



**CIVIC LEADERSHIP PROGRAM 2022**





## FOREWORD

Congratulations to the sixth cohort of the AIA New York + nycobaNOMA Civic Leadership Program!

As life at the Center for Architecture re-emerged from the starts-and-stops of the pandemic era, it was wonderful to see this CLP cohort embrace both in-person and hybrid sessions. As a new rhythm emerged for the program, the level of intense critical inquiry that has become a hallmark of the program, remained.

I was encouraged by the well-planned development sessions that continued to engage a range of NYC's leaders and change-makers, from the well-known to the emerging. This CLP cohort has built on the work of their advisors and past cohorts; doing much to advance an important conversation around architecture, equity, and social justice. I am also pleased to see the program continue to meaningfully collaborate with colleagues at nycobaNOMA, who have become an essential partner.

I am particularly grateful to the advisors, who take the time after their own intense year in the CLP, to work with the current cohort, all while re-committing to their own dedication to civic engagement.

And finally, Kavitha Mathew has supported and shaped this program with great devotion over her five years working with it. And even this year, while embarking on her new role at KPF, she still found the time to give structure and inspiration to the group. Thank you!

I know that this cohort's work is just getting started. They have embarked on a commitment to question, learn and engage, informed by their unique perspective as designers, and I look forward to their ongoing leadership in our community!

**Onwards,**

**Benjamin Prosky, Assoc. AIA**

Executive Director

AIA New York | Center for Architecture

Congratulations to the 2022 Class of the AIANY nycobaNOMA Civic Leadership Program!

Marking the third year of our growing partnership with AIANY's Civic Leadership Program, nycobaNOMA is thrilled to assist in supporting the development of architects and designers in their civic engagement research and pursuits at a local level in New York City. From dialogue ranging from active, accessible communities to circular economies for sustainable resilience, this year's cohort represented a wide breadth of topics aimed to critically review the process and skills needed for impactful design, development, and community inclusion at the local scale.

The CLP program aligns perfectly with our mission to champion diversity within the design professions through nycobaNOMA's promotion of excellence, community engagement, and the professional development of our members.

As fellow architects and designers of diverse backgrounds, nycobaNOMA innately understands the importance for design professional to be engaged in communities at a local scale while providing our knowledge and a voice to local community members, while also encouraging and empowering the participation of community members for an equitable and inclusive process that is beneficial for all stakeholders.

Thank you, Class of 2022 for your dedicated time, efforts, and successful participation. We look forward to working with and supporting you throughout the development of your careers and future projects!

**Allison E. Lane, AIA, ASID, NOMA, NCARB, NCIDQ, LEED AP, WELL AP**  
President-Elect, Incoming President 2023-2024  
nycobaNOMA

**AIA** New York

**CENTER FOR  
ARCHITECTURE**

**nycoba | NOMA**



## PROGRAM MISSION



The AIANY Civic Leadership Program (CLP) develops a class of emerging architectural professionals into civic leaders by refining the critical skills that design professionals need to better represent the people that they serve.

We do this by increasing architects' connections to their communities, developing their advocacy capacities, and supporting their pursuit of public service in elected or appointed office.

Each year, the CLP selects ten emerging AIA members to participate in a six-month journey to improve their community outreach and public relations skills, strengthening the AIANY's culture of advocacy by providing opportunities to interface with municipal agencies, community development organizations, and local stakeholders.

### JUNE 2022

SUN	MON	TUE	WED	THU	FRI	SAT
						11
				16		
				23		
			29			

**FULL-DAY PROGRAM KICKOFF**

**CONCEPT DEV SESSION**

**LOGISTICS SESSION**

**WKSP 1: UNDERSTANDING COMMUNICATION**

### OCTOBER 2022

SUN	MON	TUE	WED	THU	FRI	SAT
					7	

**DEVELOPMENT SESSION #5**  
INSIDE OUT

## PROGRAM SCHEDULE

### JULY 2022

SUN	MON	TUE	WED	THU	FRI	SAT
					15	

**DEVELOPMENT SESSION #1**  
A CASE FOR URBAN HAPPINESS

### NOVEMBER 2022

SUN	MON	TUE	WED	THU	FRI	SAT
		15				

**PUBLIC EVENT #1:**  
BIKING IN NYC NOW

### AUGUST 2022

SUN	MON	TUE	WED	THU	FRI	SAT
					5	
						13
					26	

**DEVELOPMENT SESSION #2**  
RESPONDING TO COASTAL CLIMATE THREATS

**WKSP 2: GRACE FARMS FIELD TRIP + CIVIC VOICE WKSHIP**

**DEVELOPMENT SESSION #3**  
BEYOND SHELTER

### DECEMBER 2022

SUN	MON	TUE	WED	THU	FRI	SAT
				1		
	5					

**PUBLIC EVENT #2:**  
DESIGN FOR DECONSTRUCTION

**PROGRAM CONCLUSION**

### SEPTEMBER 2022

SUN	MON	TUE	WED	THU	FRI	SAT
					16	
		27				

**DEVELOPMENT SESSION #4**  
EQUITY IN THE COMMONS

**WKSP 3: SKILL BUILDING FACILITATOR FUNDAMENTALS**

## 2022 LEADERS



# 2022 LEADERS + ADVISOR TEAM



### **Tosin Bamidele**

Assoc. AIA, NOMA, LEED GA

MARVEL ARCHITECTS

“ I enjoy being a disruptor. So much of my formal education has involved thinking critically and evaluating issues before making key decisions. I would now like to explore that in the public sphere...

Born and raised in Nigeria, Tosin Bamidele is a graduate of Iowa State University where she earned a dual master's degree in Architecture and Business Administration. Before that, she had graduated from the Federal University of Technology Minna, Nigeria, where she was awarded a BTech and MTech in Architecture in 2016 and 2018, respectively. From a young age, she has been interested and involved in projects that serve various communities in need. Her experience spans radio journalism, business case competitions, international architectural practice, and research publications.

Tosin recently joined Marvel Architects, an experience she hopes will equip her with the ability to design future-looking buildings that are inclusive and dignifying. In 2021, she received Iowa State University's William M. Dikis, FAIA, Architecture Service Scholarship in recognition of her volunteerism, leadership, and service to the public and architectural profession. She is currently working towards architectural licensure in the state of New York, where she eagerly looks forward to building on her achievements in meaningful ways for the rest of her life.

