

A Platform for the Future of the City

2013





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2013

American Institute of Architects
New York Chapter
Foreword

As much as any other attribute, architecture, and design define New York and distinguish it from all other urban centers in the United States and around the world.

Architecture and design play a role in the everyday life of all New Yorkers from where and how we live and work, to the way we enjoy free time, teach our children, care for the elderly, and get around town. It is important that New Yorkers have confidence in our infrastructure and resiliency. Quality design of buildings and the public spaces between them increase property values and drive the desire to be here.

The American Institute of Architects New York Chapter (AIANY) is the voice of the architectural profession and serves as a watchdog, ombudsman, and guarantor of the importance of design in our city. New York is home to the largest community of design professionals of any major metropolitan area in the United States and ranks top three in the world, with more than 40,000 people working in these fields. For this city to compete globally in attracting and retaining talent and business opportunities, elected leaders must envision the shape of the 21st-century metropolis.

In concert with this chapter’s 26 program committees—with specialized knowledge ranging from the needs of the aging to the impacts of climate change—AIANY has created a policy platform of the most pressing issues facing our city’s built environment. “A Platform for the Future of the City” identifies challenges and proposes solutions including job-creating specific suggestions on affordable housing design, economic development of major projects, strategic suggestions for our waterfront and ideas on how to make our city healthier.

Our goal is to assert that design matters and that design excellence can positively transform lives. Using “A Platform for the Future of the City” as a guide, the AIA New York Chapter seeks to engage civic and government leaders, along with the public, in the day-to-day dialogue about making our neighborhoods and institutions a model for the nation and world. AIANY has identified the 2013 citywide elections as the moment to advance the discussion about the connection of design and public policy.



Jill N. Lerner, FAIA
2013 President
AIA New York Chapter

Rick Bell, FAIA
Executive Director
AIA New York Chapter



American Institute of Architects New York Chapter A Platform for the Future of the City

New York is a global magnet. It delivers a quality of life that attracts and retains private investment and talented people. A major component of urban quality is the design of our buildings and public spaces. It is important that New Yorkers have confidence in our infrastructure and resiliency especially in a post-Sandy environment.

Employers locate companies based on availability of decent housing and schools, and the dependability of transportation and utilities. Many choose New York as a place to live and work based on stand-out parks and first-class education, along with our economic and cultural vitality.

The AIANY is the voice of the architectural profession. Over the past two decades we have played an important role partnering with and advising city agencies on code changes, zoning improvements, sustainability initiatives, and infrastructure improvements. Architects find solutions to current challenges and design the future of the city. For New York to compete globally, elected leaders must envision the shape of the 21st-century metropolis. We can assure that architectural excellence will continue to drive the city's success.

The "Platform for the Future of the City" comes from the expertise and experience of our members, with specialized knowledge ranging from the needs of the aging to the design of transportation facilities.

The 30 issues in our "Platform for the Future of the City" include job-creating specific suggestions on affordable housing design, economic development of major projects, and the global practice of architecture. Post-Superstorm Sandy strategic suggestions for our waterfront are equally critical, as are ideas about how to make our city a healthier and more friendly place for an aging and growing population. The issues are organized at right under four topic areas including: Our Buildings; Our Neighborhoods; Our City; and Our World.

Our Buildings

1. Governance & Regulatory Reform
2. Housing
3. Education

Our Neighborhoods

4. Urban Design
5. Transportation & Infrastructure
6. Open Space & Waterfront

Our City

7. The Architecture of Well-Being
8. Energy Efficiency & Sustainability
9. Risk & Reconstruction

Our World

10. Global Practice

Our Buildings

1. Governance & Regulatory Reform

- **Capital Program**
- **Streamlining**
- **Concurrent Review**

325-329 West Broadway: New York, NY
Beyhan Karahan & Associates Architects
Image Credit: Beyhan Karahan & Associates Architects



Capital Program

The Challenge

Capital funding has diminished during the past five fiscal years creating challenges to funding necessary capital improvements.

