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Original Research Article

Performance Assessment of Façade Committees (Over 2014-2021) and Development of Future-Study Scenarios Using AIDA Technique (Case Study: Façade Committees in Municipal Areas of Tehran Districts)

Hadi Pendar^{1*}, Sahar Rastegar Zhaleh²

1. Assistant Professor, Urban Planning Department, Art University, Tehran, Iran.

2. Ph.D. in Restoration of Historic Monuments & Sites, Art University of Isfahan, Isfahan, Iran.

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Abstract

Problem statement: Façade committees were added to the Tehran Municipality's Administrative structure in 2014 to guide the design process, emphasizing identified facades and taking a step to create coherence and harmony in urban walls (or facades). Although some efforts have been made, these committees face many complex challenges, such as a lack of harmony between façade committees and urban management institutions. There is also a lack of unity in issuing building Permission, façade control, and the personal influence of the committee members on the projects. Furthermore, these committees face other challenges: lack of integrated regulations, lack of connection between committees, lack of sanction on approved projects, long-time hearings for cases, and eroding process. The mentioned issues have challenged the continuity of committees in the Tehran Municipality body.

Research objective: The extant study aims are to evaluate current procedures in available scenario areas and subsequently formulate future-study scenarios by identifying and classifying existing challenges, reviewing global literature, and applying it to a pathological assessment of the conducted measures.

Research method: The present study was carried out critically using the mixed research method. In the qualitative phase, indicators affecting the clarification of procedures were derived from interviews and semi-structured questionnaires. Another set of data was gathered through attending meetings. Indicators were evaluated and validated in the quantitative phase using inferential analyses and case studies. Finally, the suggested strategies and projects were presented to improve the quality of façade committees using the "Analysis of Interconnected Decision Areas" (AIDA) technique.

Conclusion: Six prospect scenario elements were identified to resolve weaknesses: how committees continue their work, how to approve façades of landmark buildings, the appeal process, extra- and inter-organizational communications, feasibility, and the procedural and qualitative structure of meetings and the elements mentioned above allow converting threats to opportunities in the form of Tehran City's façade committees within different stages. The mentioned elements could provide some strategies for maximum, medium, and minimum options.

Keywords: *Urban Facades, Control Process, AIDA Technique¹, Future Study-Oriented Scenario, Façade Committees in 22 Districts of Tehran metropolis.*

* H.pendar@art.ac.ir

Introduction and Statement of Problem

Building façade is a part of the city body and is the first element people get to know or see while walking in the city. The façade serves as a layer that separates the building's inside from its outside, so it encompasses two aspects: inside or interior (personal-private) and outside or exterior (social). The exterior aspect of the façade puts it in the citizens' public right, excluding it from the single authority of the owner and architect; hence, decisions about the façade will be adopted at a larger legal social scale, like urban management. Construction has become a profitable market where non-professional actors have been doing activities over recent years. Under such circumstances, architecture design quality has generated minor value-added, and some binding issues, such as building national rules, have mainly been highlighted (Eta, 2020, 17). In this case, the visual quality of the buildings' facades and identity context of the façade, which is a city's public right, has been neglected obviously. Deputy of Urban Development and Architecture took significant measures to detect and solve problems and disruptions of the urban landscape and image² of Tehran by controlling and monitoring the design of building facades by forming façade committees in 22 districts³ and establishing a façade committee of landmark buildings⁴ in the headquarters⁵. After these committees were established, the Urban Development and Architecture Commission took other crucial measures in 2018: approval of general façade regulations in Article 5 Commission, the establishment of a secretariat for coordination and monitoring façade committees to create unity and coordination between council supervisors in façade committee of 22 Districts, holding architecture matches for significant urban projects, approval of the "designing, monitoring, and implementing Tehran City's facades" bylaw regarding more systematic guidance for urban image and landscape. After this bylaw was passed, the position of façade committees was stabilized, and the relevant structure and complementary regulations were scrutinized.

In fact, the legal status of these committees made officials evaluate and approve façades more precisely, and professionals designed façades.

The authors reviewed urban façades in façade committees in different municipality districts of Tehran. They found a relatively positive role of these committees in the ups and downs of urban façades guidance. According to the "design and control of urban façades guideline" (façade discipline) published by the Deputy of Urban Development and Architecture of Tehran Municipality in 2014, it was tried to consider some cases in hearing meetings. These cases were also anticipated in the rules called "façade discipline" in 2015 that was enacted to achieve base theories for façade discipline regulations and issues, and pave the operational way for them. The considered cases included harmony between façade elements and components in the framework of the topics at both building and neighboring buildings scales, such as identity elements of architecture in façades. It was also supposed to avoid the fantasy and unusual façades, horizontal and vertical proportions, and rhythms, particularly in openings, color, materials, and image of cymatium. The building's façade has become a serious case in the Municipality body despite the lack of negotiation mechanisms and top-down approach of professional members in façade committees' meetings regarding façade interpretation. The members have considered it a qualitative topic, which has made designers and builders dissatisfied due to increased disturbances and created styles under the title of "committee of façade." However, establishment of façade committees and agreement on façade assessment in the body have led to priority of harmony between façade and a single building. On the other hand, the façade has become a serious case in the Municipality since they have taken the façade as a part of the procedure (approving and obtaining a construction permit). These committees contributed to a positive point by creating similar checklists for different districts to address designs and increase districts'

perception of more precise monitoring during implementations. According to Acts and guidelines, research-administrative plans, and conferences, a major part of façade-related documents refers to years after the establishment of façade committees indicating a legal requirement of this institution. In accordance with the “third development plan document of Tehran City” report available papers and interviews with people involved in façade committees’ activities (examination of challenges and current processes of these committees), urban façades have been changed and improved compared to former façades, which were full of disturbances (Table 1).

Despite the advantages mentioned above, however, façade committees are young institutions established based on their measure taken so far based on a trial and error rather than global success stories. They have faced many problems since its establishment. Therefore, the dissolution of façade committees or being merged into municipality bodies is a serious scenario. Accordingly, the extant study aims to find challenges existing in the current procedures of façade committees regarding the considered scenario by reviewing global literature and using it to detect shortcomings of their actions. This study also asks how these problems can be solved by formulating future-study scenarios. Scenarios link the present to the future, so they are essential elements used to develop strategies and policies rather than costly trial-error processes. Scenario-based planning strives to find how to influence the outcomes of

present choices in the future by understanding these choices (Alizadeh, 2005). Future scenarios benefit quantitative and qualitative categories to focus on the feasibility of policies and strategies showing the logical order of events; hence, these are the best means to make better decisions in the future. The extant study does not offer a comprehensive proposition but tries to investigate some variables and introduce a range of substantive and procedural scenarios based on the available conditions. To do this, the extant study firstly studied theoretical foundations, reviewed the literature, and referred to available theories and global experiences to derive some indicators from studies on the quality criteria. These criteria were considered to control and evaluate the design, revision procedures, design monitoring, appeal, rehearing process, and so forth. Next, indicators affecting clarification of descriptive procedures and expected determinants were identified using an analytical method and collected through bibliographic studies, interviews, questionnaires, and field surveys. The identified determinants were then evaluated and validated. Ultimately, the AIDA technique (analysis of interconnected decision areas) was used within seven steps (deriving strategies from goals, determining action priorities, and possible scenario elements, offering suitable strategic options for scenario elements, deriving policy-making areas from goals and strategies, determining consistent authorities, and introducing proposed projects) to offer strategies and projects to improve quality of façade committees

Table 1. Urban facades experts and managers’ opinions about the positive process of committees. Source: Pendar & Rastegar Zhaleh, 2021.

| Urban facades experts and managers’ opinions about the positive process of committees. | |
|--|--|
| Eta; membership of the Urban Development and Architecture Committee of Islamic City Council of Tehran in an interview with the Journal of Urban Designers (Eta, 2020). | Façade Committees aim to promote the quality of city image and landscape and give an identity to it by observing minimum qualitative standards. The result is comparable before and after the establishment of façade committees. |
| (Safavi, 2019) | Urban façades renovation is a time-consuming and gradual case; however, façade committees have had a considerable impact on the façade design process in the municipality over the past years, so they prevented the construction and development of many abnormal facades. |
| (Amini Lari, 2020) | This committee has had a five-year successful experience in accomplishing conventional style change over the past years. It could reach a consensus persuading owners or builders that building façade design is not exclusive under their authority, so it must follow personal tastes and general rules. Accordingly, this committee could convert façade construction from a design with meaningless details and lines to an appropriate structure. |

based on two “possible” and “desirable” scenarios. As a result, scenario feasibility requires coordinating management actions in different scopes of preparing legal contexts, adopting quality designs, expanding professional human resources in the management department of urban facades, and promoting general knowledge about urban and architectural design in a social context. It is worth noting that some variables were removed due to inaccessibility to information and resources. Hence, the subjects were analyzed based on the available information; the final decision requires precise, exclusive, and updated investigation.

Theoretical Foundation and Research Background

Research literature generally comprises two types of studies: first, those studies that have examined the content of façade. Some studies, among others, have investigated only physical and aesthetical aspects of façades, emphasizing the role of façades in making a high-quality urban appearance. Other studies have examined cultural considerations and the social-cultural effect of façades on urban façade identity and promotion of a sense of belonging, evaluating the mental and psychological effects of urban appearances on citizens. The second category of studies has assessed the procedural aspect of the façade expressing its damages and challenges (Table 2).

