## Grantee How-To Guide

Introducing, Understanding & Applying the Design Excellence Framework





ABOUT THIS DOCUMENT

## How do we put Design Excellence to work?

In partnership with the Walton Family Foundation, Gehl has explored this question by engaging with Design Excellence grantees and evaluating eight Foundation-funded projects in Northwest Arkansas.

This document aspires to be a 'one-stop shop' for grantees as they work to understand the Framework and apply it in their projects. It includes three sections: an introduction to the Framework's value (Introducing); an overview of the Framework's content (Understanding); and an overview of the ways to apply the Framework throughout a project's lifecycle (Applying).

We thank you for your commitment to bringing design excellence to life in Northwest Arkansas.

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## Introducing

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Why do we need a framework for Design Excellence?

## **Understanding**

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What does the Design Excellence Framework cover?

## **Applying**

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What do I do with the Design Excellence Framework?

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## Introducing

Why do we need a framework for Design Excellence?

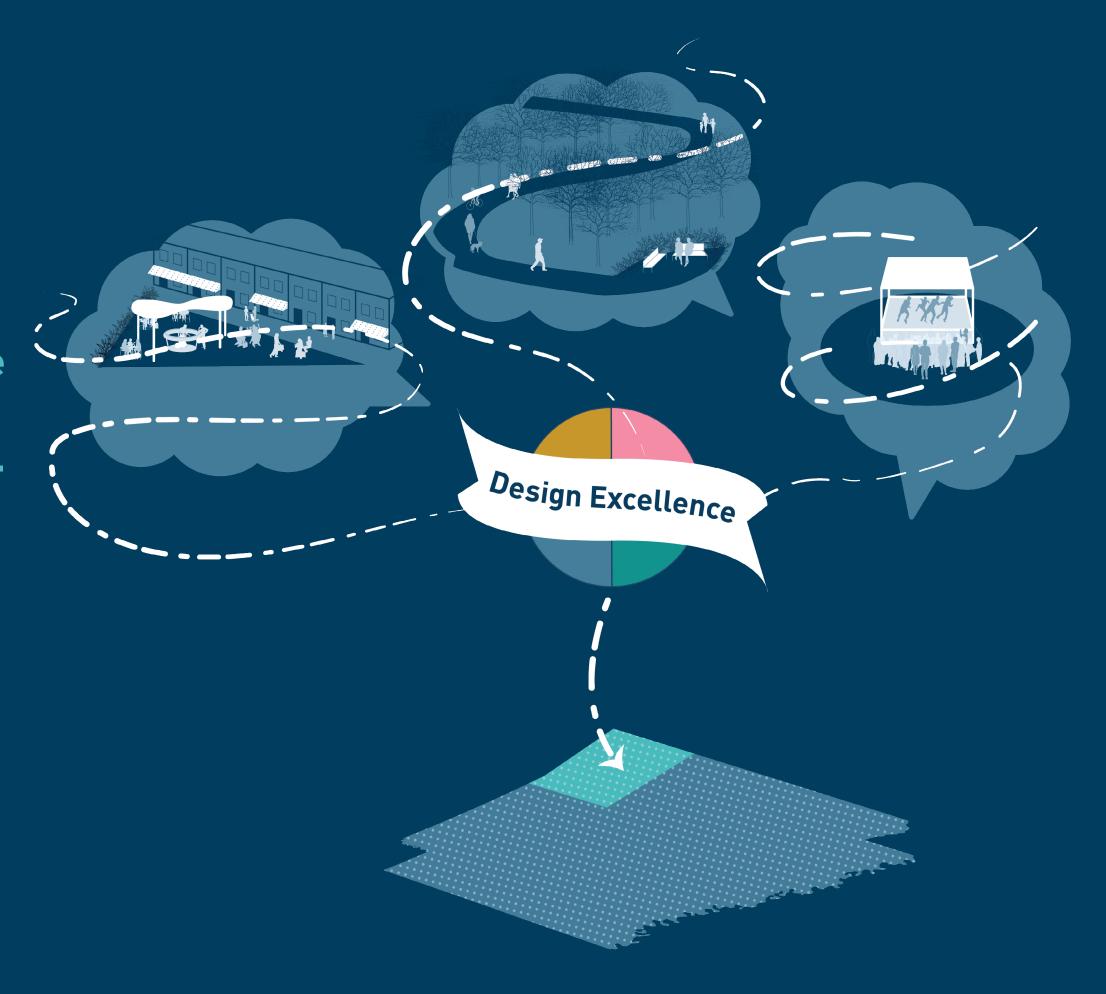
## We all have big dreams for our projects.

Maybe you dream of a serene park where someone can take a pause in nature. Or an arts and cultural hub that celebrates Northwest Arkansas' creators. Or maybe it's an everyday place downtown, brimming with a mix of activities, run-ins, and connections. But maybe you need more funding or tools to realize these dreams.