## 2022 LEADERS

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**Kim Choy**

Assoc. AIA  
DATNER ARCHITECTS

“ There are a handful of personnel who can transpire our local community’s aspirations and needs into social and physical infrastructure and I believe being an architect-as-advocate is one of them.

Kim Choy is an architect-as-advocate with civic equity at heart, an emergent professional pursuing licensure, and an active participant in the city’s public streets, parks, libraries and markets.

Having grown up in a highly engineered city like Hong Kong, a city of neighborhoods in Vancouver and now working in New York City, Choy was inspired by the equal access to public amenities as social infrastructure that cities fight to offer, particularly a city’s libraries, sport facilities, public parks, sidewalks, bike lanes, and mass transit solutions. He believes that, as a tool for social equity, mobility and resiliency, it is crucial to preserve, improve and create more common ground for people to share, cross paths, and be together.

Outside of work, you can find Choy discovering new bike routes around the boroughs, running along Hudson or East River, or swimming in one of New York’s public pools, indoor and out.



**Steven Corsello**

Assoc. AIA  
GENSLER

“ The topics I care most about are fundamentally issues of public concern. I chose to pursue a career in architecture because I believed the best way to address those issues was to change the built environment.

Steven Corsello is a designer and strategist at Gensler interested in the relationships between life-outcomes and the built environment. As a member of a developer-facing studio, Steve identifies opportunities to maximize the long-term value of building assets with an emphasis on adaptation. Tasked with developing proxy analytics to measure design-value, a key goal of the team’s mandate is to understand why buildings do and don’t work well for their occupants within the broader contexts of social and environmental priorities.

Outside of work, Steve sits on the board of the Center for Community Alternatives, a pioneering non-profit focused on re-integrative, restorative justice working to end mass-incarceration in New York State.

Steve holds a Master of Architecture and a Master of Science in Real Estate Development from Columbia University’s Graduate School of Architecture, Preservation, and Planning and BA in economics from Amherst College. He lives in Manhattan with his fiancée, Alex.

## 2022 LEADERS

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**Iyatunde Majekodunmi**

Assoc. NOMA

KPF

“ My vision within the design profession for equity and/or change starts with increasing diversity across the board.

Iyatunde Majekodunmi is currently working as an Architectural Designer at KPF and received her Bachelor of Architecture from Pratt Institute.

Iyatunde’s journey into design started during her early childhood vacations at her parents’ home in Lagos, Nigeria. At a young age, she was able to witness two completely different worlds, more specifically, the differences between how materials are utilized in New York and Lagos. She became aware of detail in infrastructure, the programming of urban and private spaces, and the planning of cities. She was able to develop a fascination with changing perspectives, cultures, and infrastructure.

Majekodunmi strives to be a global citizen and implement what she has learned from her travels in her everyday life. She considers living in New York—a global melting pot—a great opportunity to apply the lessons she has learned from her travels to understand how the city is constantly changing to adhere to its diversity.



**Kasey Motley**

AIA, LEED BD+C, ENV SP

PORT AUTHORITY OF NY & NJ

“ My goal is to challenge injustices in design by identifying and correcting systemic structures that continue to influence our communities.

Kasey Motley is a licensed architect and sustainable designer with a proven record of leading interdisciplinary project teams and developing systems-based solutions for urban sustainability. Motley advocates for vulnerable communities and engages the public to develop inclusive climate strategies. She is currently working as a project architect for the Port Authority of New York and New Jersey, where she designs and manages large-scale public infrastructure projects at aviation, bus, rail, and port facilities. She leads sustainability initiatives within the agency through project-specific evaluations and the development of agency standards. As a former EDF Climate Corps Fellow, Motley worked with the NYC Mayor’s Office of Climate & Environmental Justice on the intersection of equity and energy infrastructure. Motley also led a pro-bono consultancy team to develop the City of Mount Vernon’s first Climate Action Plan.

Motley earned a B. Arch from Penn State University and an MS in Sustainability Management from Columbia University. She continues to engage with Columbia University as a mentor for the Women & Sustainability organization.

## 2022 LEADERS

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**Ankita Navalade**

LEED GA, ENV SP, Assoc. AIA  
NYC EDC

“ It is imperative that the designers not only open the channel of communication with the community members but also maintain it.

Ankita Navalade graduated with a Master in Sustainable Environmental Systems from Pratt Institute. With the program’s ‘systems- thinking’ approach, she was able to understand the link between the technical and social aspects of the built environment. In addition, Navalade’s experience working in Mumbai, India, and New York City, along with her unique combination of architecture and infrastructure skills help her paint a holistic picture of the urban built environment.

Currently, Navalade is working at the NYC Economic Development Corporation as a Project Director where she manages all aspects of design and construction for a variety of project types including waterfront development, buildings, major infrastructure, and public open spaces in New York City. At EDC, she is also part of the Sustainability as well as the Green Economy committee.

Formerly she worked with NYC Department of Design and Construction as a Sustainability Coordinator and Green Infrastructure Project Manager in the Infrastructure unit where she helped the city achieve the sustainability and resiliency goals outlined in One NYC 2050, New York City’s strategic plan.



**James Piacentini**

NOMA  
NYC DEPT. CITY PLANNING

“ The relationship between politics and public space is inefaceable, and I believe the future of equity in design and planning starts in this recognition.

James Piacentini is a Product Manager in the Digital Services division of the NYC Department of City Planning (DCP). His work centers primarily on the Agency’s portfolio of digital mapping and data tools, including ZoLa, the Online Zoning Resolution, Population FactFinder, and others. Most recently, he managed the development and launch of the Equitable Data Development Explorer.

Before joining DCP, Piacentini worked as a Cartographer and Data Analyst at Apple Maps, and was previously a Design Manager at Lincoln Center for the Performing Arts. He has also worked professionally as an architectural designer.

Piacentini attended the Columbia University Graduate School of Architecture, Planning and Preservation (GSAPP), where he received his Master of Architecture and Master of Science in Urban Planning in 2020. He previously lived in Italy where he studied the modern industrialization of Rome with funding from a Fulbright Fellowship.