Why it Matters

Our growing city's buildings, parks, sidewalks, and infrastructure are aging and need regular upkeep to extend their lives and have a positive effect on quality of life.

The Solution

Assure that the capital funding program is a high priority.

Narrative

Streets and sidewalks make up 26% of the city's land. With 1,700 parks, thousands of libraries, senior centers, youth centers, police precincts, fire houses, ambulance stations, hospitals, and more, the City has responsibility for a significant part of the urban fabric extending throughout all five boroughs. The capital program of the City of New York has diminished during the downturn of the last five years. It is imperative that the City maintain a strong commitment to its capital program and to promoting design quality in its civic architecture.

Streamlining

The Challenge

Streamlining of municipal government is currently being done on an agency-by-agency basis rather than in a unified and cohesive manner.

Why it Matters

Often projects require sequential applications to multiple agencies, and therefore streamlining one agency does not solve the whole problem.

The Solution

Create the position of Deputy Mayor of Design & Planning to coordinate municipal agencies toward a goal of greater efficiency.

Narrative

The City of New York has a major role in supporting design quality in both the public and private sectors. Agencies such as the Department of City Planning, Buildings Department, Housing Preservation and Development, and the Landmarks Preservation Commission have different goals and report to different Deputy Mayors. They lack coordination and are perceived as obstacles to the development process. Effectiveness would be improved if design and development agencies were under the responsibility of a single Deputy Mayor.

Concurrent Review

The Challenge

The NYC Development HUB has been successful in its mission, already generating more than a billion dollars in economic activity, but the current program can be too easily undone.

Why it Matters

There is a need to speed up the approval of applications and coordinate regulatory review to unlock billions of dollars of economic activity.

The Solution

Commit to making the HUB permanent, more inclusive, and more focused on economic development.

Narrative

Review processes need to be further streamlined to bolster design and construction employment. Doing concurrent rather than consecutive reviews at multiple municipal agencies having jurisdiction over the planning and building process would make an enormous difference in creating jobs quickly. Efforts such as City Planning's BluePrint and the Building Department's HUB should be coordinated and expanded to include more projects citywide without diminishing staff from the borough offices.

Our Buildings

2. Housing

- **Housing Demand**
- **Unit Size**
- **Parking**

Via Verde—The Green Way: Bronx, NY

Dattner Architects and Grimshaw

Image Credit: David Sundberg/Esto



Housing Demand

The Challenge

Housing for New York's growing population is not adequately made possible by use of the current Zoning Resolution.

Why it Matters

New York City is fast approaching a population of 8.5 million people, which will increasingly strain the current housing stock.

The Solution

Allow zoning text changes to increase the potential full residential build-out of the 1961 Zoning Resolution. Set a goal for additional housing/apartment units in the next 10 years.

Narrative

With a population approaching 8.5 million people, there is an increasing demand for housing. If built-out to the currently allowed zoning envelope, 12 million people could be accommodated. As the population increases, we need to consider ways to build more housing, consistent with the allowable limits of the 1961 Zoning Resolution. The new housing objective should be at least 100,000 units in 10 years, and, perhaps as many as 170,000 apartments. At least half of the units should be new construction. Sites for new growth need to be identified.

Unit Size

The Challenge

Housing stock doesn't sufficiently address changing demographics in New York City.

Why it Matters

Only 17% of the population lives in a household with two parents and a child under the age of 25. Zoning does not permit the creation of units that meet current needs.

The Solution

Encourage rather than restrict studios, micro-units, shared units, and accessory units. Review the Zoning Resolution using the perspective of modern needs.

Narrative

A review of the definitions of key terms contained in the text should be coordinated with the Building Code, Multiple Dwelling Law, Housing Maintenance Code, and Zoning Resolution. It is currently illegal for more than three unrelated people to live together. Additionally, the current zoning makes it hard to use available floor area based on FAR calculations, because of restrictions such as facade setbacks. There is a need for a review of the Zoning Resolution and the encouragement of housing types currently restricted by code.

Parking

The Challenge

The parking requirements in the Zoning Resolution sometimes result in construction of more costly buildings, making production of affordable housing more difficult.