## The Design Excellence Framework helps make those dreams a reality in Northwest Arkansas.

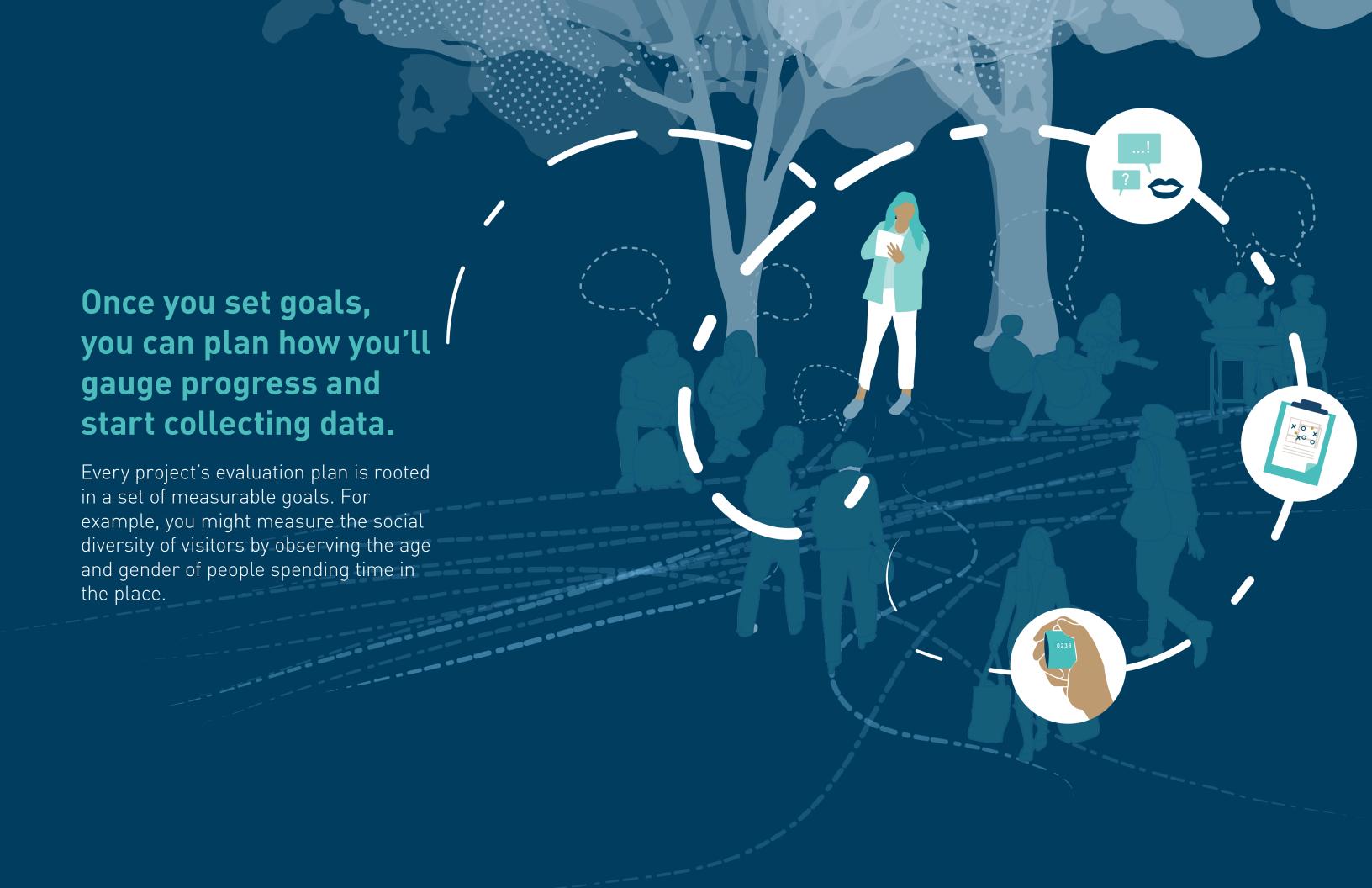
A grant provides the funds needed to bring a vision to life, but that's just the start of the program. The Framework offers a shared language for diverse ambitions, and a system of support and tools to make sure your project achieves those goals to the fullest.



## The Framework helps you hone in on measurable goals for your project.

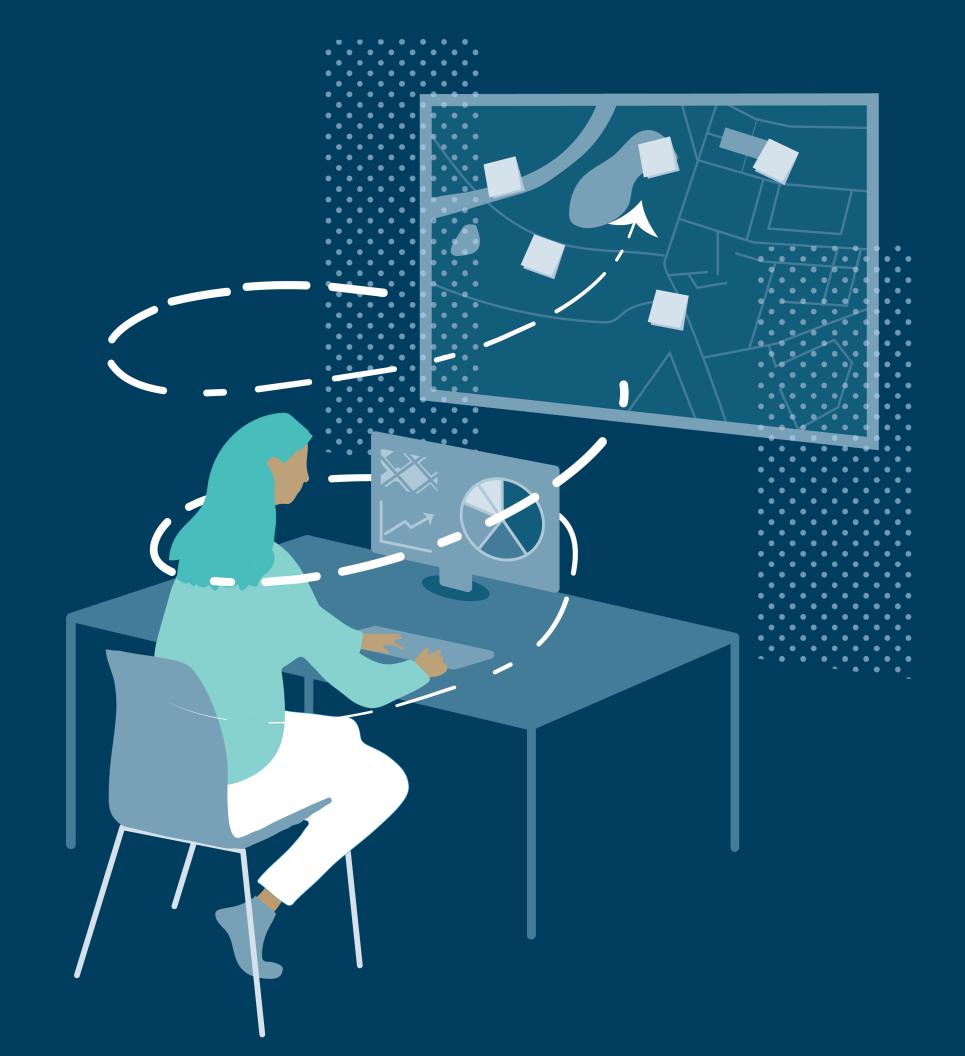
Anchored in principles that capture the ambition for Design Excellence in Northwest Arkansas, the Framework offers a starter set of goals that can be measured before and/or after construction as a marker of project success.