However, there are few Iranian studies on the important topic of building façades considering different social-cultural, economic, environmental, and urban management dimensions to investigate challenges and damages of urban façades considering the content and procedural dimensions solutions for its improvement. The present paper was designed based on the research on the analysis of Tehran City's façades. Hence, it is one of the first studies trying to analyze procedures based on the available action criterion content in façade committees. This study also aims to find challenges with a critical view using indicators derived from theoretical foundations, and achieve the best decision that can improve the current conditions

of these committees using AIDA technique. The extant study identified and analyzed substantive dimensions and quality of urban façades in documents supporting urban façades control and guidance, but also identified and analyzed procedural dimensions and associations existing in administrative procedures and activities of façade committees. The extant study has examined some issues, including the assessment of civil aspects (personal and social rights of citizens) and legal dimensions in current procedures, action criterion' control, and guidance documents. This paper also studied the social-cultural and economic dimensions in administrative procedures and activities of façade committees. Moreover, the present study investigated the processes related to member selection, participation of the city council and society of consulting engineers, and measures taken to train members and coordinate actions. This study also identified and analyzed institutional dimensions and feasibility in administrative procedures and façade committees' actions (e.g., analysis of procedural relation with respective commissions, such as Article 100 and institutions like Cultural Heritage Organization, Crisis Management and Firefighting, Architecture Council, Supreme Court of Justice, etc.). The present study virtually attended some façade committees in 22 districts of Tehran to achieve the available surveys, information, and documents of districts' committees. Some interviews were also done with secretaries of these committees to collect information.

Moreover, theoretical foundations and global experiences about urban façades improvement were collected and used for action criterion qualities in design control and evaluation, design revision and monitoring procedures, appeal and rehearing process, etc., focusing on the urban landscape and image management (Table 3).

Documentary Background

From the beginning of (2006), the issue of city visual disturbance was formally discussed as a prior measure of architecture and urban development in

Table 2. Theoretical background in relation to the content dimensions and procedures of urban views in Iran. Source: Pendar & Rastegar Zhaleh, 2021.

| | Physical (aesthetics and visual quality) | Socio-cultural (context identity) |
|----------------------|---|---|
| Content dimension | Azizi & Motevaseli (2012), Pourjafar & Johari (2013), Khakzand et al. (2014), Mousavi Sarvineh Baghi & Sadeghi (2015), Atarod & Kashi (2017), Ghazanfari & Arzeh (2019), Surri (2020). | Naghizadeh, Zamani & Karami (2010), Motedayen & Hojjati (2012), Beigi, Pourjafar & Imani naiini (2014), Mahdaveinejad & Pourfath Allah (2015), Abbasi (2018), Rakhshan et al. (2019) Damnigol & Pourmousavi (2021). Challenges and harms |
| Procedural dimension | Management (appearance and urban landscape) Falah & Saadat Seresht (2015), Sadeghi et al. (2019), Pakzad (2020), Abedi (2020), Ostadi (2020), Ghasemi Esfahani (2019), Mohammadzadeh et al. (2020), Iranmanesh (2020), Hemtian (2020). | Mozaffari & Latifi (2017), Pendar (2017), Keramati (2020), Razzaqi Asl (2020). |

Table 3. Theoretical and practical research background in global experiences; source: Pendar & Rastegar Zhaleh, 2021.

| Theoretical and practical background of global experiences in urban facades' control and guidance | | |
|---|---|--|
| | - Aesthetics quality, place quality, project quality, process quality | Carmona et al. (2017). |
| Quality criteria for action in the process of design control and evaluation | - Criteria of The Royal Fine Art Commission (RFAC) | Cantacuzino (1994). |
| | - Criteria of Commission for Architecture and the Built Environment (CABE) | CABE (2001a, 2001b, 2001c, 2006a) |
| | - An integrated understanding of the historical, political, and contemporary process of changes | Banerjee & Loukaitou-Sideris (2011) |
| | - Formal and informal design revision models | Carmona, (2017, 2018, 2019), Biddulph (1998) |
| Process of revising and monitoring façade design | - Integrated and separate procedures in design revision | Carmona et al. (2010) CABE (2006b) |
| | - Formative and final assessment of design control and revision | Carmona (2016), Delafons (1994), CABE (2011, 2013), Hall (1996) |
| | - Global experiences in façade design revision and monitoring | Downtown Design Review- North Dakota- US (2019) |
| | | Downtown Design Review- Michigan- US (2012) |
| Design standards and guidelines | - Global experiences about design standards and guidelines (design guidelines: a tool for the public, designers, employers, planners, and states to define and offer a set of expectations, goals, values, and desired qualities for the city)- | Design Review Guidelines for Downtown Development- Seattle- US (2019) Façade Design Guide- Minneapolis- US (2008) |
| | | Hamilton District Façade Design Guidelines- Pennsylvania- US (2010) |
| | | Boulevard Plan Façade design Guidelines- Florida (2010) |
| Appeal and rehearing process | - As the final solution, the appeal is an important part of the urban planning system, and decisions made in rehearing can highly affect the design, negotiation, and decision on upcoming plans. | CABE (2001c), Design at Appeal. Lai (1988), Scheer (1994), Punter (2003a & b), Tiesdell & Adams (2003) |

Tehran Municipality. At that time, urban designers took these measures relying on two cases to achieve a good result. 1. Creating harmony in fabrics' walls not creating beautiful single facades that are outstanding among other buildings. 2.

Informing citizens that are the main users of urban spaces making them aware of their rights to a good and harmonized landscape that urban management must provide for them (Sadeghzadeh, 2019, 2). After qualitative improvement of the urban

landscape rules and regulations were approved in a circular entitled “cleaning and renovating facades and walls, improving sidewalks, and organizing urban landscape” in 2008, qualitative dimensions of urban image and landscape were considered seriously in upstream designs. This act focused on zoning and formulating regulations in the city to affect the image and landscape, which highly affected the urban volumes and facades (Ghasemi Esfahani, 2019, 7). Another important point of this circular was the formation of inter-sectoral committees under the “Committee on the improvement of urban image and landscape.” Because this was a kind of recommendation without sanction (enforcement warranty), many districts did not recognize it, so it could not improve the quality of Tehran’s facades. This document, however, stimulated the establishment of façade committees in late 2014. An annex has introduced objectives of façade committees: improving visual quality with emphasis on Iranian-Islamic identity indicators and benefiting from professional and scientific capacities. The design of building facades used to be assessed and approved based on the general guidelines and regulations of the Tehran façade (prepared in the spring of the same year).

On the other hand, members of this committee were responsible for commenting and presenting technical and professional suggestions about the cases submitted by the deputy or other authorities. After the faced committees were established, some documents were formulated and approved to improve procedures and pave the way for a façade guideline in 2018. The mentioned bill then formed a basis for façade committees’ decisions and a reference for new documents (Fig.1).

Literature Review and Development of Research Theoretical Framework

The indicators derived from global experiences, urban landscape management with emphasis on façade, and surveys of façade committees were identified considering the research objectives

and problems of façade committees. The derived indicators were divided into two groups: substantive and procedural indicators. These indicators and components were used to design questionnaires in the next stage. Finally, these indicators were used for the pathological study to make the best decision. Harmony in façade elements and principles in building form, consideration of different parts of the building, and the viewpoint towards them in detailing and some generalities, such as materials, color, light, and shape of front signs are physical indicators. Visual coherence and beauty, visual quality, and harmony with context (neighboring buildings, cultural-historical character of context, identity, etc.) make up the substantive indicators that evaluate whether a facade is good or not. Carmona et al. (2021) introduced four levels of design qualities related to the built environment in their book “Design Governance: The CABE Experiment.” These four qualities can serve as action criteria in the process of design evaluation and control in façade committees of Tehran City and enactment of basic and supportive rules. These qualities have been discussed herein: 1. aesthetical quality, which is a category that must be evaluated at the first stage, 2. project quality is addressed with a broader approach to the design based on three attributes of strength, utility, beauty introduced by Vitruvius (well-built, responsive, attractive); this concept points to performance-related aspects together with aesthetical concerns and, 3. place quality, which pays attention beyond a specific project or site. It comprises all dimensions, including the use of space, activity, resources, and physical elements in space quality. 4. Process quality, which is the last quality and differs from previous ones. This quality explains that a response to questions “why, how, and when” is as substantial as a response to the question “what.”

Procedural indicators also cover regulatory issues and urban management processes in urban façade areas. These indicators include accurate control of notified guidelines and directives, holding

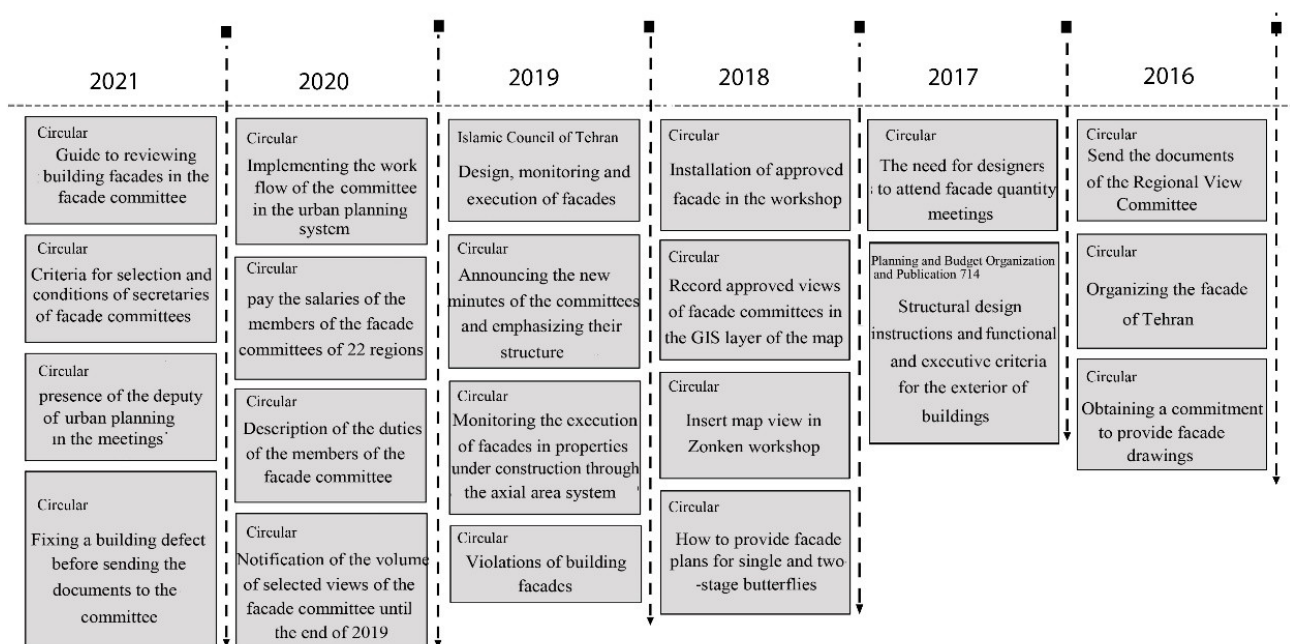


Fig. 1. Documents that have been approved so far regarding the views of Tehran after the formation of the committees. Source: Pendar & Rastegar Zhaleh, 2021.