## 2022 LEADERS

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**Harriet Provine**

Assoc. AIA

CENTRAL PARK CONSERVANCY

“ Design is not an agent of societal change without the support required to implement it, and without direct extensive communication with the communities design is meant to serve it cannot fulfill its potential.

Harriet Provine has worked in the Planning, Design, and Construction Department of Central Park Conservancy for the past five years. Her work focuses on historic restoration and accessibility. Working in Central Park has taught her how to navigate the needs of a diverse array of people and interests.

Provine grew up in New York City and has lived here for most of her life, making her particularly mindful of the effect public space can have on communities. She is acutely aware of how public spaces can fail to be equitable by ignoring local history or by being inaccessible to people with disabilities.

In addition to her work at the Center Park Conservancy, she has also done pro-bono design work for several organizations with a social welfare focus. Provine is also passionate about illustration and graphic design and tries to incorporate these skill sets into her volunteer work.



**Nicolas Savvides**

Assoc. AIA, NOMA

TOTAL HOME IMPROVEMENT  
SERVICES

“ Projects should begin with community and expert consideration of environmental and economic consequences on the city, workforce, and user.

Nic is a designer, construction project manager and community-driven advocate.

His work with the ReNew Lots Artist and Market Incubator allowed him to professionally construct spaces centered around sustaining and building communities. He has served as an educator for Cypress Hills Local Development Corporation, Youth Design Center, and the New School. Nic developed his expertise in the construction world, working with developers, property owners and as a representative of NY State, running infrastructure resiliency projects. His current role as Senior Construction Project Manager at THIS has allowed him to explore the high-end residential arena in NYC.

In his continuous efforts to engage in equitable actions and discourse, Nic offers mission-based construction and real estate project management services through his consultancy, We Build US. He is currently a BKCC Economic Democracy Fellow at CUNY School of Labor and Urban Studies, where he is working towards a Graduate Certificate in Workplace Democracy and Community Ownership.



**Bradley Sherburne**

AIA

CETRARUDDY

“ The future of climate change, social equity, and international economies all hinge on the ways in which cities are approached by the design profession.

Bradley Sherburne is an architect and urban designer from New York City, where he is an Associate at CetraRuddy. He earned a B.Arch and a Master of Urban Design from Carnegie Mellon University, where his work focused on the intersection of human-scaled cities within a sustainability context.

After receiving his license to practice as an architect, Sherburne turned his focus to DEI initiatives by creating architectural designs that fostered inclusion and visibility. Sherburne works with public and private K-12 schools, museums, colleges, and universities. As a member of the LGBTQIA+ community and an active advocate for the transgender community, Sherburne’s understanding of the gender spectrum offers an unparalleled advantage to the clients he serves. It is also a perspective he shares at his local Manhattan Community Board 5.

**AIA NEW YORK LEADERSHIP TEAM**



**BENJAMIN PROSKY**

Assoc. AIA

Executive Director



**KAVITHA MATHEW**

AIA, NOMA, LEED AP

Special Projects  
Director



**SUZANNE MECS**

Hon. AIA NYS

Managing Director

**2022 ADVISORS**



**Christina Brown**

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**Anne Chen**

NOMA, LEED BD+C, WELL AP



**Alicia DuQue-French**

Assoc. AIA



**Lopita Das**

Assoc. AIA, Assoc. NOMA



**Allison Lane**

AIA, NOMA, LEED AP, WELL AP



**Alejandra Zapata**

# PROGRAM KICKOFF

## Guest Speakers and Panelists:

**Michael Caton** ('17), Technical Computing Director at Juno  
**Corey Arena** ('20), Architectural Designer at Gans and Company  
**Jesse Hirakawa** ('21), Associate Urban Designer at NYC DCP  
**Esteban Reichberg** ('16), Principal of EAR Architecture  
**Faith Rose, AIA**, Principle of O'Neill Rose Architects  
**Ishita Guar, ACIP**, Associate at Marvel Architects  
**Karen J Cuadro Esteves**, Project Manager at Marvel Architects  
**Farzana Gandhi, AIA, LEED AP**, Principal at Farzana Gandhi Design Studio  
**Delma Palma** ('19), AICP, AIA, Deputy Director at NYCHA  
**Ashely Kuo**, Cofounder of A+A+A  
**Andrea Chiney**, Cofounder of A+A+A



On June 11, the AIANY and nycobaNOMA's Civic Leadership Program (CLP) hosted its sixth-annual Kick-Off at the Center for Architecture. Ten carefully-selected civic leaders were introduced to the origin, mission, and objectives of the program. Arising out of the urgency created by the 2016 presidential election, CLP aims to foster the civic leadership skills of emerging professionals across architecture, urban planning, landscape design, and technology.

The kick-off began with an alumni panel discussion where panelists shared their experiences and advice. The alumni encouraged the incoming class to be inquisitive and to take advantage of renewed in-person opportunities as we recover from the pandemic. Their final advice for the cohort was to build trust and always assume good intentions while navigating challenging and sensitive topics.

The afternoon began with a keynote presentation by Faith Rose, which was followed by a panel, Advocacy in the Built Environment, composed of architects who serve or have served as civic leaders. Despite their diverse backgrounds, perspectives and positions, their unanimous message resonated with everyone in the room: **take a proactive stance towards the future you want in New York City and be authentically yourself in the work you do.** Our work and efforts should reflect the synergy of our dual roles as designers and citizens.

By the end of kick-off, the class of leaders had begun to map the uncharted course of CLP and brainstorm ideas to influence their upcoming work in the program.