# Analyzing this data allows your team to reshape your goals, monitor progress, and update the design.

With baseline data in hand, your team can get a pulse on everything from what people think of a place to how they tend to spend time there. Insights from data collected before construction may surface new project goals or inform tweaks to an in-progress design.



This analysis can also shape a story of impact for the project — generating support from the region and beyond.

Once you've collected and analyzed data after construction, you can take stock of project impact. Communicating project impact won't just speak to the benefits of the Design Excellence Program; it may also give you the momentum needed to capture more funding or build relationships that will set up your project for long-term success.



## Understanding

What does the Design Excellence Framework cover?

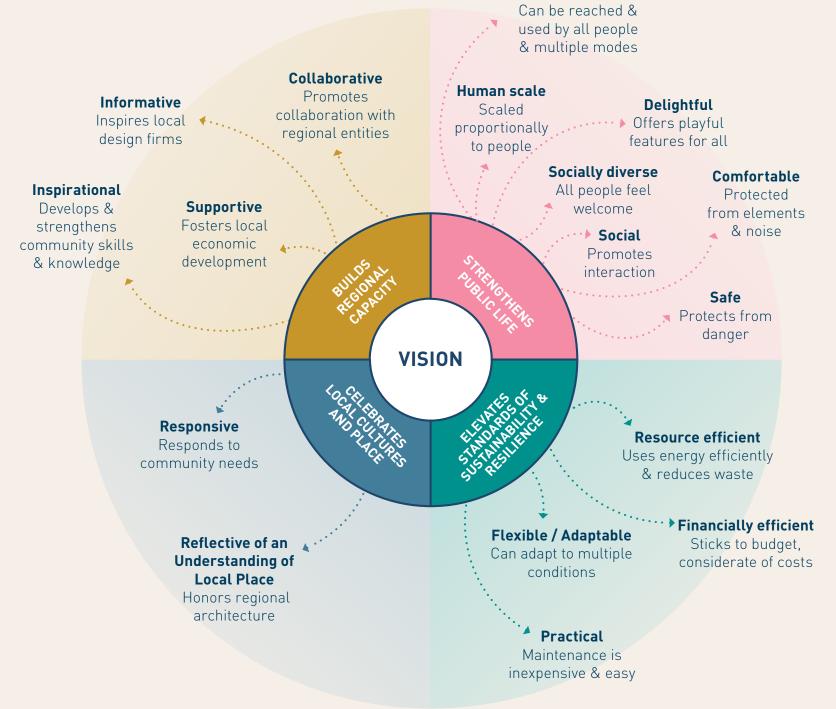
VISION

The Northwest Arkansas
Design Excellence Program
promotes the highest level
of design in the development
of future public buildings and
spaces in Arkansas' Benton
and Washington counties.