meetings, correct notification, proper planning, qualitative assessment of members of the façade committee, and surveillance of the appropriate and complete implementation of the workflow process of the system for façade license, and submitting specific buildings' cases, and so forth. Furthermore, the procedural dimension addresses executive mechanisms comprising concepts such as evaluation, control, feasibility, monitoring, and appeal (Fig. 2). The documents of Façade correction programs in developed countries include components used to complement each other. One of these components is the consideration of visions and clear goals, which specify why such a document has been created. Fundamental and supportive criteria and regulations include three steps: design, approval, and implementation (supervision), and financial and non-financial incentives are measures taken to improve, evaluate, and control façade design quality. Moreover, these measures are taken to enhance the feasibility of approved designs. In these countries, the project process, which encompasses the whole procedure from application to receiving funds, has been explained generally. Moreover, construction duration has been specified so that the allocated budget will terminate if reforms or construction is

not finished within the schedule. In these countries, all façade correction documents consist of evaluation and surveillance. Some cases are investigated, and results are announced at this stage: visiting the projects during and after the construction, adjusting the finished design to design guidelines and design approved by the façade committee, completing the design at due time, and doing legal corrections (Mohammadzadeh et al., 2020, 79). In addition, the appeal and rehearing process requested by the applicant is one of the main components of façade reform programs in developed countries. The owner or builder can object to the approved design in this process. Under such circumstances, a committee of professionals investigates the case in the presence of the owner or builder.

Some concepts related to urban landscape and façade have been determined within time order and performance priority (Pendar & Rastegar Zhaleh, 2021) (Figs. 3 & 4).

Method

The extant study is applied-developmental research in terms of entity and content. This was applied research because it adopted required procurements to solve problems and issues based on findings. It



Fig. 2. Essential indicators and procedures used in the research. Source: Pendar & Rastegar Zhaleh, 2021.

was also a developmental study because it aimed to understand the process of the studied case from the beginning until now. This study had a critical approach to façade committees and assessed their performance systematically. The present paper examined the strengths and weaknesses of these committees, strived to detect causality between procedural and content indicators of committees, and revealed the hidden dimensions. In doing this, a descriptive-analytical method was used within two qualitative-quantitative phases to analyze the content of façade committee meetings. In the qualitative phase, indicators affecting clarification of expected procedures and indicators were derived from interviews and semi-structured questionnaires by monitoring façade committees' meetings in different districts. As the qualitative phase aimed to describe or explain a phenomenon as detailed as possible, the theoretical saturation criterion was considered. The endpoint of theoretical saturation occurs when there is maximum information about the studied topic and sampling adequacy. This phase

analyzed the content of façade committee meetings in seven districts (two districts in each area and a set of 14 municipal districts due to the required adaptive and valid assessment of findings). It implemented meetings' contents based on procedural and content indicators. In addition to documents of district committees and interviews with their secretaries, survey perceptions and available data documentation were done with virtual presence in some façade committees in Tehran 22nd district. The procedural mechanism of districts' façade committees would address issues related to meeting time, number of cases submitted to meetings, number of investigated facades, how members attend meetings, submitted documents, evaluation method, and so on. The façade committees hold meetings once a week without paying attention to the number of cases within different intervals. These meetings also do not consider the difference between districts in terms of the number of submitted cases. According to the survey data of this study, meetings take time from a minimum of 2 hours to a maximum of 4 and

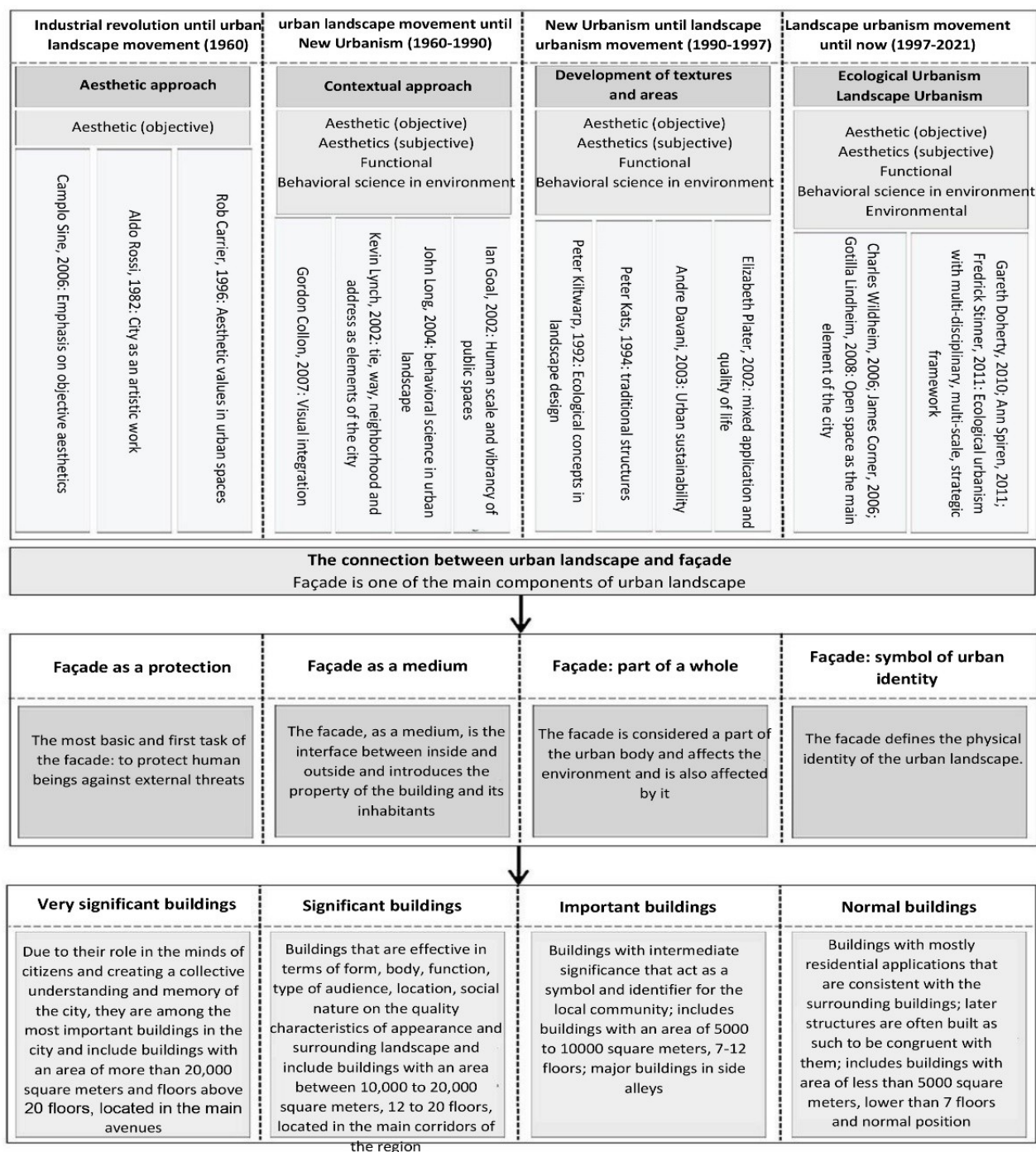


Fig. 3. Content-related concepts in urban landscape and façade. Source: Pendar & Rastegar Zhaleh, 2021.

a half an hour in different districts, which is very common. However, some secretaries explain that meetings may take 7- 8 hours when many cases are submitted or designers and builders insist on and request rapid control and hearing of the case. Hearing meetings were held virtually through Webex software during the COVID- 19 pandemic,

which prolonged the meeting duration rather than in the past. Internet disconnections and other problems made members bored and confused during meetings. Under such circumstances, most sessions were held in the presence of four members: two academic board members (architect and urban designer), one professional member, and the meeting's secretary. In