Why it Matters

Required parking spaces often sit empty, using valuable FAR and driving up the cost of construction. That space could be better used to create more housing units.

The Solution

Analyze parking requirements based on proximity to mass transit and reduce parking minimums where they are not needed.

Narrative

The current requirements to include a designated number of parking places within buildings, including housing, create significant challenges in the development of affordable housing, where parking is often not as necessary. This is a problem for communities throughout the city. Looking at the city's transportation strategies and changing neighborhood population patterns suggests the development of a comprehensive citywide parking plan that might result in a diminishment of internal parking requirements, lower the cost of construction, and produce more affordable housing units.

Our Buildings

3. Education

- **Campus Planning & Higher Education**
- **Applied Technology**
- **Public School Education**

Miles and Shirley Fiterman Hall, Borough of Manhattan Community College,
City University of New York: New York, NY
Image Credit: Pei Cobb Freed & Partners, Photo Credit: Kerun Ip



Campus Planning & Higher Education

The Challenge

The debate over institutional expansion of colleges and hospitals needs to be better informed and seen as opportunities for growth.

Why it Matters

The city's growth and vitality are partly a result of the ability to attract and retain talented students and faculty.

The Solution

Encourage necessary expansion of the city's major academic institutions.

Narrative

Education, including higher education, is at the heart of our city's future economic viability, and new facilities can be the magnets attracting students, faculty, and research. As leading engines of economic growth, the city's major academic institutions play an important role in preserving the quality of life. It is essential that the design professions and the public manage conflicting objectives to promote a balance between institutional needs and civic responsibility.

Applied Technology

The Challenge

Applied technology and higher education developments need additional support, planning and investment.

Why it Matters

The city needs to produce a highly educated work force in cutting-edge industries, where new jobs are being created.

The Solution

Continue to encourage applied technology schools, collaborative entrepreneurship opportunities, incubators, and infrastructure enhancements through zoning and incentives.

Narrative

New academic initiatives will aid New York in attracting high-tech industries and talent, and in generating new businesses. It should use underutilized properties and create university-centered development, serving as a catalyst within these neighborhoods. It requires coordination with other urban, transportation, and sustainability initiatives. With a renewed focus on applied technology and its place in the future employment possibilities for New Yorkers; our city remains a destination for higher education and related research institutions. We need to assure that the capital program and demand for design excellence remains strong, and augments appropriate institutional expansion.

Public School Education

The Challenge

Some of New York City's schools are overcrowded and designed to educational standards of a different time. Greater flexibility for innovative design should be supported toward the goal of better outcomes.

Why it Matters

Better-designed learning environments lead to improved educational results.

The Solution

Build new schools using quality design standards, and fund and retrofit existing schools to make better use of space.

Narrative

Access to public education is a significant factor in any city's quality-of-life rating and long-term success. New York's public school system, serving more than a million students, is hindered by outdated planning and program requirements and a lack of facilities where needed the most. Rezoning, particularly from manufacturing to residential, has created new communities without providing for schools and libraries. New sites often lack usable outdoor assembly or recreation space. Outdated standards for school design in regard to net/gross area ratios preclude corridors from becoming part of the learning landscape, obstructing innovative teaching and school design.

Our Neighborhoods

4. Urban Design

- **Zoning & BluePRINT**
- **Transit & Zoning**
- **Sidewalks**

Times Square Reconstruction: New York, NY

Snohetta

Image Credit: Snohetta



Zoning & BluePRINT

The Challenge

Current zoning is complicated, and efforts to reform and simplify it need support.

Why it Matters

The Zoning Resolution is the framework that determines the shape of our neighborhoods and buildings. Its complexities can stifle innovation and deter new ideas preventing the city from getting the buildings it needs.

The Solution

Use City Planning's BluePRINT task force of city personnel, professional experts, neighborhood advocates, and community leaders to review the Zoning Resolution.