DEVELOPMENT SESSION #1

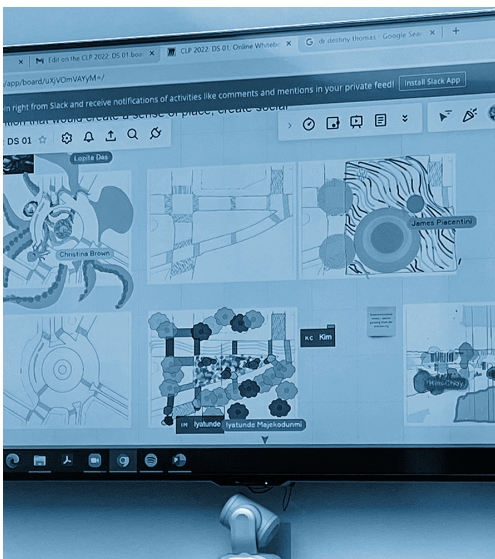
# A Case for Urban Happiness

Tosin Bamidele + Bradley Sherburne

Guest Speakers and Panelists:

- Mitchell Reardon, Senior Planner at Happy Cities
- Scott Cloutier, Assistant Professor at Arizona State University
- Sarah Williams Goldhagen, Author
- Ohemaa Poku, Director of Global Practice and Internships at WHO

On Wednesday, July 27, the AIANY Civic Leadership Program class of 2022 explored urban happiness, its catalysts, effects, and applications.



The development session provided a space for architects and other building professionals to share their views on the interrelations between design for happiness, economic prosperity, and community integration. During a series of interviews leading up to the session, it became clear to the session leaders that designing for happiness is deeply intertwined with other fields, including public health, psychology, behavioral economics, sociology, agriculture, and pedagogy. In order to understand happiness planning at the grassroots level, it is important for designers to determine its main drivers, as well as the impacts of change and stress.

The development session began with the establishment of a definition of happiness in the urban context, along with a historical overview. Session leaders defined happiness as a persistent state related to feelings of joy, safety, freedom, wellness, fulfillment, equity, and social connection. The concept of happiness in architecture and urban planning began with Jeremy Bentham's "Felicific Calculus" through to the Utopian movements of Ebenezer Howard, Le Corbusier, and Frank Lloyd Wright, and ending with Walt Disney's unrealized Experimental Prototype Community of Tomorrow (EPCOT). This, along with a rundown of scientific interpretations and theories on the benefits of happiness and happy neighborhoods, prepared attendees for the remainder of the day.

Following the introduction, Mitchell Reardon gave a presentation on his firm's work, which specializes in interdisciplinary urban planning, design, and research based on principles from Charles Montgomery's book, *Happy City: Transforming Our Lives Through Urban Design*. Reardon explained their recipe for happiness, which incorporates the core needs of food, water, shelter and safety, as well as concepts like equity, joy, health, ease, resilience, meaning, belonging, and sociability. He also highlighted the impact of urban spaces on well-being and social trust, exemplified by an experiment where volunteers pretended to be lost tourists—complete with upside-down maps—which showed that our surroundings impact whether we are likely to help those in need.

Following Reardon's presentation, the session continued with a panel that approached the concept of happiness from perspectives beyond the professions of architecture and planning. Cloutier simply yet holistically defined happiness in a way that captured its complexity: how positively people feel about their lives. As someone with an engineering background, his work in happiness stemmed from his disappointment with the emphasis on efficiency rather than wholeness in the general discourse on happiness. Similarly, Goldhagen, defined happiness as wellbeing, while Poku defined the concept as absence of negatives and the presence of positives. The panel also discussed how, as designers, we can tell people are happy with our work when they are willing to share these spaces or



products with each other.

On the surface, happiness is free. It is up to designers, planners, governments, and other stakeholders to put in the work to improve the overall quality of life of a city's occupants. When asked what the biggest challenges to achieving overall urban happiness were, the panelists shared some from their personal experiences. These ranged from cost to discrimination, the rigidity of urban silos, power imbalance, and willful ignorance. The panelists also spoke about how many obstacles to urban happiness stemmed from a communication breakdown between end-users of urban spaces and decision-makers. The panelists all echoed a similar solution, which involved inviting top-level administration to neighborhoods for close-up experiences of what community-based problem-solving looked like and how that easily translated into happiness.

The session concluded with an activity designed to provide time for reflection on the experiences and perspectives shared by the speakers. The development session was mentally stimulating, with participants echoing similar sentiments on the first steps necessary to achieving urban happiness. First, it is important to show governing agencies what they are losing by not investing in urban happiness. Second, provide data-based evidence to back up new changes to neighborhoods, as people are more likely to change their minds when there is evidence of benefits. Finally, give people the agency to make decisions about their communities and futures.





DEVELOPMENT SESSION #2

# Responding to Coastal Climate Threats

Ankita Navalade + Kasey Motley

Guest Speakers and Panelists:

- Kate Boicourt, Director at Environmental Defense Fund
- Mark Ginsberg, Partner at Curtis+Ginsberg Architects
- Linda Shi, Assistant Professor at Cornell University
- Young Suh, Director at NYCHA

On Friday, Aug 05, the AIANY Civic Leadership Program class of 2022 explored the impact of climate threats on vulnerable communities and how designers can learn from current practices to prepare for, and effectively communicate, future threats.



The development session began with a discussion about climate risks and key definitions, such as acknowledgment of eco-anxiety, understanding key climatic threats to New York City, and recognizing how natural disasters such as Superstorm Sandy prompted the funding and implementation of a range of climate adaptation projects. The session leaders identified three to these types of adaptation strategies and explored examples of each.

Following the introduction by Motley and Navalade, Kate Boicourt, Director of NY-NJ Coasts and Watersheds at the Environmental Defense Fund (EDF), discussed her career in coastal adaptation. At EDF, Boicourt works with communities to identify and address risks while prioritizing nature-based, equitable solutions. She focuses on applying scientific research to inform and advocate for evidence-based policy. She sees this changing with the growth of the environmental justice movement, as more leaders such as Timon McPhearson, Professor of Urban Ecology at the New School, advocate for urban resilience.

Boicourt also provided technical insight by identifying federal, state, and local funding sources that support resilience, including FEMA's Building Resilient Infrastructure and Communities (BRIC), the US Department of Housing and Urban Development, Army Corps of

Engineers, NYS Climate Smart Communities, and the NYC Department of Environmental Protection. Boicourt, however, noted that the prioritization and use of these funds can sometimes overlook equity concerns, and how vulnerable communities are often over-engaged and under-delivered on capital projects and academic projects due to discontinuous or limited funding. She encouraged attendees to search for opportunities to embed environmental design into their projects.

Following the conversation with Boicourt, the session continued with a panel that welcomed diverse perspectives to discuss climate adaptation challenges and opportunities.