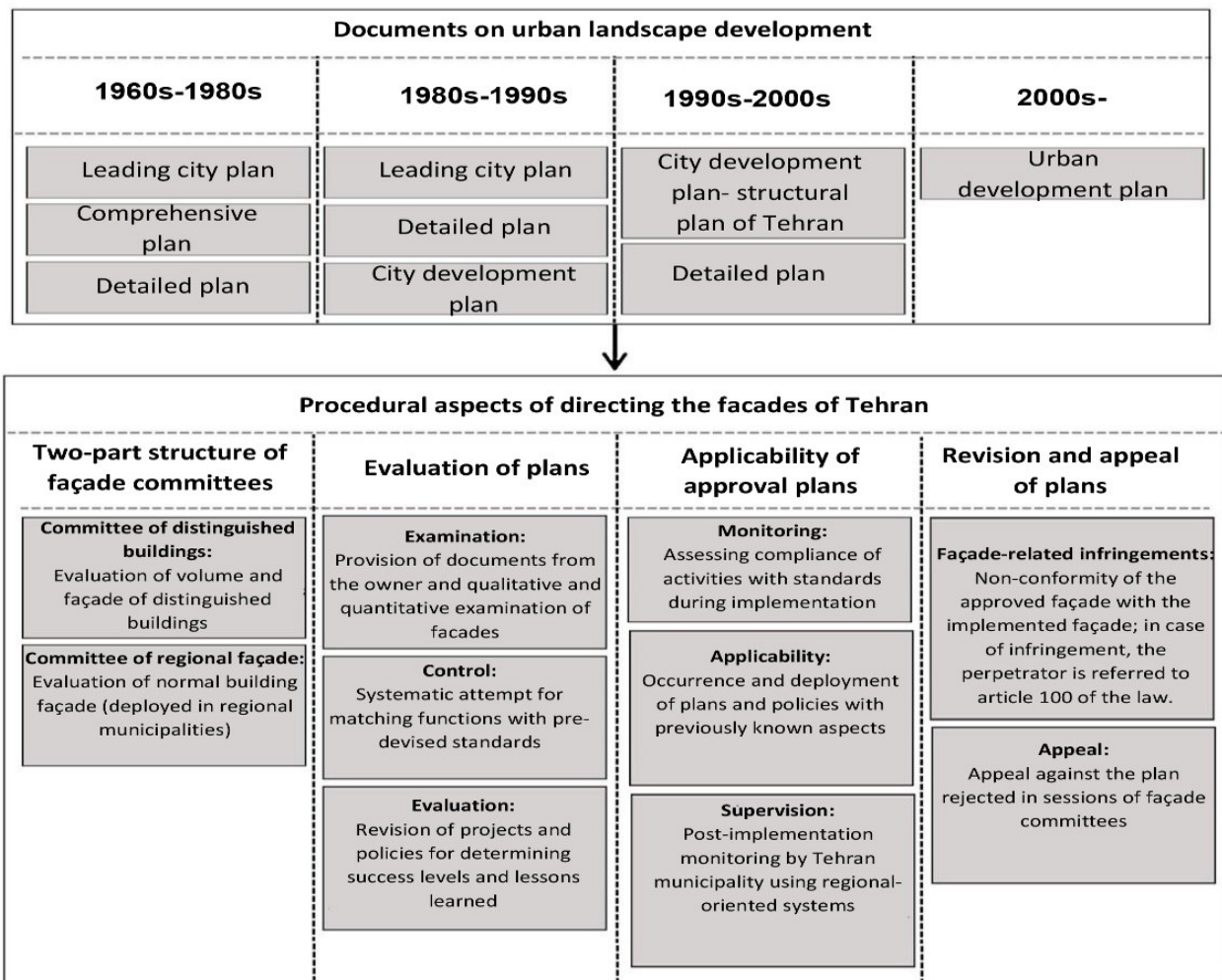


Fig. 4. procedural concepts regarding urban landscape and façade. Source: Pendar & Rastegar Zhaleh, 2021.

some meetings, the designer demanded to present the designed façade. The Urban Development Deputy of the district did not attend façade committee meetings.

On the other hand, expert members of the Architecture and Construction Headquarters and agents of the Architecture and Urban Development Commission of the Council did not attend meetings. The number of investigated cases varied between 21 and 40 cases. According to findings and attending façade meetings of districts, there were different numbers of cases in districts. For instance, districts 2, 3, and 5 had more cases to be investigated in one session. The reason may stem from the higher development rate in these districts, mostly in residential areas.

Façade design of incomplete cases is not investigated in these meetings. In most districts, a case hearing

requires a designer to present the location of the considered building and neighborliness on the map, a panorama image of the building location on neighboring blocks, plans, and façade(s), 3-D images of façade, and implementation components, such as material type and color. Finally, the evaluation result is reported on the agenda sheet. As seen in the Fig. 5, in addition to general characteristics, the images of the main façade and other façades of the building are presented. Finally, the members sign the sheet. It is worth noting that some measures were taken to create an electronic signature for façade committee members in late 2020. The core evaluation criteria were assessed in the content mechanism of meetings. These criteria are used in qualitative interviews in the first stage. Figure 5 illustrates the content and procedural indicators derived from façade committees.

In the quantitative phase, inferential analyses and case studies were used to evaluate and validate indicators. After reaching the theoretical saturation, indicators were converted to quantitative questionnaires encompassing two procedural and concept dimensions. The content dimension addresses issues related to physical, functional, and conceptual indicators, such as beauty and visual quality, harmony and coherence with the context, identity, etc. In contrast, the procedural dimension includes evaluation time, evaluation process, and such options in the questionnaire. Quantitative questionnaires comprised 67 items and were designed based on a five-point Likert scale for three groups (target society) of urban management experts, designers and builders, and academic members of committees. These questionnaires were sent via online software. Urban management experts were chosen based on the criteria, including more than three-year presence in the administrative department of façade committees and being active in research time. Designers and builders were selected

from the top designers of each district who always submitted designs to committees. Faculty members (academic) and professionals with more than three years of continuous presence were chosen from those with academic research backgrounds. Nine participants filled out the questionnaire: 4 designers, three members of the committee, and two managers. Results derived from qualitative and quantitative phases were discussed as recommendations in the Focus Group Discussion in a meeting comprising “founders of Façade Committees in Tehran,” “top managers of Architecture and Building Headquarters of Tehran Municipality,” “Architecture, Urban Design, and Valuable Fabrics Headquarters in Ministry of Road and Urban Development,” “top architects and members of the Society of Consulting Engineers,” and “faculty members of the research group.” After sending recommendations to determined members, this meeting was held to conclude and achieve applicable results. Finally, in the general and inclusive areas, strategies were derived from the program goals and guidelines to

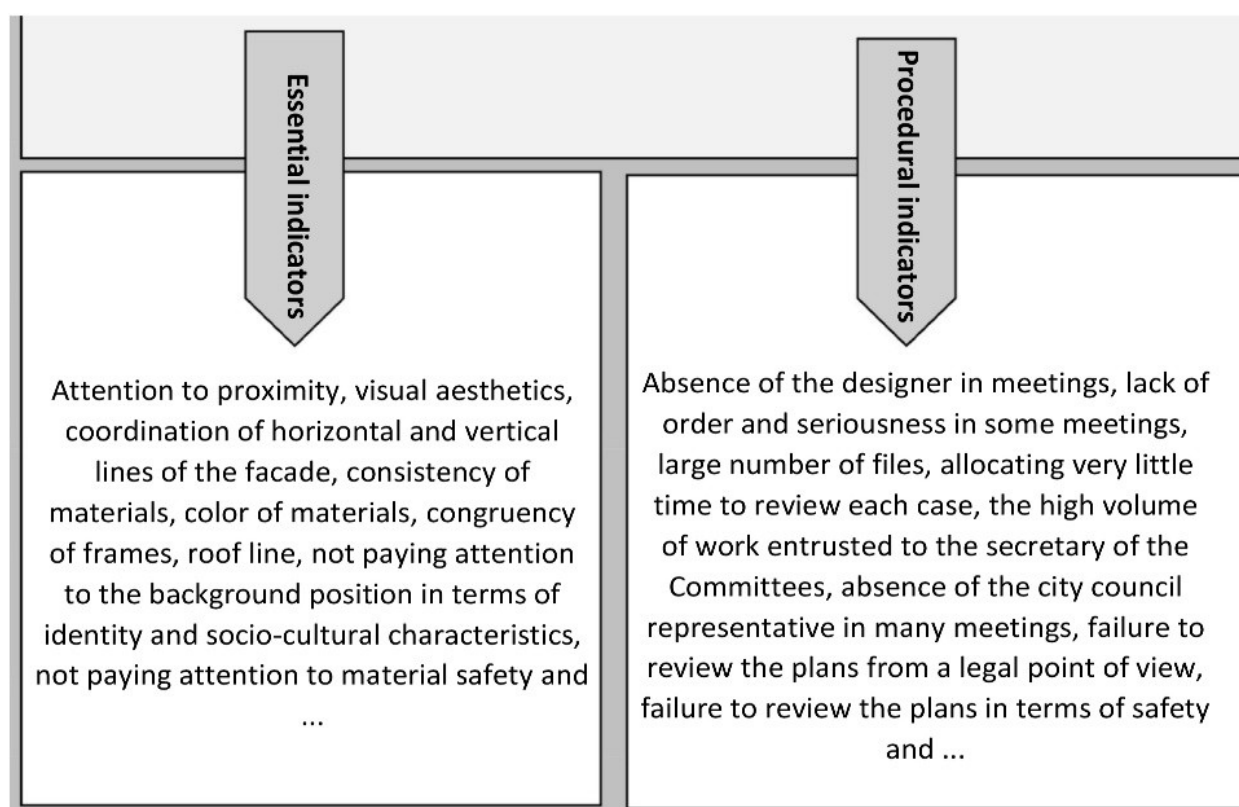


Fig. 5. Essential and procedural indicators derived from sessions. . Source: Pendar & Rastegar Zhaleh, 2021.

solve shortcomings in program design using the strategic choice approach. Next, proposed projects were offered by generating possible scenarios, selecting the desired scenario, determining policy-making areas, and setting consistent authorities (Fig. 6). Accordingly, the AIDA technique was used as an important technique for urban and regional planning for integrated analysis of façade committees. This graphical technique uses a new method to generate suitable solutions among many different choice compositions. AIDA reveals the complicated relations between different planning aspects, especially in creating structural-planning policies and applying the general strategic choice rule to overcome problem complexity. Because the present study is holistic research, it covers a wide range of topics. Therefore, the decision about a phenomenon or problem can affect other decisions. ADA technique reveals these relationships. This graphical technique generates good composite solutions among a large number of choices. AIDA considers all decision-making areas simultaneously (Georgiou, Heck & Mrvar, 2019).

The validity of the questionnaire was assessed based on relevant professionals' opinions. For this purpose,

the designed questionnaire was given to three individuals, and two members expressed their ideas. In the validity assessment phase, subject relevance, accessibility information, clarity and validity, measurability, and comparability over time and place were used and analyzed through SPSS software. Table 4 reports the general results of questionnaire validation. (Pendar, Rstegar dhaleh, 2021) The internal stability estimation method was used to assess the reliability of the questionnaire. Purposive and thematic questionnaires are used to estimate the reliability of internal stability. The purposive and thematic questionnaires were designed based on experts' opinions. Hence, they indicated reliability.

