroundings. Contrary to previous findings, participants were keen to re-think the relationships between the interior and exterior of the neighbourhood using small physical adjustments such as the introduction of smoother road profiles, as well as more strategic projects involving the opening and sharing of key community spaces along the neighbourhood’s Southern boundary (e.g. football pitch). At the same time there was wide agreement among participants that green spaces, play areas and other collective spaces could be managed in conjunction with other communities at intermediate and regional scales; particularly with the adjacent communities of San Jose, but also taking advantage of the creek as a linear park connecting into a larger urban region park system.

Residents also voiced support for the idea that some of the recreational spaces needed or used by Los Pinos residents could potentially be located outside the neighborhood’s boundaries. To facilitate this residents suggested that shared inter-community resources be planned within the neighbourhood as well as along its edges. Most importantly, the notion of inter-community resources sparked a discussion on the possibility of reinforcing existing relations with neighbouring community groups, such as the local Football League, as well as using these networks as a platform to advocate for the wider improvement of urban
infrastructure and services at the municipal and provincial levels.

/ 7.2. WATER STREAM

The debate highlighted the overlaps between the road (in the previous discussion) and the creek as vehicular and pedestrian scale assets for connectivity within the context of Los Pinos’ Management Plan and the environmental programmes Red Verde and Plan Laderas. Based on previous conversations, participants supported the idea that the creek should be part of a wider network of green corridors to be conceived as publicly accessible spaces and potential pedestrian and bicycle circulation routes. This was understood as a means to both preserve the creek’s environmental qualities, and increase negotiating power with, and institutional and financial support from, the Municipality and the Province. As for spatial arrangements, the issues that were mentioned the most are the present difficulty of access to the area, as well as the limited crossing points. As for management, residents prioritized environmental quality and increased accessibility over the possibility to continue managing the stream at the community level. Although the creek and its banks are strongly felt to be part of community life, there was wide agreement that they should be controlled and maintained at the municipal or inter-municipal level, even if this meant some loss of autonomy as to its uses (e.g. washing clothes, watering livestock).

Above: collective discussion about the neighbourhood’s boundaries; some of the outcomes from the exercise.
<table>
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<td><strong>Provide an appropriate urban-rural balance</strong></td>
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<td>Immediate and long term affordability</td>
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<td>Living in an urban-rural area</td>
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Integrated Principles

Promote inclusive social processes
- Adaptability of process and product
- Participation in environmental improvement and protection of natural resources

Design inclusive space to be built
- Equality of spatial opportunities
- Respond to cultural diversity through a multiplicity of dwelling typologies
- Accessible neighbourhood design
- Accommodating a plurality of urban-rural agendas

Build relationships with external actors
- Reinforcing existing networks
- Reinforcing existing knowledge networks
- Increasing inter-neighbourhood relations

Direction to permanence
- Security of tenure
- Stability over space and time

Strengthen the community organisation
- Strengthening community structure

Respond to generational changes
- Intergenerational fairness
- Provide the ability to expand and adapt to changing needs
- Ability to maintain desired proximity to family and social networks
- Inter-generational solidarity
Economic security
Integrated development
Security of provision of services
Immediate and long term affordability
Creating economic opportunities from communal spaces
Increasing local income opportunities

Dignified access to public services
Quality of space and services
Equality of access to the city to pursue livelihoods and wellbeing

Balance between rural and urban
Provide an appropriate urban-rural balance
Provide an appropriate urban-rural balance
Living in an urban-rural area

Live according to our possibilities
Stengthening community resilience
Using existing resources to full potential

Basic qualities for decent housing
Allow for the ability to be an independent household
Provide quality and comfort for dignified living
Appropriate responsiveness to site conditions (topography, flooding)
Ability to maintain desired proximity to family and social networks

Responsible management of natural resources
Sustainable infrastructure and neighbourhood layout
Equality of access to community resources
Inhabiting a healthy living environment
The Change by Design workshop reveals the importance of recognising the practices of social mobilisation in Los Pinos as an opportunity to set new precedents in the actualisation of the goals of Buen Vivir, as defined by existing policy frameworks in Ecuador. This report demonstrates that there are existing capacities and interests from the local community in Los Pinos and their support agents (i.e. the university and NGOs) to design and implement a neighbourhood upgrading programme through participatory strategies. As outlined in the Política Metropolitana de Hábitat y Vivienda (PMHV) of Quito, community self-management is an existing framework to deliver projects that are responsive to local needs and aspirations, while also strengthening collectives’ ability to influence public housing policies. In the case of Los Pinos, the workshop identified a series of existing potentials that could support the CDCLP to implement such model of neighbourhood planning and upgrading.

The on-going institutional linkages with the Universidad Politécnica Salesiana and CONBADE are just some of the crucial relationships that would allow Los Pinos to implement a successful participatory initiative – while simultaneously demonstrating to a wider network the potentials of social mobilisation in the acquisition of rights in the city. Meanwhile, there are a series of ‘urban project’ entry points that could be leveraged on to pursue such process, some of them including potential partnerships with the municipality of Quito, such as the management of the Pichincha watershed and particularly the Plan Laderas initiative. Trying to bring about a partnership between the Cantones of Quito and Mejía through a potentially punctual initiative such as this one could be a first step to address wider problems related to the lack of planning coordination and collaboration between the two municipalities. At the community scale, the participatory design activities undertaken with residents of Los Pinos have successfully demonstrated the residents’ capacity to generate design options that are multiple and responsive to a variety of local needs. Residents were also able to critically engage with the viability of different design solutions, therefore constantly making trade-offs that were negotiated sensitively. In terms of dwelling, the tools for engaging local residents in the imagination of their home environments were quickly appropriated, revealing a variety of concrete and constructive physical manifestations of residents’ needs and aspirations.