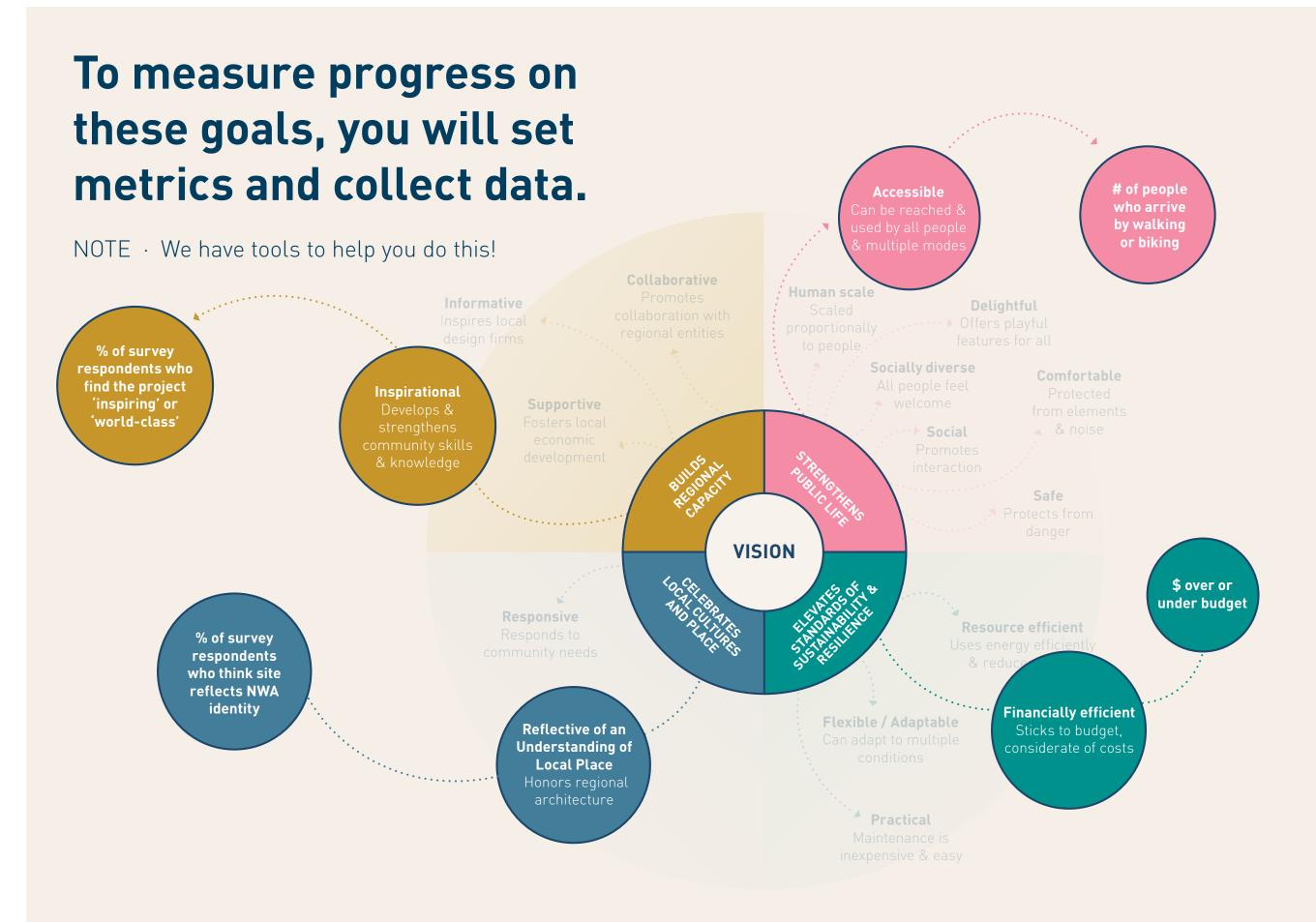
# Four principles are at the core of design excellence, shaping beautiful places that serve local communities.

BEAUTY + FUNCTION Raises the bar for local Creates opportunities for people to spend quality design, fosters economic development, and inspires • • time in public — moving the design community and or staying, alone or with others the public **BUILDS REGIONAL CAPACITY PUBLIC LIFE VISION CELEBRATES ELEVATES STANDARDS LOCAL CULTURES OF SUSTAINABILITY & RESILIENCE** AND PLACE Reflects and enhances Adheres to and elevates local history and identity, standards of sustainability and fosters stewardship • · · environmentally, financially, and among community operationally members

Projects can address each principle by setting goals in a range of areas.



Accessible



## Metrics can be collected using a variety of methods.

## Gauge **Perception**

- On-Site Intercept Survey
- Off-Site Intercept Survey
- Focus Group
- Civic Engagement
- Social Media

## Observe **Activity**

- People Moving
- People Staying

## Map **Conditions**

- > 12 Quality Criteria
- Place Inventory (including Seating, Facade, Sidewalk, Shading, and Lighting Studies)

## Collect Internal Data

- > Environmental Data
- Operational Data
- Financial Data

Every Design Excellence project must collect a 'Top 10' set of baseline metrics, so the Foundation can understand the program's collective impact.

## THE TOP 10 DESIGN EXCELLENCE METRICS

QUA % v the Off-

## QUALITY

% who feel positively about the place, and why (On- and Off-Site Intercept Survey) 6

### **ENVIRONMENT**

Use of eco-friendly features, e.g., energy efficiencies, trees (Internal Data)

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### **ACCESSIBILITY**

#, age, gender, and mode of people moving through or by the place (People Moving)



## FINANCE

Budget performance (Internal Data)



## **SOCIAL DIVERSITY**

Self-reported demographics of site visitors vs. area residents (On- and Off-Site Intercept Survey)



### OWNERSHIP

% who feel the project is 'their place,' and why (Onand Off-Site Intercept Survey)



### **SOCIAL DIVERSITY**

#, age, gender, and type of activity of people staying (People Staying)



### **AUTHENTICITY**

% who feel place reflects NWA identity, and why (Onand Off-Site Intercept Survey)



### INCLUSION

% who report feeling welcome, and why (On- and Off-Site Intercept Surveys)



### CITIZEN APPRECIATION FOR DESIGN

% who feel project has raised the standards for NWA design (On-Site Intercept Survey)