Identification, Background Analysis, and Capacity Assessment of Formation Platform and Existing Examples

The fourth Economic, Social, and Cultural Development Plan of Iran (2004), Tehran Comprehensive Plan (Approved in 2007), Detailed Plan (2012), Resolution of the Supreme Council of Urban Planning and Architecture of Iran (Approved in 2008), Building National Regulations (Fourth Discussion, General Building Requirements, 2012),

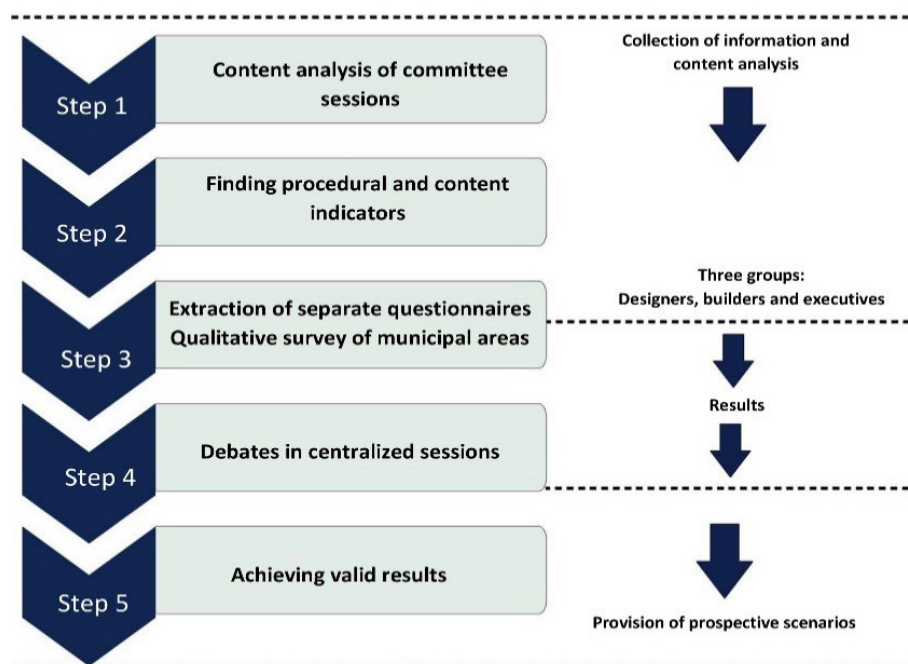


Fig. 6. Content analysis steps in sessions of façade committee. . Source: Pendar & Rastegar Zhaleh, 2021.

Table 4. Validity results of the questionnaire. . Source: Pendar & Rastegar Zhaleh, 2021.

| Average (0-2) | Measurability (1-2) | Thematic communication (1-2) | Access to information (1-2) | Ability to compare in time and place (1-2) | Transparency (1-2) | Item |
|------------------|---------------------|---------------------------------|-----------------------------------|---|-----------------------|------------------------|
| 1.6 | 2 | 2 | 1 | 1 | 2 | Question statements |

Five-year Operational Plan of Tehran Municipality and Journal 714 of Iran Plan and Budget Organization (2016) are the legal and binding supports for the façade committees. Some measures have been taken to improve and promote façade committees from the beginning of these committees. In this regard, some circulars have been announced: “generalities for façade regulations in Tehran” to make all districts receive and assess façade elevations based on these generalities and perform integrated and coordinated actions. Another circular entitled “necessary presence of designers in façade committee sessions in all 22 districts of Tehran” was adopted to create a direct communication between members of the façade committee and designers to get familiar with parties’ needs and necessities, create suitable co-thinking platforms, and share ideas and opinions to enhance the quality of proposed designs. The other circular entitled “commitment to providing façade maps” was approved regarding no need to provide façade maps when drafting the license. The “installation of approved façade in workshop” Circular was enacted to make procedures of façade committees systematic. The circular mentioned above was also enacted to study and design guidelines and control documents at macro, medium, and micro scales. The “job description of façade committees” was also prepared and announced. The “general rules of building facades” were revised and completed to declare them after being passed by the

Islamic City Council of Tehran. The circular entitled “top facades booklets-Tehran Figure 1” was prepared and announced. Finally, the approved facade design was uploaded to the comprehensive spatial information website. Research findings implied the positive and confirmed role and presence of façade committees in the Tehran municipality body and consideration of a legal mechanism to control and monitor urban facades. “Façade committees have had considerable impacts on the façade design process in the municipality over recent years, and prevented construction and development of unusual facades” (Safavi, 2019, 4). Despite the professional attempts of façade committees in the current situation, some complicated challenges must be analyzed, validated, and decided. These challenges that have ruined the urban landscape occurred due to the inefficiency of regulatory institutions, non-coordination of engineering system processes, and interconnection between municipality interests and construction violations.

Meanwhile, many considerable dilemmas have led to urban walls’ irregularities- although good single facades have been designed and ratified in façade committees. These are the mentioned challenges: volumetric irregularity envelope of the façade due to unproportioned densities, which make irregularity in roofline and skyline discipline in a city landscape; the vague relationship between the architecture design process and façade design, as well as lack of harmony in the total building volume and urban wall irregularity;

lack of harmony in forwarding volumes in first-floor consoles or dripstone (rain shelter) of the last floor; irregular design of indicative corners and facades; irregularity of openings, entrance gates, and balconies in terms of their dimensions and connection with neighborliness; lack of identifying harmony between buildings especially the challenge of Roman facades without clear ratification; lack of discipline in banners and advertisements of commercial and administrative promotions, and so on (Safavi, 2019, 4). The most considerable weakness is lack of a practical and clear upstream document in the façade committee. It leads to time loss, but also expressing personal ideas in façade committees in different districts. In terms of procedure, lack of coordination between the executive and regulatory institutions and absence of task division, a mismatch between façade approval and license issuance process, a large number of cases in one session, and time-consuming hearing sessions are critical issues in the structure of committees.

The main reason for such challenges is issues beyond the façade committees. As executive forces of the Architecture and Construction Headquarters of Tehran Municipality, municipalities of districts and the Deputy of Architecture and Urban Development must be the first supporters of façade committees' establishment. In contrast, these executive forces that gain revenue may prefer quantity to quality. Such a position may become severe when quantitative gauges are used to evaluate their qualitative actions. These quantitative gauges, however, are determined as evaluation benchmarks and criteria by the upstream organization, which has founded façade committees to accomplish the quality. When façade committees were chosen to control building facades, the number of approved cases per session and the number of hearing sessions rather than outputs of façade committees were used to assess the committee's performance (Ghasemi Esfahani, 2019, 45-46). Under such circumstances, therefore, municipal districts imposed more pressure on façade committees to investigate the cases hastier and more easily. Accordingly, even if façade committees and

their members were reliable in all districts, local management had to detect and discover shortcuts to bypass façade committees and issue some approvals that were not consistent with the minimum available regulations and action criteria of committees. Even if the evaluation and control process is improved, there will be no sanction on accurate approval without supervising and monitoring the enforcement process. In this case, the process remains fruitless.

Formulation of Scenarios based on the Future-Study Approach through the AIDA Technique

AIDA technique has been used as a substantial urban and regional planning system to overcome challenges and empower the strengths of façade committees. AIDA technique applies a strategic choice approach to derive strategies from goals, identify program guidelines, generate possible scenarios, select the desired scenario, determine policy-making areas and consistent authorities and options, and offer projects. AIDA technique sets goals based on the problems and issues, specifies strategies, and provides recommendations at three levels of abstract, horizontal, and vertical communications (Kalantari Khalilabad, 2006, 88). The highest level presents scenario elements, the middle level provides policy-making areas that are more detailed, and the lowest level includes proposed projects taken into account the declaration of the action (Aghasafari et al., 2013) (Fig. 7).

Fig. 8 depicts the hierarchy of different areas. The area of strategic issues encompasses two upper choice levels. The highest level, described as selecting strategic highlights, includes both macro-and micro-needs and goals. Strategic policies-related choices exist in the third level, where most decision areas are described to assess information more precisely in determining key issues through process continuation and choice in the previous stage of preparing structural programs. The third level adjusts choices related to operational policies within those policies. Combined with strategic policies, these policies shape

the area for issues related to policy-making. Executive operations-related issues include operational policies with the lowest choice level (Hickling, 1997).

AIDA technique was used within seven steps as follows:

-Step 1 Deriving strategies from goals: The goals and guidelines of the extant study have been derived based on the problems and issues existing in the current procedures of façade committees. Table 5 reports six strategies that have been identified based on the goals related to the area of various structures.

-Step 2 Determining action priorities: Action priorities are highly crucial due to their direct effect on strategies' presentation and implementation. The hierarchy tree's order is as follows: goal (determining research priorities), criteria (acceptability and time priority), and options (policies and strategies) (Fig 9).

-Step 3 Possible Scenario Elements: Strategies are general decisions made to achieve big and small goals. Strategies indicate the general orientation of actions and pursue major volatilities. This step presents strategies for different areas based on the fundamental studies and assessments regarding the actualization of determined goals. Scenario elements that comprise one or more planning goals and strategies are as follows: 1) how committees continue their work, 2) how to approve landmark buildings, 3)

feasibility of approved designs, 4) extra- and intra-organizational communications, 5) appeal procedure, and 6) procedural and qualitative structure of sessions. The abovementioned scenario elements, formulated at the highest subtract level, are flexible for one of two interconnected exclusive options (authorities) (Fig. 10).

-Step 4 Providing Strategic Options in Line with Scenario Elements: Various strategic options are set to achieve scenario elements, shaping a spectrum. Each scenario element includes strategies within the maximum, medium, and minimum options (Table 6).

-Step 5 Deriving Decision and Policy Areas from Goals and Strategies: Façade committees have set four policy areas (before preparing the design, during the design process, evaluation, and ratification, implementation, and monitoring) in their evaluation and revision programs (Table 7). Because authorities related to decision areas have a more objective and tangible nature, unlike strategy-related authorities or options, they must not be limited to two options, but each policy area can have three options if required (Fig. 11).

-Step 6 Determining Consistent Authorities and Options: In this step, interactions between strategies are filtered, and those options with negative effects on each other are removed from the ultimate scenario. This framework determines committees' tasks as the baseline scenario (Fig 12).