In thinking through proactive solutions, the panel discussed how zoning strategies can provide adaptation options for coastal communities. However, modifying zoning requirements is complex. Shi, for example, explained that local governments must balance budgets with revenue sources including property tax and fees and charges. This heavily incentivizes cities to modify zoning to increase population and development value.

Panelists were later asked to suggest policy proposals that would allow for the development of effective resiliency projects. Ginsberg expressed his concerns with dry-flood proofing, particularly with regards to testing and risk transparency. He also identified the need for mandated egress above the



flood elevation for wet-floodproofing design. Suh suggested a more regional approach for adaptation planning. Shi provided opposing views, noting the importance of interstate policy while understanding that, on average, each United States metropolitan region has one hundred municipalities to coordinate. This led panelists to a discussion of regional taxation as a vehicle to finance coordinated adaptation measures, similar to the strategy used in the Bay Area for wetland restoration. The panel demonstrated that cross-disciplinary dialogue was necessary and highlighted the value add of each sector to the broader discussion.

The session concluded with a discussion of common climate-related terminology and the associations that people have with the word choice. The class identified how language can determine whether people feel forced into options or feel empowered by choice.

The discussions with industry professionals provided insight into how regulatory policies and funding impact the implementation of adaptive strategies and identified key concerns. As designers, it is essential to understand climate threats and opportunities for adaptation to appropriately respond to climate-related risks in design projects. As advocates, it is essential to understand how to communicate vulnerability with our local communities and client communities to provide them with the information and agency to protect themselves from climate-related risks.





DEVELOPMENT SESSION #3

# Beyond Shelter: Supportive Housing in NYC

Harriet Provine + Steven Corsello

## Guest Speakers and Panelists:

**Jeannette Ruffins**, CEO at Homeward NYC  
**David Condliffe**, Exec. Director at Center for Community Alternatives  
**Ted Houghton**, President at Gateway Housing  
**Michael Andersson**, Tenant and Activist  
**Kat Corbell**, Tenant and Activist  
**Sandra Gresl**, Senior Staff Attorney at Mobilization for Justice

On Friday, Aug 26, the AIANY Civic Leadership Program class of 2022 explored how successful supportive housing in NYC addresses homelessness, and what can be done to improve its design and construction.

The development session began by defining supportive housing as affordable housing paired with either on-site or distributed social services. To specifically engage questions of architecture and design, Provine and Corsello focused most of the session on supportive housing with on-site services, referred to as congregate facilities. The session leaders also outlined a history of supportive housing, describing how over the past fifty years, the reduction of SRO units, the deinstitutionalization of mental illness, and austerity measures at the state and federal level have led to an increase in the number of individuals and households experiencing homelessness in New York City. Following the establishment of New York's "Right to Shelter" law and increased investment in shelters, supportive housing has emerged as the premier response to homelessness.

After exploring the history, the session leaders examined evidence showing the impact on homelessness, reduction in justice involvement, and reduction in intensive service consumption from supportive housing programs. They then discussed how these projects are funded and built, with special focus on government funding streams and tax credits.





The session leaders then shifted their focus to the greater crisis of homelessness in New York City, citing evidence to show how supportive housing is unable to fully address the crisis in its current iteration. The city specifically stipulates that supportive housing units only be occupied by highly stigmatized populations, including the chronically homeless and people with serious mental illness, which raises questions about the amount of funding required to provide adequate services to tenants and concerns about the transparency of the application process.

The first panel, consisting of three supportive housing providers, noted that we can't build our way out of homelessness, and touched on structural socio-economic problems like mass incarceration and the long-term disinvestment in public housing. Final recommendations to architects were to listen to affected populations, explore flexible options, and to stand firm against excessive value engineering that can rob a development of its design character.

The second panel, consisting of three tenants and advocates, focused on architectural issues in congregate supportive housing. Tenants described experiences with excessive temperatures, flooding, limited floor and cabinet space, inadequate accommodation for service animals, noise complaints, and lack of push buttons. Proactive measures



suggested by tenants centered on noise and temperature control, along with timers integrated into appliances for those with sensory or memory issues and better planned package and mail rooms. The panel ended in a discussion of the Supportive Housing Tenants Bill of Rights, legislation passed in 2021.

After the two panels, participants focused on the design of supportive housing. The infill architecture of Jonathan Kirschenfeld served as a starting-off point for design opportunities. Kirschenfeld's infill supportive housing projects take advantage of the lack of a parking requirements and smaller courtyard space requirements to create unique outdoor "rooms" for tenants and double-height indoor spaces—both rare in the city's supportive housing facilities.

Supportive housing in New York City has been successful in helping some New Yorkers in need, in some cases exceptionally so. However, there is work to be done to streamline and make more transparent the eligibility criteria and application process, as well as in ensuring tenants are heard. Improved communication between landlords, tenants, tenant advocates, and NYC's Human Resources Administration is key to ensuring that the city's supportive housing stock evolves in a people-first manner. Improved input and feedback channels could go well beyond identifying and remedying the discrete needs of tenants and serve as a database for improving the long-term design and construction trajectory of supportive housing facilities.





DEVELOPMENT SESSION #4

# Equity in the Commons

Iyatunde Majekodunmi + Kim Choy

Guest Speakers and Panelists:

- Jeffrey Schumaker, Founder and President of urbanscape
- Deborah Marton, Executive Director of Van Alen Institute
- Becky Yurek ('19), Director of Strategic Initiatives at NYC DDC
- Eman-Rimawi Doster, New York Lawyers for Public Interest
- Justin Garrett Moore, Program Officer at the Melon Foundation

On Friday, Sept 16, the AIANY Civic Leadership Program class of 2022 explored how we could foster and sustain the health, welfare, and maintenance of our common spaces.



The session started by defining what “care” means in the built environment. To define care, we turn to Justin Garrett Moore, Program Officer for the Humanities for All Program at the Melon Foundation, who cited from *Toward a Feminist Theory of Care*, written by Bernice Fisher and Joan Tronto: “On the most general level, we suggest that caring be viewed as a species activity that includes everything that we do to maintain, continue, and repair our ‘world’ so that we can live in it as well as possible. That world includes our bodies, our selves, and our environment, all of which we seek to interweave in a complex, life-sustaining web.” Can we foster and sustain health, welfare, and the protection of our civic assets? To frame the panel discussion, eight types of civic assets were defined, each with evidence of their faltering abilities to provide essential care, ultimately eroding public trust.