STRENGTHENS PUBLIC LIFE



ELEVATES STANDARDS
OF SUSTAINABILITY &
RESULENCE

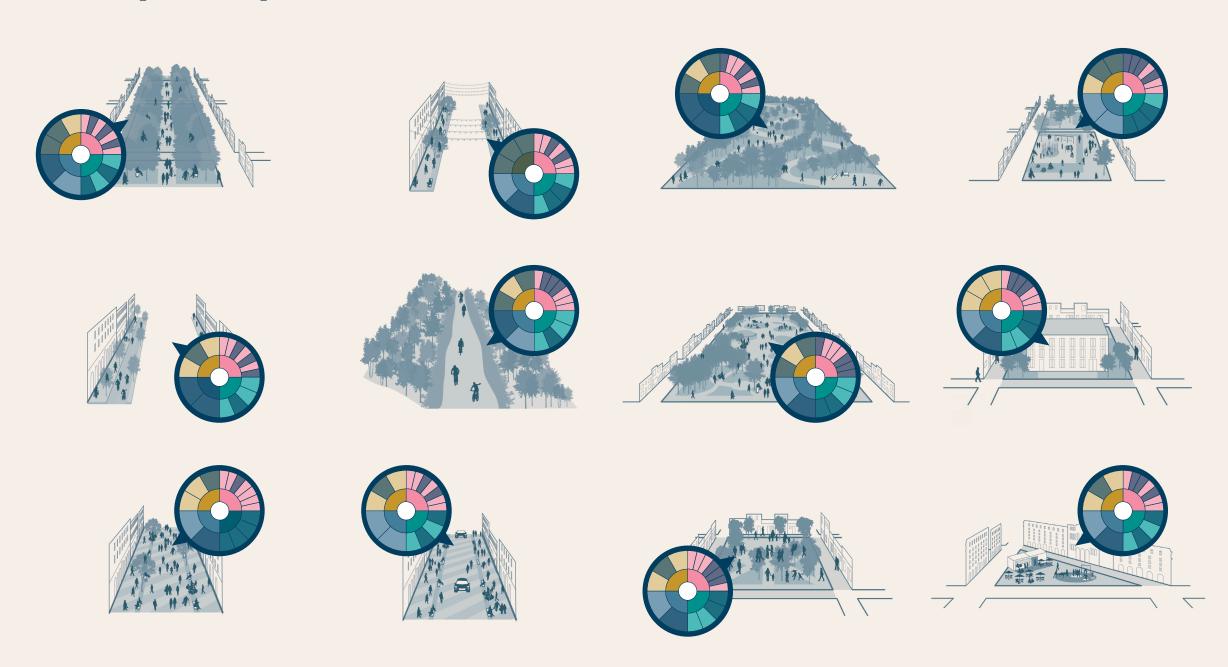




### NOTES

Metrics should be analyzed against respondent demographics to understand variations by race, income, education, age, and gender

# Beyond the 'Top 10' metrics, each project sets its own goals and metrics within the four Design Excellence principles.















## This is not a checklist!

The Framework aspires to foster creative and thoughtful expressions of design excellence, allowing for a diversity of outcomes across all projects.













## Applying

What do I do with the Design Excellence Framework?

## There are many ways that grantees and the Foundation can use the Framework.



## **Define Goals and Evaluation Plan**

Develop an evaluation plan for measuring project goals so you know where you're headed and can keep track of progress



## Measure & Extract Insights

Evaluate site performance based on your evaluation plan so you can identify opportunities and measure impact



## **Review Design Progress**

Explore how draft designs meet project goals — so designers can iterate based on core project aims



Beyond Grant Purview

## **Take Performance Check-Ups**

Test, evaluate, and refine project programming, operations, and design — so the project thrives past opening day, for years to come



## **Document & Tell a Story of Impact**

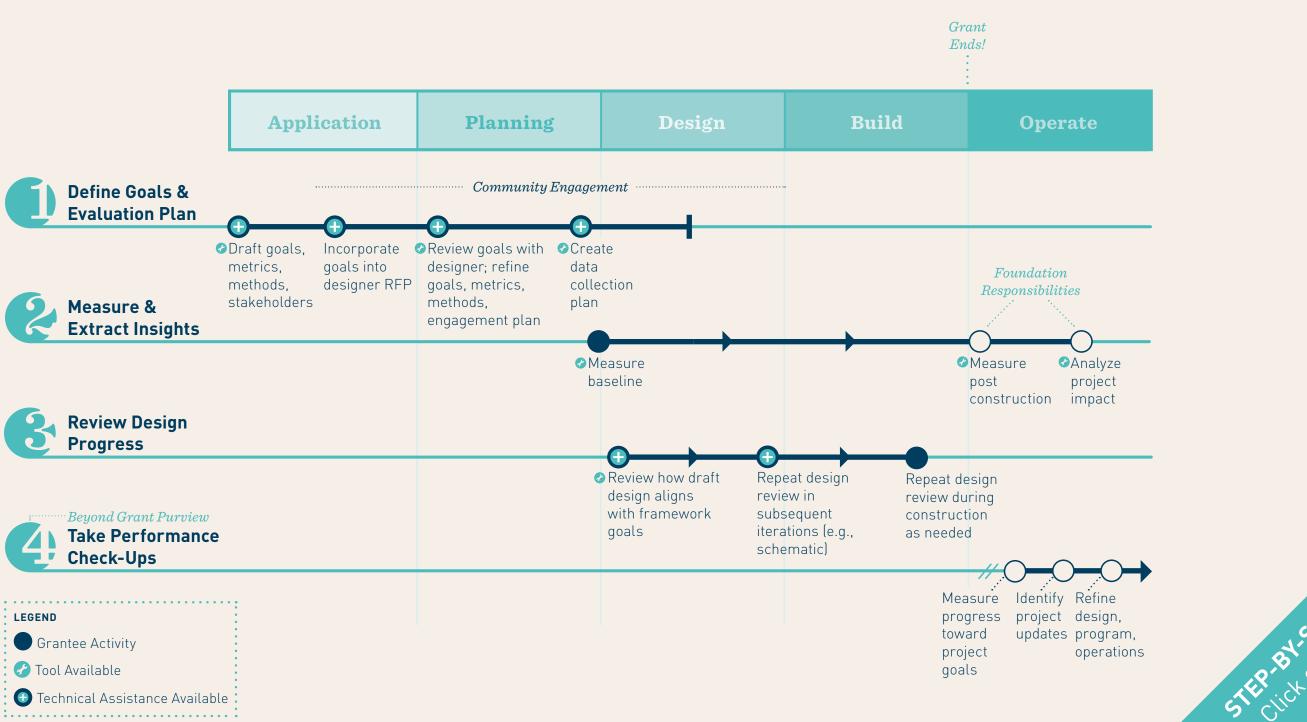
Leverage analysis of project assessments to communicate regional impact of the Design Excellence program