-Step 7 Determining Proposed Projects: Feasibility of

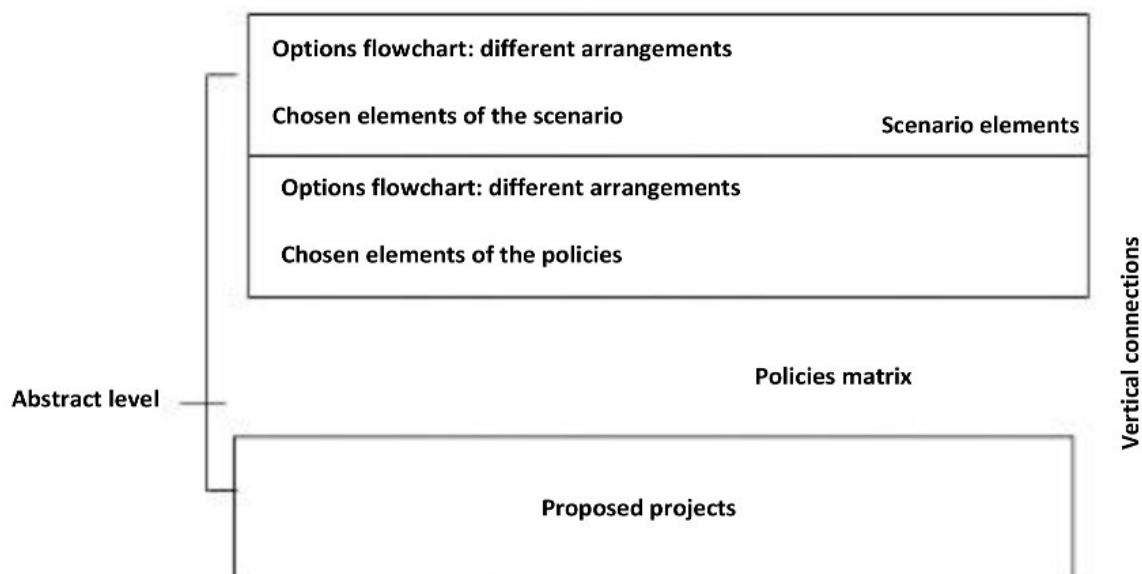


Fig. 7. Methodology in three abstract levels. Source: Daneshpour, 1996.

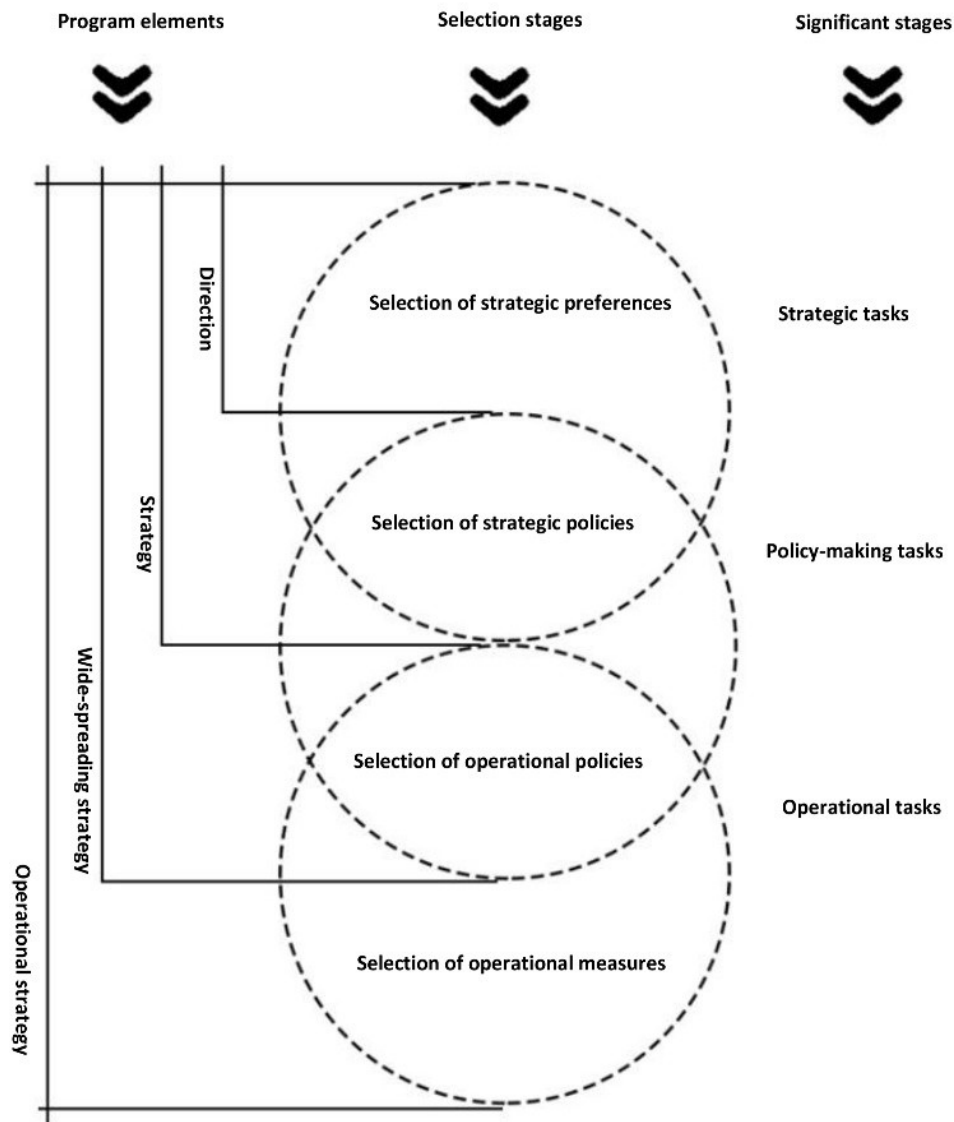


Fig. 8. Hickling Four-level hierarchy. Source: Hickling, 1997.

proposed strategies and policies in different steps of design, ratification, implementation, and monitoring process of facades in Tehran City requires defining and specifying operational projects. The proposed operational projects implementable within different time phases (long-, mid-, and short-term) have been derived from suggested strategic options. Regarding schedule and feasibility considerations, two scenarios (possible and desired) have been considered to provide suggested reforms for current procedures used in façade committees. The possible scenario resembles the current conditions of façade committees, so it is implementable and feasible

making minor alterations and modifications based on its area and situation in the Tehran Municipality body within the short- to mid-term. The desired prospective scenario requires a longer feasibility time and more actions to pave the way. Making possible scenarios feasible can be a significant step to accomplishing and operating the desired scenario (Table 8).

Discussion on Findings and Formulation of Recommended Scenario

According to the results, the separation of the façade from the license issuance procedure has been one of the critical challenges in downsizing the façade

Table 5. Deriving strategies from goals. Source: Pendar & Rastegar Zhaleh, 2021.

| General area | Goal | Potential | Strategy |
|--|--|---|---|
| Documental structure | Preventing façade committees' members from evaluating designs and facades based on their personal opinions | Existence of professional members, including architects, urban designers from authenticating universities, and professional members selected by the society of consulting engineers | Formulate basic and supportive integrated documents, and create negotiation mechanisms (personal ideas and opinions cannot be removed completely because façade is a qualitative subject. The academic, professional, administrative, and living backgrounds of members may influence the evaluation of facades. However, this is a controllable and manageable case) |
| Control and guideline structure | Making harmony between façade design and approved plan | Guideline No.80/633508 in 8/22/2017 on implementation of building license issuance within two stages: urban development license and construction license in the urban development system | Procedural unity between plan design and façade design by correcting plan and façade license issuance |
| Association structure | Paying attention to site identity when evaluating and approving landmark buildings' design | Knowledge of academic members of façade committees of districts about the identity of the site of the considered district | Change the approval procedure for landmark buildings regularly in the respective district's committee and then in the landmark buildings committee (projects of landmark buildings can be first discussed and ratified in the districts' façade committee and then be assessed in landmark buildings committees' session) |
| Management structure | Creating relationships and coordination between façade committees and extra- and inter-organizational institutions to prevent parallel works | Possibility for creating relationships and coordination through basic and supportive integrated documents | Evaluation and guiding of façade cases before entering façade committee sessions by agents of respective institutions and organizations. An agent of Cultural Heritage must be present for approving cases located in historical areas and districts. |
| Executive and administrative structure | Feasibility of approved designs | Using a district-based system among urban development officials and experts in different districts | Monitor the implementation process and relevant outcomes (urban development officials and experts in districts must use the district-based system to revise the implementation method of constructing facades matching it with approved design and recording information in this system within four steps: ceiling, brickwork, joinery, and finishing construction operations. Mayors must monitor the implementation process.) |
| Legal structure | Hearing objections submitted by designers and builders and establishing rehearing and appeal procedure | Due to lack of authority for investigation of objection and rehearing in case of deciding on evaluation and ratification of designs, some designers and builders file a lawsuit in Supreme Court of Justice, which issues the veridic in their favor based on the professional points | Create a workgroup to investigate objections and appeal requests of designers and builders |