Narrative

Urban design and city planning shapes the visible city, how we move through our streets and public places, and how our buildings intersect with the neighborhoods in which we live and work. New York City needs a new Strategic Comprehensive Plan, a phased strategy with short-term and long-term proposals, priorities, roles, and responsibilities. The current discretionary zoning process grows more complicated over time. Zoning bonuses and variances have created some good results, but also have had unintended negative consequences that can linger for decades or more. An ambitious agenda would look at the Zoning Resolution to create a modern, comprehensive strategic plan for the city's growth.

Transit & Zoning

The Challenge

Transportation and zoning issues are not being coordinated.

Why it Matters

Recent rezoning has not adequately taken transportation capacity into account, yet transit remains a major factor in the success of new mixed-use communities.

The Solution

Plan for new transportation in conjunction with land use. Identify areas that have yet to be developed along rail lines.

Narrative

Transportation infrastructure, urban design, and zoning changes are not being adequately coordinated. Recent waterfront rezoning (in Williamsburg, for example) has been completed in a way that allows for much higher density without enhancement of public transit. Proposed bus-line extensions are similarly not adequately integrated with land use, density, and urban design considerations and plans. The City needs to consider the movement of people in the new communities that are planned and developed.

Sidewalks

The Challenge

Despite wonderful new bus shelters, the city’s streetscape is lacking crucial amenities—such as public restrooms and coordinated signage.

Why it Matters

There are more than 12,750 miles of sidewalks in New York City, constituting a major network that deserves more concerted attention.

The Solution

Upgrade sidewalk infrastructure to include better, more energy-efficient street lighting, public restrooms, benches, and more visually attractive sidewalk sheds.

Narrative

Sidewalks play an important role in city life, but the pedestrian experience is often overlooked. There are simple ways to make it easier to walk the city’s streets. Pedestrians value more room to walk, places to rest, and sense of security. Enhancements of street furniture, signage, and other means of wayfinding need encouragement and funding. Amenities, such as public restrooms, are lacking.

Our Neighborhoods

5. Transportation & Infrastructure

- **Capacity & Efficiency**
- **Commercial Development**
- **Streets**

Newtown Creek Wastewater Treatment Plant: Brooklyn, NY

Ennead Architects

Image Credit: Jeff Goldberg/Esto



Our Neighborhoods: Transportation & Infrastructure

Capacity & Efficiency

The Challenge

The City may lose momentum to develop major projects such as the 2nd Avenue Subway and the Third Water Tunnel which are necessary to build greater capacity. New York City's transportation network is aging and needs improvement and renewal.

Why it Matters

The City is undertaking several major and important infrastructure projects that will not be finished until after the end of the current Administration.

The Solution

Complete partially-funded infrastructure expansion projects, and commit funds to upgrade new transit systems and intermodal connectivity.

Narrative

Transportation and infrastructure, in conjunction with land-use planning, serve as the city's framework. The past decade has seen a remarkable collaboration among city agencies, with much success as a result of a focus on issues of population growth, sustainability, and response to climate change. However, New York City has a good part of its transportation and infrastructure planned, maintained, and built by entities outside city government. The next Administration must set up systems to better coordinate both within City government and with State and Federal entities to keep the forward momentum.

Commercial Development

The Challenge

The City must maintain major financial centers and commercial enterprise close to transportation while identifying locations for future growth. These new areas for growth must balance increased density, investment in infrastructure and the public realm, and preservation of important landmarks.

Why it Matters

The city’s growth and continued economic success is predicated on creating places where a growing population can live and work.

The Solution

Encourage well-designed commercial districts that promote mixed-use growth and are supported by the necessary infrastructure.

Narrative

Augmenting the ongoing efforts to promote commercial development at sites like Atlantic Yards and Hudson Yards requires continuity of current programs with the change of Administration. To create the infrastructure necessary to support major new commercial developments, the City should implement assessments for public infrastructure improvements associated with new developments.

Streets

The Challenge

Many city streets remain unsafe and poorly designed. Streets are often missing critical components which prevent them from being comfortably used by everyone.