Utilizing the Re-imagining the Civic Commons framework, we encouraged the cohort to re-examine how impacts in our civic commons are valued and measured. The power of data and the allure of technology will never stop pushing policymakers, designers, and urban planners to advocate for better solutions, yet we constantly witness a missing link between execution and impact. We ask ourselves, who is this for? How does it impact and benefit the community? How can impactful yet intangible indicators be valued in our models?

Indicators like female visitorship, opportunities for impromptu interactions, the income diversity of site visitors, the perception of access to nature, and the length of an average visit to the civic commons all represent community health but have no direct relationships to return on investment. Shedding light on more productive indicators allows decision makers to better connect to people, cultivate trust, and create more adaptable communities.

Following the introduction, the conversation continued with our panelists who work in the public, private and non-profit sectors. The panelists discussed the challenges of capital project funding and maintenance budgets, noting that the funding mechanism is innately flawed because there is often no project budget for scoping or feasibility studies. As a result, targeted briefs often fails to take into account the multitude of voices and needs of communities. The panelists pointed out that we should start small and create a sustained communication channel through community board meetings and local community organizers to create a proof of concept and demonstrate critical use case scenarios.

The discussion led participants to think about who the community is composed of, the timescale of projects, and the intentionality of language when communicating with local user groups and stakeholders. The panelist also noted the inaccessibility of the city, highlighting areas such as practical transit solutions and alternate mobility access. The final



recommendations to this year's fellows were to explore creative avenues to obtain funding, listen to and work with affected communities, and focus not only on impact-driven design but people-driven needs as well.

Justin Garrett Moore concluded our session with a discussion on his work and his thoughts on care and how to sustain it. During his presentation, he proposed the radical idea of creating a Department of Care within our city government. According to Moore, the Department of Care would allow New York City "to go beyond the traditional BID and conservancy system and build out a citywide yet community-level infrastructure of maintenance and care for the spaces we interact with daily." This idea has been explored in his interview "Care, Where?" with Urban Omnibus, which delves into how the separation of development funds and maintenance budgets for civic projects is inequitable by design. Moore also highlighted the Indy Redbud Project as a way to strengthen community identity while providing environmental services.

Advocating for equity in the public realm is challenging; it is often hard to fathom the fruits of our labor, especially when the time scales of projects span multiple decades. Some main session takeaways were to make visible the impact of design in affected communities, to choose work you are passionate about, and to work closely, listen to, and collaborate with local organizers and communities to deliver projects that enhance rather than displace.





DEVELOPMENT SESSION #5

# Inside Out: Models for Community Engagement

Nicolas Savvides + James Piacentini

## Guest Speakers and Panelists:

**Lara Merida**, Senior Director for Community Planning and Civic Engagement

**Hannah Anousheh**, Coordinator for East New York CLT

**Adam Susaneck**, Project Manager at AECOM

**Peter Robinson**, Founder of WorkUrban, Founding member of BlackSpace



On Friday, Oct 07, the AIANY Civic Leadership Program class of 2022 focused on community engagement, specifically the exploration of opportunities for community power through the Solidarity Economy.

While the design industry tends to frame itself as a tool for the betterment of society, we often encounter backlash and criticism from communities. This session explored existing models for community-sourced design and planning methodologies, surveying a diverse range of topics including past and present approaches to community participation, community land trusts and mutual aid, solidarity economics, the role of academia and technology in participatory planning, and “inside out” models that center praxis and knowledge building within communities.

The development session began with an introduction to three key modalities for community engagement: advocacy planning, participatory planning, and insurgent planning.

The discussion then turned to the case study of RioOnWatch.org, a Rio de Janeiro-based community-led blog that was instrumental in bringing to light the dangers many communities faced in the buildup to the 2016 Olympic Games. This conversation led to a discussion of current frustrations with the planning and building processes, which, in turn, led to an exploration of opportunities for community power

through the Solidarity Economy framework which aims to “meet human needs through economic activities.

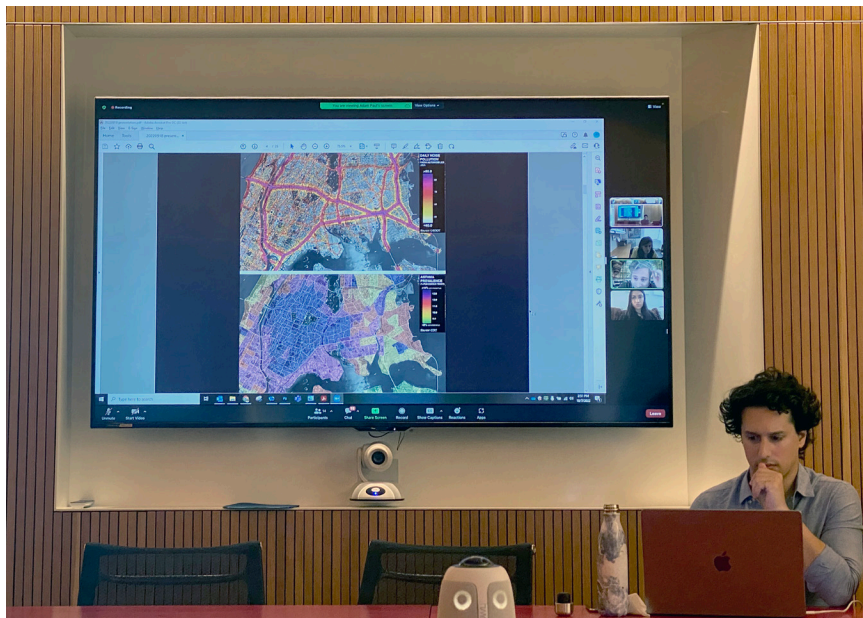
Later on, a panel of built environment professionals joined us to discuss the importance of centering community, and how their work aims to support “inside-out” models of community building. The four panelists discussed how their work intersects with and supports community initiatives and how to use their expertise to serve as allies to communities that want to have more control and ownership in their own neighborhood developments. All four panelists also discussed the importance of understanding how to use and vet data when working with vulnerable communities as to prevent miscommunication or misplaced reliance.