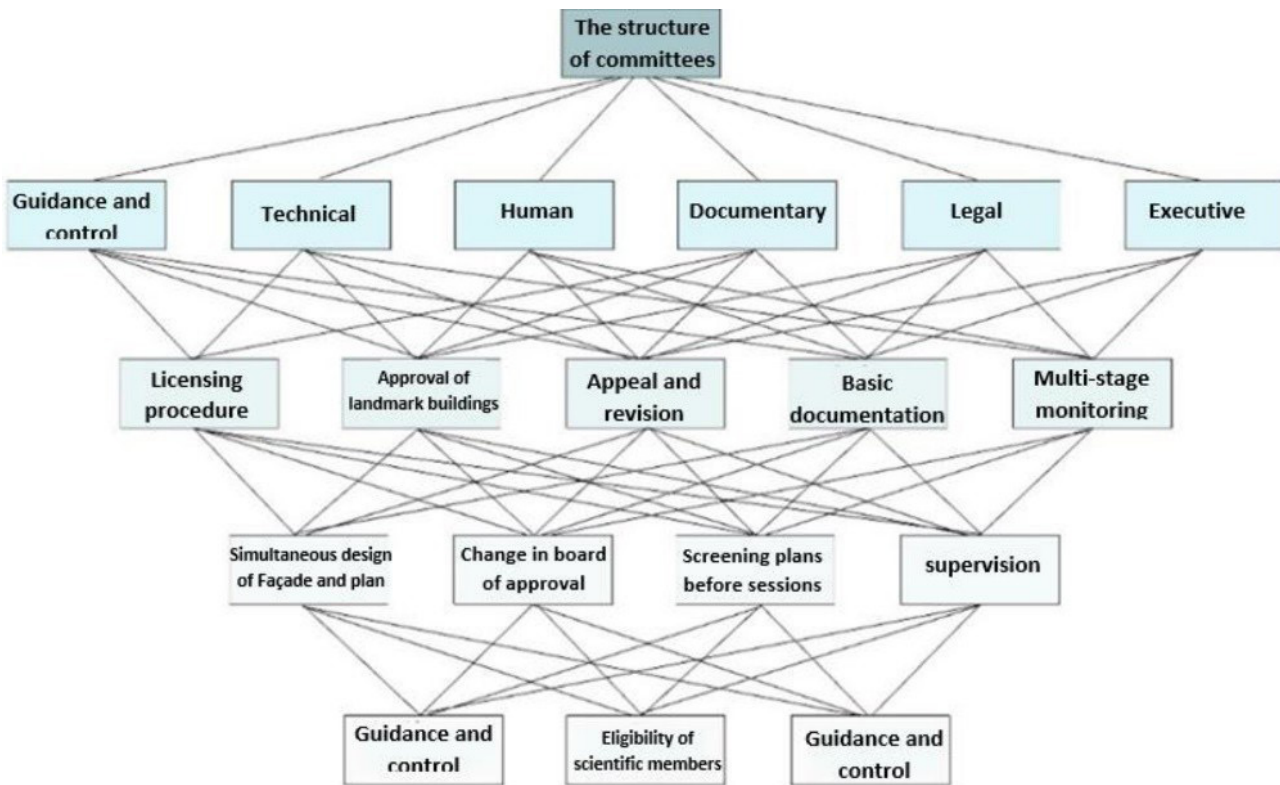


Fig. 9. Priority of measures. Source: Pendar & Rastegar Zhaleh, 2021.

| Policy-Making Arenas | | | Modification of license issuance procedure | | Modification of approval of landmark buildings | | Appeal and revision procedure | | Extra-organizational and inter-organizational communication | | Applicability of approved plans | | Procedural and qualitative structure of facade committee meetings | |
|----------------------|---|--------------|--|----|--|----|-------------------------------|----|---|----|---------------------------------|----|---|----|
| | | | Yes | No | Yes | No | Yes | No | Yes | No | Yes | No | Yes | No |
| | Modification of license issuance procedure | Yes | | | | | | | | | | | | |
| | | No | | | | | | | | | | | | |
| | Modification of approval of landmark buildings | Yes | | | | | | | | | | | | |
| | | No | | | | | | | | | | | | |
| | Appeal and revision procedure | Yes | | | | | | | | | | | | |
| | | No | | | | | | | | | | | | |
| | Extra-organizational and inter-organizational communication | Yes | | | | | | | | | | | | |
| | | No | | | | | | | | | | | | |
| | Applicability of approved plans | modification | | | | | | | | | | | | |
| | | Status quo | | | | | | | | | | | | |
| | Procedural and qualitative structure of facade committee | Yes | | | | | | | | | | | | |
| | | No | | | | | | | | | | | | |

Fig. 10. Matrix of obstructions between strategic options. . Source: Pendar & Rastegar Zhaleh, 2021.

Table 6. Strategic options and scenario elements. Source: Pendar & Rastegar Zhaleh, 2021.

| Row | Scenario elements | Strategy | Strategic options |
|-----|--|----------|--|
| 1 | How façade committees continue their works | Minimum | - Current status (separate processes of façade and design license issuance) |
| | | Medium | - Merging façade committees into municipality body/correction and change on the process of issuing architecture and façade silence |
| | | Maximum | - Deleting façade committees and returning to previous conditions |
| 2 | How to approve landmark buildings | Minimum | - Independently and without interaction with districts' committees (current status) |
| | | Medium | - Change the approval process of landmark buildings regularly in the respective districts committee and then in the landmark buildings' committee (landmark buildings' projects are first discussed and approved in the districts' façade committee, then are addressed in landmark buildings committee' sessions) |
| | | Maximum | - Merging districts' façade committees and landmark buildings committee |
| 3 | Appeal and rehearing procedure | Minimum | - Assignment of dispute settlement to Administrative Court (current status) |
| | | Medium | - City Council members, as people representatives, must investigate the case with one right to vote in façade committee sessions |
| | | Maximum | - Create a workgroup to hear objections and appeal from designers and builders |
| 4 | Extra- and intra-organizational communications | Minimum | - Continue the existing status |
| | | Medium | - Evaluation and guiding façade cases before entering façade committees' sessions by agents of institutions and relevant organizations |
| | | Maximum | - Determining basic and supportive integrated and joint regulations for organizations and institutions involved in façade cases |
| 5 | Feasibility of approved designs | Minimum | - Continue the current status and refer to the commission of Article 100 of the municipalities |
| | | Medium | - Monitoring the implementation process and outcomes |
| | | Maximum | - A combination of the two options mentioned above |
| 6 | The procedural and qualitative structure of sessions | Minimum | - Keeping current status procedurally and qualitatively |
| | | Medium | - Qualification of members and designers |
| | | Maximum | - Rearrangement of committees' members |

committees to quantitative standards that cannot prevent disturbances. If this process persists, there will be an insignificant relationship between the façade and the interior space of the building. Under such circumstances, qualities, such as natural light depth may be lost. It seems that simultaneous focus on façade and architecture design allows correcting the damage mentioned above and enables revising other issues, such as the connection between the building and private yard and neighboring ones, and harmony between interior spaces and external façade. Moreover, some content chasms in current guidelines, such as patio design in-depth plan (that often is not implemented and is added to building area), create a presumption that is vacuous truth for proper design of façade openings (Pendar, 2020). The process of facades assessment is the second challenge that

requires integrated management and management of various organizations and communications of institutions with façade committees. This challenge must be solved to achieve the feasibility of approved designs, which requires correct and multistage monitoring during and after the design projection. This process can be improved by making an appeal and rehearing mechanism for cases challenged by the owner or builder. The third challenge includes some errors and faults in the process when designing, evaluating, approving, monitoring, and implementing the case. Six possible scenarios were identified according to these findings and integrated analysis of legal, executive, and technical opportunities and challenges of façade committees. These scenarios were based on a systematic and identity-oriented view of existing procedures through AIDA techniques to

Table 7. Deriving strategies and policy areas from goals. Source: Pendar & Rastegar Zhaleh, 2021.

| Planning goals | Strategy | Policy area |
|--|---|---|
| Correcting license issuance process | Integration in issuing architecture and façade license | When preparing the design (executive structure, guideline, and control structure, human structure) |
| Correcting how to ratify the façade of landmark buildings | Changing approval process of landmark buildings regularly first in relevant districts and then in landmark buildings committee (landmark buildings' projects are first discussed and approved in districts' façade committee, and then are addressed in landmark buildings committee' sessions) | Evaluation and ratification (executive structure, guideline, and control structure) |
| Clarifying appeal and rehearing procedure | Create a workgroup to hear objections and appeal from designers and builders City Council members, as people representatives, must investigate the case with one right to vote in façade committee sessions | Implementation and monitoring step (documental structure, executive structure, legal structure, human structural) |
| Revising extra- and intra-organizational communications | Determining basic and supportive integrated and joint regulations for organizations and institutions involved in façade cases Evaluation and guiding façade cases before entering façade committees' sessions by agents of institutions and relevant organizations | Evaluation and ratification (documental structure, human structure) |
| Feasibility of approved designs | Monitoring implementation process and outcomes step by step Providing committees' secretaries with regular reports | Implementation and monitoring step (documental structure, executive structure, legal structure) |
| Revising procedural and qualitative structure of façade committees' sessions | Qualification of academic and professional members Qualification of designers Screening cases before sessions begin | Before preparing the design (documental structure, human structure) |

overcome the mentioned challenges. These scenarios comprise one or more planning goals and strategies: 1) how committees continue their work, 2) how to approve landmark buildings, 3) appeal and rehearing procedure, 4) extra- and intra-organizational communications, 5) feasibility of approved designs, and 6) procedural and qualitative structure of sessions. The extant study determined the first element as a baseline scenario based on the major objectives of the study and results derived from survey studies and interviews. This scenario covers strategies through three maximum, medium, and minimum options. If the correct status is continued and the façade license is issued separated from other architecture, structure, and installations maps (i.e., plan and façade are investigated in two separate workgroups), this scenario will be considered as the minimum strategic option. The maximum strategy refers to

removing façade committees and returning the process before committees were established. The first option (persistence of current status) cannot be introduced as an appropriate strategy to improve the quality of facades in Tehran City because many challenges and shortcomings have been seen in the existing trend of façade committees since their establishment. Returning to the previous situation (i.e., before the establishment of façade committees) is not a proper option because these committees were formed based on an important objective and could somewhat improve the quality of facades in Tehran City.