Why it Matters

Better designed streets provide all users of the road—pedestrians, bicyclists, drivers—with streets that are safe and efficient. They can also provide added benefits, including a more pleasing streetscape that includes greenery.

The Solution

When reconstructing and building new streets, integrate storm-water management, pedestrian resources, bicycle paths, and better signage.

Narrative

“Complete Streets”—or thinking about the parts of our neighborhoods in which we walk, bike, and drive—make up an important piece of the open space issue. The City needs to determine how best to move beyond temporary or pilot improvement programs. The process that goes into creating a streetscape, including signage, is intensely bureaucratic, making it difficult to incorporate all the different elements that make a complete street.

Our Neighborhoods

6. Open Space & Waterfront

- **Open Space & Community Access**
- **Waterfront**
- **Signage & Wayfinding**

Brooklyn Bridge Park Pier 5: Brooklyn, NY
Michael Van Valkenburgh Associates, Inc.
Image Credit: Alex Hoyer



Our Neighborhoods: Open Space & Waterfront

Open Space & Community Access

The Challenge

Some communities in our rapidly expanding city drastically lack access to open space.

Why it Matters

Open space plays an important role in city life. It also serves to increase quality of life and generally raises property values in the surrounding communities.

The Solution

Create more open space in New York City in the communities with the greatest need, thereby enhancing land values and private investment in adjacent development. Assure that schoolyard play spaces will remain open after hours.

Narrative

Some communities in New York City drastically lack access to open space. This has the effect of lowering the quality of life for residents in the community, limiting recreation, and access to light and fresh air. Furthermore, planning communities around open spaces can raise the property values in the surrounding area and, therefore, support the economic activity within the city as a whole.

Waterfront

The Challenge

Our waterfront needs to be designed for new recreational opportunities and to be better protected from rising sea levels and the possibility of flooding.

Why it Matters

The waterfront is a unique space in New York City. It not only has implications in regard to residential and commercial development, but also relates to the city's environmental well-being.

The Solution

Implement and augment the proposals in the Vision 2020 Waterfront Plan. Encourage an expanded comprehensive plan for waterfront protection.

Narrative

New York City has more than 520 miles of waterfront, which has historically been an area of industrial and transportation use. This use has changed significantly over the last two decades. Without jeopardizing remaining maritime industry jobs, there is much to be done to assure recreational access while also addressing ecology and the risks from sea level rise and storm surge. The City's Stormwater Management Plan, Parks Department regulations, and the priorities of the Department of City Planning are sometimes in conflict. Nonetheless, the ideas in Vision 2020 need to be implemented and extended.

Signage & Wayfinding

The Challenge

Many parts of the city lack the planning and signage that would make pedestrian navigation easy.

Why it Matters

Pedestrians need clear and concise signage in a citywide uniform design providing directions to key points and moving foot traffic through planned corridors.

The Solution

Create clarity of signage, mapping, and desire paths to important destinations.

Narrative

Major pedestrian thoroughfares are not connected to each other, and there is no clearly delineated path of movement which connects major destinations and points of interest. Furthermore, there is no one agency or entity coordinating open space decisions. Narrow sidewalks and chaotic wayfinding makes pedestrian movement on busy streets very difficult.

Our City

7. The Architecture of Well-Being

- **Age Friendly Design & Aging in Place**
- **Inclusive Design**
- **Healthy Cities**

The High Line: New York, NY

James Corner Field Operations and Diller Scofidio + Renfro

Image Credit: Rick Bell



Age Friendly Design & Aging in Place

The Challenge

New York City's urban environment is not adequately friendly to seniors and the City could do more to help seniors age in place.

Why it Matters

As baby boomers begin to retire, New York's senior population is expected to grow. Helping seniors to age in place lowers the cost of healthcare services, allows seniors to remain in their neighborhoods, and secures access to their substantial spending capacity.

The Solution

Make improvements to the urban environment. For example, redesign local parks to allow ease of access and adequate seating. Increase the number of accessible subway stations and widen sidewalks.