Conclusions

To the right, meeting of the Committee on Community Development, Los Pinos.
This report also acknowledges a series of challenges conditioning the process of participatory neighbourhood upgrading: continued clientelistic approaches to the relations between state and neighbourhoods, reducing the potential for more democratic forms of urban governance; growing urban pressures being generated by spatial transformations in Quito (e.g. the rising costs of living in well-serviced areas resulting in the peripherisation of the urban poor), as well as environmental threats increasing in severity, arguably due to the long-standing disregard of fragile landscape ecologies; and internal conflicts within the community caused by the diversity of its residents and by difficulties in reconciling different histories with a shared vision of the future.

Nevertheless, the workshop also revealed the various ‘design principles’ that residents’ articulated in relation to both the process and outcomes of neighbourhood upgrading. Such principles went beyond the imagination of a new neighbourhood, and explored how residents and perspective residents of Los Pinos want to live in the city. Discussions about the future of the area included wider visions concerning citywide service and infrastructure provision, as well as principles of environmentally responsive urban growth and transformation. As a result, localised neighbourhood planning became a powerful means to discuss about social justice and environmental sustainability in the wider urban context.

Consequently, this report and the workshop’s findings highlight the importance for municipalities to be able to make a clear distinction between land occupations that are an expression of illegal forms of speculation and land trafficking, from those that are a result of social struggles claiming for more just processes of urbanisation, as it is the case for Los Pinos. Furthermore, this report hopes to demonstrate that existing legislation in Ecuador calls for participatory models of housing delivery, and not for partnership between the state and large-scale developers that prioritise profits over responding to local needs and aspirations, often leading to further marginalisation of the urban poor. Los Pinos offers the opportunity to put into practice through participatory neighbourhood upgrading the hopes of a more equitable and sustainable urban future.
KEY RECOMMENDATIONS

1. Generate mechanisms and instruments that can harmonise constitutional principles with the local management of the territory, and that are guided by democratic processes in the social production of habitat.

2. Generate integrated social projects that accompany urbanisation processes. This in the sense of strengthening community and productive organisation, and the generation of agendas for the care and use of public space.

3. Generate strategies to allow civil society to advance in constructing a culture of transparency and fluid communication in the relationship between local government and neighborhood organisations.

4. Work on intercultural aspects that involve the consolidation of social ties and sense of community in Los Pinos.

London, January 2014
CHANGE BY DESIGN
New spatial imaginations for Los Pinos
WORKSHOP REPORT (2013)

authors
Alexandre Apsan Frediani
Beatrice De Carli
Isis Nuñez Ferrera
Naomi Shinkins

collaborators
Eleanor Bainbridge
Jhono Bennett
Elizabeth Blundell
Anna Cantini
Yonier Castañeda
Anna Devigili
Juan Diego Donoso
Matthew Ellins
Naomi Ferguson
Geoffrey Finnimore
Ana Gatão
Francesca Giangrande
Karen Elizabeth González Jiménez
Paul Goodship
Sofie Grieg
Gloria Gusmaroli
Elena Habre
Alison Hart
Carlos Hidalgo
Johanna Joecker
Kristen Kornienko
Joakim Lindmarker
Daniela Loor
Enrique Mora Alvarado
Sonia Nicolson
Lallu Nykopp
Anja Pirjevec
Paola Piscitelli
Carolina Proaño
Heather Rule
Julio Salamanca
Lucy Schofield
Ilkka Törmä
Vilde Vanberg
Héctor Villacrés

translation into Spanish
Marcela Torres Garcia

graphic design
Beatrice De Carli

With the support of Bryony Preston and Melissa Kinnear

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This report outlines the findings of a two-week participatory design workshop undertaken by Architecture Sans Frontières-UK (ASF-UK) in the municipalities of Quito and Mejía, Ecuador, from August 10 to 24, 2013. The workshop explored cross-scale design options for the future regularisation and upgrading of the neighbourhood of Los Pinos. Based on the exploration of residents’ spatial practices and imaginations, the workshop investigated ways in which present and prospective residents of Los Pinos can be meaningfully involved in an integrated design/development process as active agents of change, rather than beneficiaries of top-down visions and spatial solutions.

Framed within ASF-UK’s participatory design and planning methodology: Change by Design, the workshop carried out a series of activities to facilitate the participative articulation of residents’ layered needs and aspirations, with the aim to contribute to the elaboration of an open-ended, neighbourhood-wide development strategy. Such practices of participatory design aimed at contributing to the on-going debates about the democratisation of spatial production in the Quito region. As such, they have been planned as a means to support the operationalisation of the Buen Vivir agenda in an urban context, and in pursuit of the goals expressed at the Contrato Social por la Vivienda.