Moreover, it has taken a lot of time and budget to form these committees. There is a middle option between the two strategies mentioned above that is applicable in two ways: A) revising and changing the process of issuing architecture and façade licenses, and B) merging façade committees with the municipality

| Policy-Making Arenas | | | Modification of license issuance procedure | | | | approval of landmark buildings | | | | Appeal and revision procedure | | | | Extra-organizational and inter-organizational communication | | | | Applicability of approved plans | | | | Procedural and qualitative structure of facade committee meetings | | | | | |
|---|--|-----|--|----|---------------------------------|----|--|----|------------------------------------|----|-------------------------------|----|--|----|---|----|------------------------|----|-----------------------------------|----|--------------------------|----|---|----|--|--|--|--|
| | | | Consistency in licensing | | Integration of façade committee | | Connection of façade committees and landmark buildings | | Establishing taskforce of revision | | Representation of people | | Explaining basic and common principles | | Evaluation of façade files before sessions | | Multistage supervision | | Eligibility of scientific members | | Eligibility of designers | | Screening of cases | | | | | |
| | | | Yes | No | Yes | No | Yes | No | Yes | No | Yes | No | Yes | No | Yes | No | Yes | No | Yes | No | Yes | No | Yes | No | | | | |
| Modification of license issuance procedure | Consistency in licensing | Yes | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | No | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Integration of façade committee | Yes | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | No | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Modification of approval of landmark buildings | Connection of façade committees and landmark buildings | Yes | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | No | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Appeal and revision procedure | Establishing taskforce of revision | Yes | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | No | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Representation of people | Yes | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | No | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Extra-organizational and inter-organizational communication | Explaining basic and common principles | Yes | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | No | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Evaluation of façade files before sessions | Yes | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | No | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Applicability of approved plans | Multistage supervision | Yes | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | No | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Procedural and qualitative structure of facade committee | Eligibility of scientific members | Yes | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | No | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Eligibility of designers | Yes | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | No | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Screening of cases | Yes | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | No | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Fig. 11. Matrix of obstruction and challenges between policy-making arenas. . Source: Pendar & Rastegar Zhaleh, 2021.

meetings. Option A is feasible within a shorter time and has a lower cost than option B. Option B requires more fundamental changes, budget, and time, making it less favorable. Applied research is needed to merge façade committees into municipality bodies or revise issuing architecture and façade licenses. In this case, the status of Tehran municipality and its license issuance process must be investigated. Furthermore, the global experiences must be reviewed to identify the site's conditions, and then offer some operational solutions to change the current process in terms of the achievements and localized global experiences.

Conclusion

The main purpose of the extant study was to answer two core questions: 1. What challenges exist in the current procedures of façade committees regarding the current scenario area? 2. How can we overcome these challenges by formulating future-study scenarios? Some challenges were identified in current procedures used in façade committees: significance of façade and subsequently its separation from other architectural plans, lack of coherent hierarchy for designs assessment, over-compression of sessions, architecture dominance over-assessments particularly

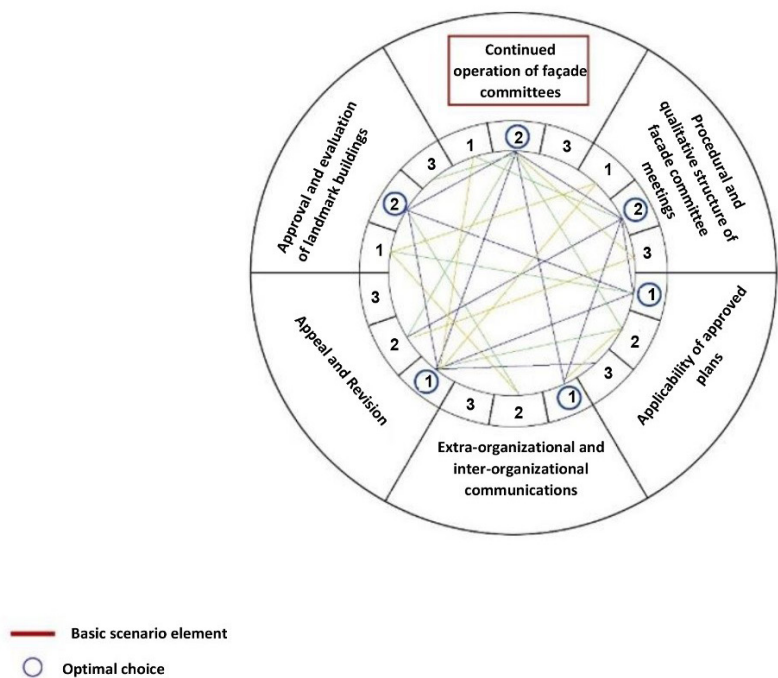


Fig. 12. Determining compatible options. . Source: Pendar & Rastegar Zhaleh, 2021.

Table 8. Operational projects, structures involved, and timeframe in correction scenarios. . Source: Pendar & Rastegar Zhaleh, 2021.

| | Proposed operational projects | Structures involved | Timespan | Correction scenario |
|----|--|---|----------------------|---------------------|
| 1 | Integration of facade committees in the municipal body | Control, guidance, and approval structure | Medium to long term | Optimal |
| 2 | Modifying and changing the process of issuing architectural and façade-related licenses | Control, guidance, and approval structure | Medium to long term | Optimal |
| 3 | Altering the process for the approval of landmark buildings | Control, guidance, and approval structure | Medium to long term | Optimal |
| 4 | Representative of the city council as the representative of the people in the meetings of the facade committee with one vote | Legal structure | Short to medium term | Possible |
| 5 | Establish a task force to address the objections and appeals of designers and builders | Legal structure | Short to medium term | Possible |
| 6 | Evaluating, directing, and screening facade cases before entering facade committee meetings | Human structure | Short to medium term | Possible |
| 7 | Explaining the basic criteria and joint and integrated support with the corresponding organizations and institutions | Documentary Structure | Short to medium term | Possible |
| 8 | Monitoring during and after implementation | Executive structure | Short to medium term | Possible |
| 9 | Eligibility of members | Human structure | Short to medium term | Possible |
| 10 | Eligibility of designers | Human structure | Short to medium term | Possible |

for landmark buildings façade, non-operational aspect of upstream documents, lack of feasibility in approved design, absence of correct monitoring and supervision, etc. An appropriate association structure must be shaped in the frame of futurology scenarios at different levels to organize the design of ordinary and landmark buildings in urban environments and emphasize a

quality-oriented viewpoint. The first level which is a prerequisite for other levels refers to coordination between organizations engaged in urban management bodies and influence it, such as the municipality that is a responsible institute. Other organizations include intra- extra-organization institutions, such as Cultural Heritage organization, Environment Institution,

Fire Department, Beautification and Renovation Organization, Society of Consulting Engineers, Engineering System, Article 5 Commission, etc. The mentioned coordination is considered to prevent parallel work. The second level matches the façade approval with the license issuance process, which is vital in improving the quality of building façade design concerning the plan to prevent error and disturbance. The third level included formulating a design guideline booklet considering all factors affecting visual quality within a holistic technique to prevent personal comments in the façade committee sessions and make the designer observe the guidelines. It is a professional activity that requires profound studies on the identity, climate, social, and economic contexts of each area and neighborhood and should be performed at three macro, middle, and micro levels. Executive and regulatory systems, effectiveness, and efficiency are significant points of the fourth level, ensuring the efficiency of previous steps. Coordination and integration between the executive and regulatory institutions based on a suitable task division is a basic solution for feasibility. In this case, smartening methods and citizenship-professional applications contribute to regulatory procedures and create timely responses (due to citizens' reports). The techniques and applications mentioned above reduce human errors and administrative corruption. Spatial information and district-centered systems are some solutions that experts and professionals can use to control and monitor facades in Tehran. Incentives, exemptions, and special discounts are other methods that contribute to the feasibility of approved and high-quality designs.

Conflict of Interest

The authors declare that there is no conflict of interest.

Endnote

1. Analysis of Interconnected Decision Areas (AIDA) is a graphical method used to analyze interactive decision areas. This technique is used when there are many problems and challenges in a system, a solution choice affects other ones, and decision-making requires different assessments and solutions (Georgio et al., 2019).

2. According to Lynch (2006), the image of a city refers to all visible factors of a city. These factors perform individually, interconnected, and collectively. The city shape is equivalent to the "image of the city" that some individuals, such as Smiles (1955), define as an urban landscape, which comprises visible

forms of built areas (Madnipour, 2013). In definitions, the landscape has always been dependent on two core elements whose elimination makes the concept meaningless: first, the environment surrounding the man; second, the man that enters the environment to understand it and make a relationship with it (Mahan & Mansouri, 2017, 26). City landscapes are judged by observers based on public and space users' eligibility and perception of the urban landscape (Vahdat, Sajadzadeh, Karimi Moshaver, 2015). In general, urban landscapes and images have a place in nature. They are the product of human experience in spaces and an objective-subjective, dynamic, and relative phenomenon formed in interaction with history and nature (Mortazi Mehrbani, Mansouri, Javadi, 2017).

3. Members and tasks of this committee are as follows: urban designer academic member (investigation of neighborliness issues and urban spaces, hierarchy role, harmony components, elements, and materials of façade with urban body or wall); architect academic member (assessing design of all building's facades, performance and use-façade design fit, harmony of forms of openings, etc.); professional member with architectural or urban design specialty (checking the safety of façade's executive connections with main structure (materials connections, window and opening profiles, extensions, and lighting sources) and checking quality of offered materials technically considering maintenance of materials and extensions, and cleanness of façade in future after implementation); Deputy of Architecture and Urban Development of District as chairman of session (monitoring session holding process and investigating legal and technical aspects of the case, funding and paying wage of members of façade committee, receiving criticisms and recommendations of clients, announcing guidelines sent by Architecture and Construction Headquarters to façade committee' members, etc.); Agents of Architecture and Construction Headquarters (procedural investigation, including controlling guidelines and announced directives, monitoring and controlling suitable amenities of space to hold session, monitoring sessions in presence of majority of members of façade committee, etc.); City Council's agent (surveillance over the performance of committee members, investigation process of cases in sessions, how sessions are held, etc.). Among the seven mentioned members, the council observer and the committee sequestrate have the right to vote, and the rest decide on approval or rejection of façade designs in sessions with equal right to vote.

4. According to the decree, the committee of landmark buildings includes eight members. The structure of the five members of the committee resembles members of façade committees of the districts (except for the chairman of the committee, Deputy of Urban Development and Architecture of Tehran Mayer, or CEO of Architecture and Construction Headquarters). Moreover, the agent of Architecture and Construction Headquarters serves as the secretariat in the meeting. Two other members are the CEO of Tehran Beautification Organization or his/her Technical Deputy of Urban Design, and the CEO of Tehran Fire Department and Safety Services or his/her Prevention Deputy, who do not have a clear job description.

5. Ordinary and landmark building façade is assessed and investigated in the districts' façade committees or landmark building committee, respectively.

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