## **Guide Future Investments**

Take stock of lessons learned to inform future grants and other pushes for change in the region

## The four ways of applying the Framework cut across the project lifecycle.



STEP.BY. STEP GUIDE AHEAD!

STEP.BY. STEP GUIDE AND RESOURCES

## Define Goals & Evaluation Plan

Develop an evaluation plan for measuring project goals — so you know where you're headed and can keep track of progress

## **SETTING GOALS**

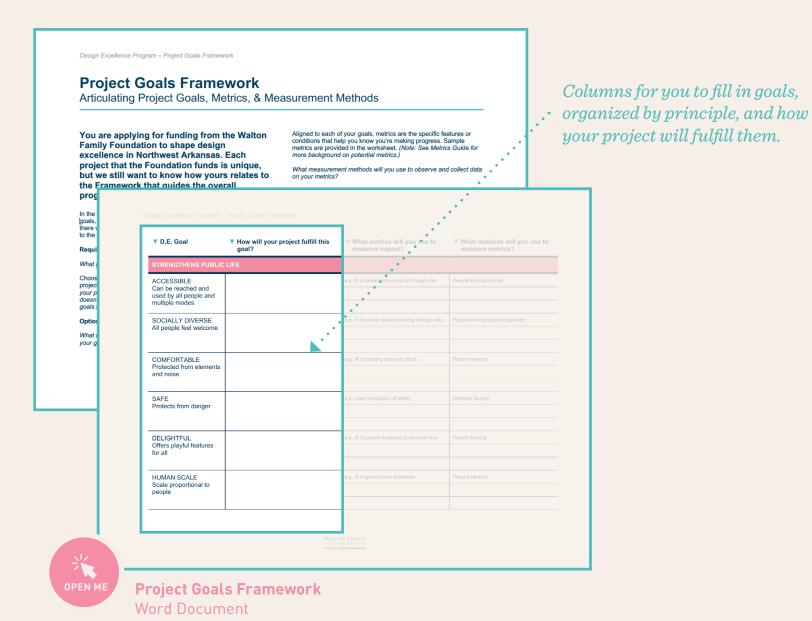
# The Project Goals Framework is the first tool to turn to when you begin your Design Excellence journey.



Use the Project Goals Framework to reflect on the goals you have for your project. Make sure to set goals for each Design Excellence principle — choosing from the illustrative goals included in the document, and/or adding your own. These goals should be the DNA of your project.



Incorporate the Project Goals Framework into designer selection (e.g., RFP). Ask candidates to articulate how their process will incorporate your goals. Once you've picked a designer, meet with them to review your Project Goals Framework.



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## **SETTING METRICS & METHODS**

Once you set your goals, you can update the Project Goals Framework with the metrics and methods you'll use to measure progress.

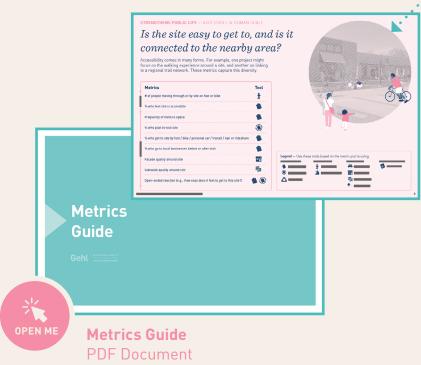


Pair each goal in your Project Goals
Framework with a way of measuring
it (metric) and a way of collecting data
about it (method). Unsure how to make
the leap from goal-setting to evaluation
planning? See the Metrics Guide for
a starter list of potential metrics by
principle, and the Methods Guide for a
closer look at potential methods.



Columns for you to fill in metrics and methods for each goal, organized by principle