After the panel, we were joined by Kelvin Taitt, the founder of East Brooklyn Mutual Aid, who discussed the opportunities for community partnerships. Taitt provided an in-depth look at the types of organizing required to raise funds and to garner both community and professional support for capital projects that are neighborhood-focused and locally relevant. Some of his current work includes partnering with local black business owners and farmers to build access to healthy, affordable food in diverse neighborhoods within New York City.



Our last event of this session was a group activity that asked the 2022 civic leaders to reflect on what they have learned and to imagine themselves as community members reflecting on a proposed development in their local area. We chose to use a real-world example, the highly contentious Innovation Queens proposal currently going through the city’s Uniform Land Use Review Procedure (also known as ULURP). Attendees were presented with a shortened version of the Final Environmental Impact Statement required during the public review process for zoning amendment proposals in New York City. As a group, we discussed the complexity of such documents as well as how the public review process does and does not successfully accommodate local communities given the financial burden, technical barrier, and many other accessibility factors. This proved to be a meaningful exercise to explore how to embrace vulnerability as citizens and as experts when working toward a common goal.

This session aimed to unpack current criticisms of the public engagement processes and to explore suggestions for better implementation pathway moving forward. Throughout the session, we identified and clarified a handful of problem areas, while also identifying some specific ways for planners, designers, and advocates to support community-led initiatives. As designers, we agreed that our role is not to push the local communities into agreeing with our own ideas but to advise on potential opportunities given their local context, create clarity, and connect the dots.





## PUBLIC EVENT #1

# Biking in NYC Now

**Ankita Navalade, Bradley Sherburne, Harriet Provine, Iyatunde Majekodunmi, James Piacentini**

### Guest Speakers and Panelists:

**Inbar Kishoni**, Community and Equity Programs Manager at Citi Bike  
**Jon Orcutt**, Director of Advocacy at Bike New York  
**Sean Quinn**, Assistant Commissioner at NYC Department of Transportation

On Tuesday, Nov 15, the class of 2022 held their first in-person public event of the year at the Center of Architecture “Biking in NYC Now: Opportunities and Limitations within Urban Infrastructure”.

The event focused on the rising importance of cycling since the start of the COVID-19 pandemic and on opportunities and limitations for cycling infrastructure in New York City through three primary lenses: equity, education, and enforcement.

The COVID-19 pandemic has forced us to recalibrate most of our experiences in the public space, including cycling. The NYC Department of Transportation reports indicate that cycling has increased over 33 percent from mid-2019 to mid-2020, and this trend only further increased during the pandemic. The uptick in ridership extends across all five boroughs and across all use cases, from leisure to livelihood to commuting. The city also saw a diversification of the types and speeds of micro-mobility vehicles, including e-bikes, scooters, mopeds, and more.

However, during this same time, while the city implemented many major infrastructure improvements, changes to the built environment also lagged significantly behind the increase in ridership and behavior. This imbalance has increased the risks for cyclists within the urban setting, but it has also set the stage for exciting opportunities to improve cycling infrastructure moving forward.

With these concerns in mind, this public event explored several complex and overlapping questions about the current cycling infrastructure within the city, including:

- Who has access to biking infrastructure?
- Who is biking infrastructure built for?
- How are cyclists, pedestrians, and drivers educated on the proper usage of shared roads?
- What methods can be better utilized to ensure the safety of cyclists?

To understand these and other questions in more detail, three industry experts joined us to discuss the past, present, and future of cycling in New York City. Inbar Kishoni, Community and Equity Programs Manager at CitiBike; Jon Orcutt, Director of Advocacy at Bike New York; and Sean Quinn, Assistant Commissioner of Street Improvement Program at the NYC Department of Transportation, each provided unique and pertinent perspectives on how education, equity, and enforcement impact and are impacted by the physical design and implementation of the built environment.

The panel began with a conversation on how cycling has changed during the pandemic and how different sectors can work together to improve infrastructure. From there, the



discussion shifted to specific topics and scenarios relating to the primary lenses of education, equity, and enforcement.

The panel highlighted several important considerations relating to cycling infrastructure improvements. The diversification of vehicle types that arose during the pandemic means that future infrastructure needs to be both more accommodating and more focused to ensure that streets are shared safely. While past infrastructure roll-outs have primarily focused on connections to inner commercial cores, the future of cycling investments should aim outward toward residential sections of the city. However, while there are exciting initiatives in the works, the lack of strong coalitions and institutional and political buy-in at the city and state levels mean that building a cycling-focused city will be an uphill battle.

There is still much work to be done to improve access to safe cycling spaces in the city. This includes wrestling with the city's prevalent car culture, partnering bottom-up and top-down approaches to build politically effective advocacy coalitions, and focusing investments and partnerships in neighborhoods that have not historically been included in conversations regarding the city's cycling infrastructure. However, this program highlighted the important role urbanists and designers will play in engaging with these complex challenges and opportunities, pushing the conversation around safe and equitable cycling in New York City toward action.



# Design for Deconstruction

**Tosin Bamidele, Kim Choy, Steven Corsello, Kasey Motley, Nicolas Savvides**

## Guest Speakers and Panelists:

**Robert DaRos**, VP of Construction at Sciamé  
**Pradnya Narayanan**, Project Manager at Sciamé  
**Justin Green**, Executive Director and Founder of Big Reuse!  
**Celeste McMickle**, Director of Client Solutions at USGBC

On December 1st, the class of 2022 presented their second public event, “Design for Deconstruction: the Circular Economy and NYC’s Building Industry”.

This event explored the environmental, financial, and social impacts of construction and demolition (C&D) waste disposal in NYC, as well as options for waste management that enable material circularity.

The session began with critical facts about New York’s current waste infrastructure: New York generates about 7,500 tons of C&D waste a day amounting to 2.7 million tons a year. The speakers highlighted the vast sums of money being spent on this process, as well as the inequitable and environmentally destructive nature of exporting this waste to neighboring states. The speakers then pivoted to discuss the specifics of this waste: many of the materials used in construction or left behind after demolition are not yet accounted for within NYC’s current material reuse systems. To rectify this, the group proposes a circular economy of materials: a model of production and consumption, which involves sharing, leasing, reusing, and recycling existing materials and products to increase their life cycles.