Lists of priority metrics for common project goals



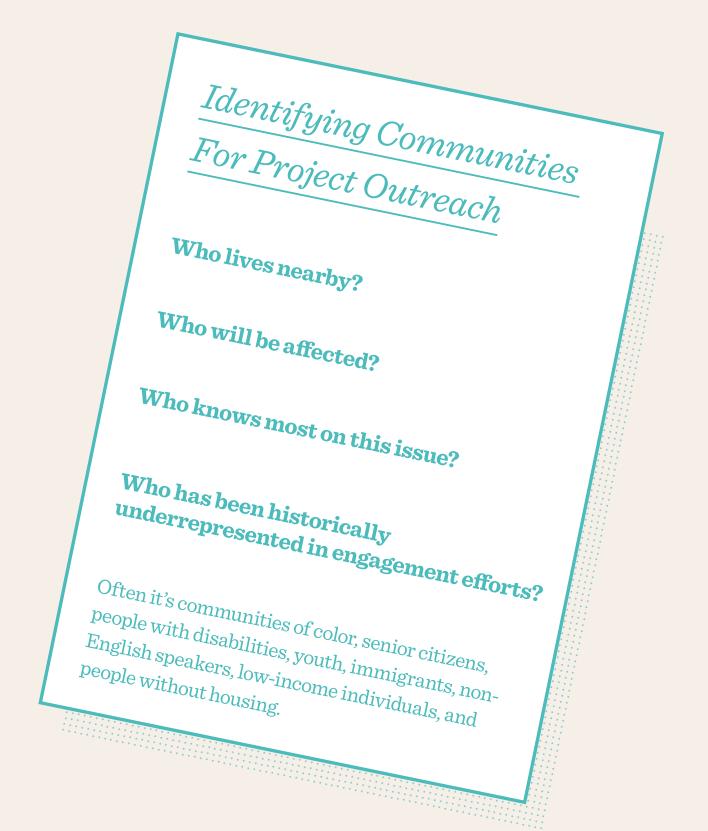


## **IDENTIFYING KEY USERS**

Understanding the needs of users is key to design excellence and should inform your goals. Identify who you need to engage early in the design process.



Think through who you will engage during the design process. Who will use your space (e.g., locals, visitors, age ranges, types of interests)? What are the underrepresented groups in your community who need to be at the table to articulate their needs (e.g., racial and ethnic minorities)?



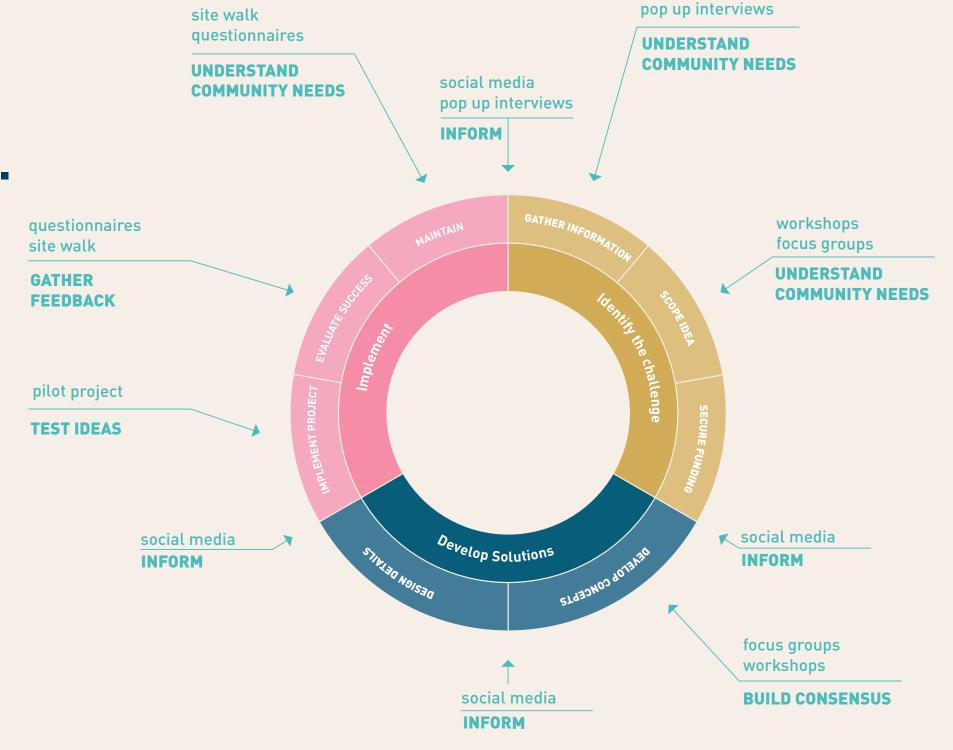
## **PLANNING ENGAGEMENT**

# Once you've identified key stakeholders, consider how you will engage them throughout the process.



## Begin to plan out when and how you will reach out to the community.

Engagement is crucial to success for a number of reasons. You might engage with the community to understand their needs; to gather feedback and test ideas; to build consensus; or to inform and get the word out about your project. Keep in mind that traditional forms of engagement often fail to reach the right people; when possible, try to meet people in places that are convenient to them, rather than asking them to make time and arrange to travel to you.



site walk

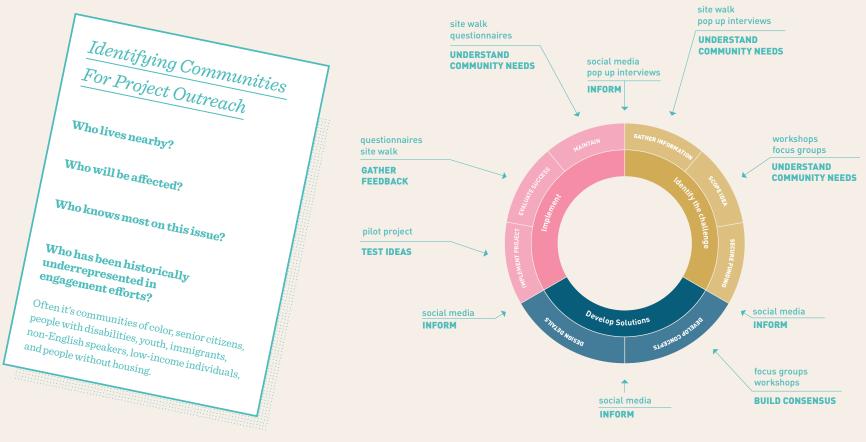
## **SELECTING YOUR DESIGNER**

When selecting your design team, consider how they will integrate your project goals and community engagement into the process.



Ask design team candidates to propose
(1) a process to ensure that design
decisions are steered by the Project
Goals Framework and (2) an approach to
stakeholder engagement. Once designers
are selected, meet with them to review
the Project Goals Framework in detail.
Make a plan together to ensure that the
project goals are the driving force when
comparing design alternatives and making
decisions.