Three strategies were proposed in order to accomplish this reduction in construction waste, pulled from the Zero Waste Design Guidelines, including:





1. Designing for Material Optimization by reducing the amount of materials used and designing materials and components for deconstruction.
2. Selecting reused materials and components or specifying materials with recycled content.
3. Implementing Waste Management Plans to ensure that construction site procedures facilitate waste segregation and recycling.

In both the presentation and throughout the room via QR codes, attendees were encouraged to access readily-available circular design toolkits that were already available for use. The speakers then discussed various scales at which these tools could be implemented, by spotlighting products currently available on the market and building systems that could integrate circular techniques. The speakers then speculated about the ways in which the circular economy could expand, especially with regards to the reuse of water, energy and waste.

Finally, the presenters focused on deconstruction techniques, or the practice of taking a building a part or taking part of a building apart with the aim of minimizing embodied carbon and “landfilled waste.” Provisions to push recycling thresholds are part of some of the most publicized bills of the last couple of years; however, there is no current policy that requires deconstruction. To rectify this, the speakers proposed two



strategies. First, the rules that govern specifications could be changed to promote whole component direct reuse and regulate specification standards. Second, any city or jurisdiction can change their code to require that at least some building elements are sourced as whole, directly reused products as part of citywide waste or emissions targets.

During the second half of the evening, a roster of panelists including Robert DaRos, Vice President of Construction at Sciame, Pradnya Narayanan, Project Manager at Sciame, Justin Green, Executive Director and Founder, Big Reuse! and Celeste McMickle, Director, Client Solutions, TRUE Zero Waste, USGBC joined to discuss their experience promoting and utilizing innovative deconstruction strategies in their own work, alongside barriers to implementation in the city. In the panel discussion, participants described their own successful attempts to recycle a greater percentage of building materials and components, their experience building under LEED guidelines, and recent hallmarks in recycling processes such as the ability to recycle latex-based paint in NYC. However, all panelists noted the focus on downstream waste disposal and urged more action on considering upstream recycling in the future, such as direct reuse of large-scale building components and manufacturer buyback programs. The panelists encouraged architects to be cognizant of the life cycle of the buildings they create, to create plans for the eventual deconstruction of their work, and to share knowledge within the field as well as grow their material science awareness.



# Meetups

Since the pandemic, the 2022 cohort is the first cohort to gather in person regularly for most of the program. This allowed for hangouts and field trips!

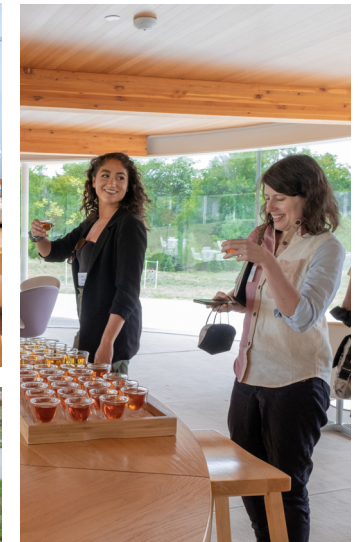


## First Happy Hour

Note: Following happy hours were so fun we forgot to take photos



## Meeting with Andrea Kahn



## Grace Farms Field Trip

## 2022 CIVIC LEADERSHIP GUEST SPEAKERS

**Michael Caton**, Technical Computing Director at Juno

**Corey Arena**, Architectural Designer at Gans and Company

**Jesse Hirakawa**, Associate Urban Designer at NYC DCP

**Esteban Reichberg**, Principal of EAR Architecture

**Faith Rose**, AIA, Principle of O'Neill Rose Architects

**Ishita Guar**, ACIP, Associate at Marvel Architects

**Karen J Cuadro Esteves**, Project Manager at Marvel Architects

**Farzana Gandhi**, AIA, LEED AP, Principal at Farzana Gandhi Design Studio

**Delma Palma**, AICP, AIA, Deputy Director at NYCHA

**Ashely Kuo**, Cofounder of A+A+A

**Andrea Chiney**, Cofounder of A+A+A

**Ranika Weston**, Executive Coach at pLink Leadership

### Grace Farms Staff

**Christina Brown**, Environmental Performance Specialist at KPF

**Anne Chen**, Architect at Gensler

**Alicia French**, Project Manager at dtls. ARCHITECTURE

**Priyanka Jain**, Principal and Director of Development at 3x3

**Adriana Valdez Young**, Head of Community at 3x3

**Mitchell Reardon**, Senior Planner at Happy Cities

**Scott Cloutier**, Assistant Professor at Arizona State University

**Sarah Williams Goldhagen**, Author

**Ohemaa Poku**, Director of Global Practice and Internships at WHO

**Kate Boicourt**, Director at Environmental Defense Fund

**Mark Ginsberg**, Partner at Curtis+Ginsberg Architects

**Linda Shi**, Assistant Professor at Cornell University

**Young Suh**, Director at NYCHA

**Jeannette Ruffins**, CEO at Homeward NYC

**David Condliffe**, Exec. Director at Center for Community Alternatives

**Ted Houghton**, President at Gateway Housing

**Michael Andersson**, Tenant and Activist

**Kat Corbell**, Tenant and Activist

**Sandra Gresl**, Senior Staff Attorney at Mobilization for Justice

**Jeffrey Schumaker**, Founder and President of urbanscape

**Deborah Marton**, Executive Director of Van Alen Institute

**Becky Yurek**, Director of Strategic Initiatives at NYC DDC

**Eman-Rimawi Doster**, New York Lawyers for Public Interest

**Justin Garrett Moore**, Program Officer at the Melon Foundation

**Lara Merida**, Senior Director for Community Planning and Civic Engagement

**Hannah Anousheh**, Coordinator for East New York CLT

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**Celeste McMickle**, Director of Client Solutions at USGBC

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Benjamin Prosky, Assoc. AIA, Executive Director

Adam Roberts, Director of Policy

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Allison Lane, AIA, NOMA, Incoming President of nycoba | NOMA

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NYC Department of Transportation

National Parks Conservation Association

NYC Public Design Commission

3x3

Public Policy Lab

pLink Leadership

Lisa Medley Executive Leadership

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