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Applying · 27



## Measure & Extract Insights

Evaluate site performance based on your evaluation plan — so you can identify opportunities and measure impact

## PREPARING MATERIALS

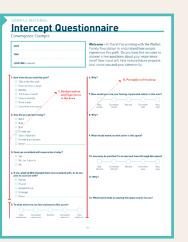
With your goals, metrics and methods decided, you can start preparing materials for data collection.

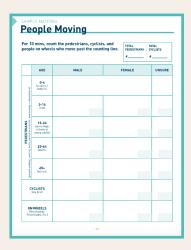


Use the templates and sample materials from the Methods Guide to prepare your survey materials. The Methods Guide includes tips for creating a data collection plan and defining a catchment area, as well as method overviews and sample materials for gauging perception, observing activity, mapping conditions, and collecting internal data.



Sample and illustrative materials for you to draw from when preparing to collect data









## **CREATING DATA COLLECTION PLAN**

## As you head into the field, keep in mind these tips.



Set your plan and schedule for data collection. Use the Data Collection Checklist, summarized at right and in more detail in the **Methods Guide**, as well as the illustrative Data Collection Plan in the Guide.



## **TIME**

- Pick survey days ('typical' days; no inclement weather)
- > Pick survey hours (2-3 peak times throughout the day)
- > Be consistent, especially in counts (so you can compare to data collected after construction!)



## **PEOPLE**

- > Consider if you need volunteers (leaders, students, etc.)
- Train them accordingly (collecting and inputting data)



## LOCATION

 Decide where you'll be stationed for each method (number of surveying areas, lines for moving counts)



## **MATERIALS**

 Bring the supplies you'll need in the field (e.g., clipboards, pens, survey forms, phone charger)





Checklist for

prep

data collection

Illustrative plan for data collection



## **EXTRACTING INSIGHTS**

## Once you've collected data, analyzing it can help you track key findings and trends.



Use the Insights Tracker to document what you're finding. For each metric, you can document the baseline and post measures, impact stories, key quotes from surveys that speak to your project goals, and takeaways.



## **TELLING DATA-DRIVEN STORIES**

# With your insights in hand, you can start to tell a compelling data-driven story about your project.



Consult the Data-Driven Storytelling Presentation. It includes tips and examples for how to tell stories that resonate with diverse audiences.



# Review Design Progress

Explore how draft designs
meet project goals — so
designers can iterate based
on core project aims

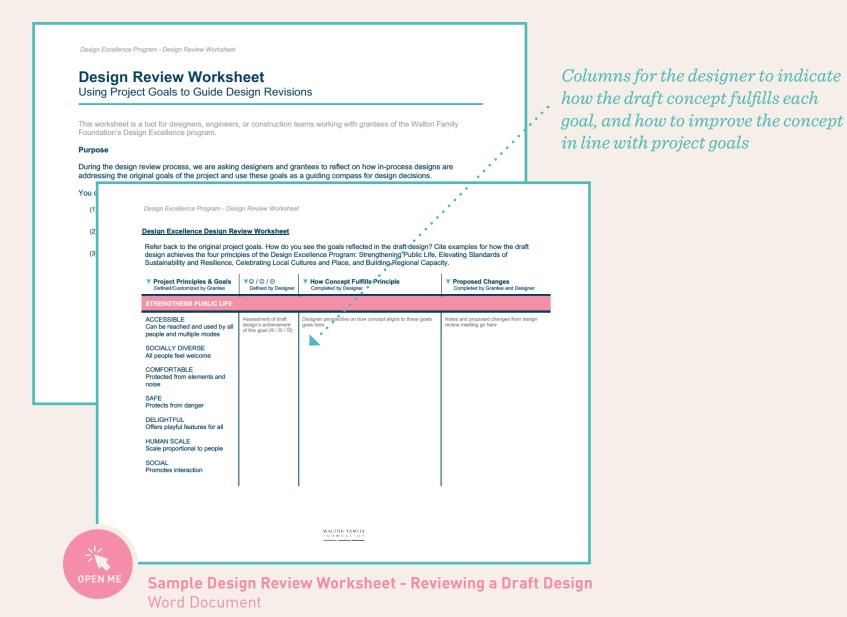
## **INFORMING DESIGN**

# By reviewing draft designs through the lens of your Framework goals, you can better realize your vision of success.



Schedule Design Excellence Review Meetings to review in-progress designs through the lens of your core project goals. Time these meetings in step with key milestones to ensure that critical design decisions are made in line with your Design Excellence goals. We recommend meeting at least once during the pre-design phase, and at the beginning, middle, and end of the Schematic Design and Detailed Design phases.

In the beginning of the grant, you will have worked with designers to outline a process for ensuring that project goals are central in design decisionmaking. We have provided several **example Design Review**Worksheets that you could use during this process.



Word Document

Sample Design Review Worksheet B - Comparing Alternative Design Schemes

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# Take Performance Check-Ups

Test and refine project
programming, operations,
and design — so the project
thrives for years to come

## **MONITORING PROGRESS**

# Even once your project has opened, it's important to remember that great design is never finished.



Return to your Project Goals
Framework over time. Every project
has unforeseen challenges and
opportunities that arise after opening.
Data can help identify these, so consider
collecting data periodically — especially
in the first 12-18 months after opening.
Based on what you find, you might
identify opportunities to improve,
and refine design or programming
accordingly. The Foundation evaluates
impact for projects across the program
every 3-5 years, so be on the lookout for
their Learning & Evaluation team, too.