Narrative

Improvements to the urban environment that create a more senior-friendly city and better quality of life of all citizens. Simple redesigns, such as adding sidewalk seating, can go a long way towards making the city friendlier for seniors and more comfortable to get around.

Inclusive Design

The Challenge

Lack of accessible public and private facilities continues despite ADA and Local Law requirements, making our city difficult to navigate for many.

Why it Matters

Improvements to the urban environment create a more accessible city and better quality of life of all citizens.

The Solution

Implement and extend the use of the Inclusive Design Guidelines developed by the Mayor’s Office for People with Disabilities.

Narrative

Building codes should be modified to incorporate the recommendations of the “Inclusive Design Guidelines” produced by the Mayor’s Office for People with Disabilities (MOPD), thus encouraging developers of market-rate housing to build accessible homes. All new buildings and renovations should be designed in accordance with the principles of universal design and ergonomic standards.

Healthy Cities

The Challenge

Obesity and other chronic diseases, such as heart disease and diabetes, may be affected by the design of our built environment.

Why it Matters

Health costs attributable to chronic diseases are very high and increasing, not to mention quality of life issues. Today we confront global epidemics of chronic diseases.

The Solution

Implement and extend the use of the Active Design Guidelines developed by the NYC Department of Design and Construction and the NYC Department of Health and Mental Hygiene. The “Fit City” initiative should be extended to other facets of health promotion.

Narrative

By using design to encourage walking, bicycling, and active transportation and recreation, the built environment can be used to improve the health of the city’s citizens. Better design may decrease the prevalence of chronic diseases such as obesity, diabetes, heart disease, and asthma.

Our City

8. Energy Efficiency & Sustainability

- **Long Term Planning & Sustainability Leadership**
- **Green Code Changes**
- **Zoning & Energy**

Queens Botanical Gardens Visitors Center: Queens, New York
BKSK Architects
Image Credit: Jeff Goldberg/Esto



Our City: Energy Efficiency & Sustainability

Long Term Planning & Sustainability Leadership

The Challenge

The Office of Long Term Planning & Sustainability's (OLTPS) role in government is not assured. Although in the City Charter, the Office's prominence is at the discretion of the Mayor.

Why it Matters

OLTPS has put our city at the forefront of innovations in sustainability, attracting talented and capable staff. Long-term planning and sustainability leadership has economic value for New York City now and in the future.

The Solution

Ensure that OLTPS remains a strong office by retaining it in the Office of the Mayor and elevating its Director to a Commissioner. Commit to being an international leader in climate change by maintaining the city's role in C40 Cities Climate Leadership Group.

Narrative

The Mayor's Office of Long Term Planning and Sustainability must be adequately funded and consulted in long-term planning initiatives. By adopting PlaNYC, and committing to its ongoing implementation, New York City is a national leader in addressing environmental issues. The city must retain its national position of leadership in sustainability and environmental stewardship.

Green Code Changes

The Challenge

The Green Codes Task Force has made 111 recommendations to improve the Building Code, but only 29 have been enacted.

Why it Matters

Buildings generate the majority of greenhouse gas emissions in our city. Implementing Green Codes will improve energy-efficient, environmentally-sound building practices.

The Solution

Prioritize passing the remaining Green Codes Task Force recommendations.

- OC3: Don't exempt existing buildings from green codes
- EE14: Limit after-hours retail lighting
- EE23: Reduce CO₂ Emissions due to concrete
- EE 24: Reduce CO₂ Emissions from specialized concrete
- HT2: Limit harmful emissions from paints and glues
- SW7: Analyze strategies to reduce storm-water runoff from existing developments

Narrative

The Green Codes Task Force produced a comprehensive set of policy proposals for making the building code greener. Now, the City needs to make sure that those proposals are enacted.

Zoning & Energy

The Challenge

The Zoning Resolution's rules related to energy efficiency are no longer current.

Why it Matters

The Energy Code has now far surpassed the Zoning Resolution, leaving inconsistent guidelines that stifle innovative building techniques.

The Solution

Change the Zoning Resolution to allow energy efficiencies and innovation to occur.

Narrative

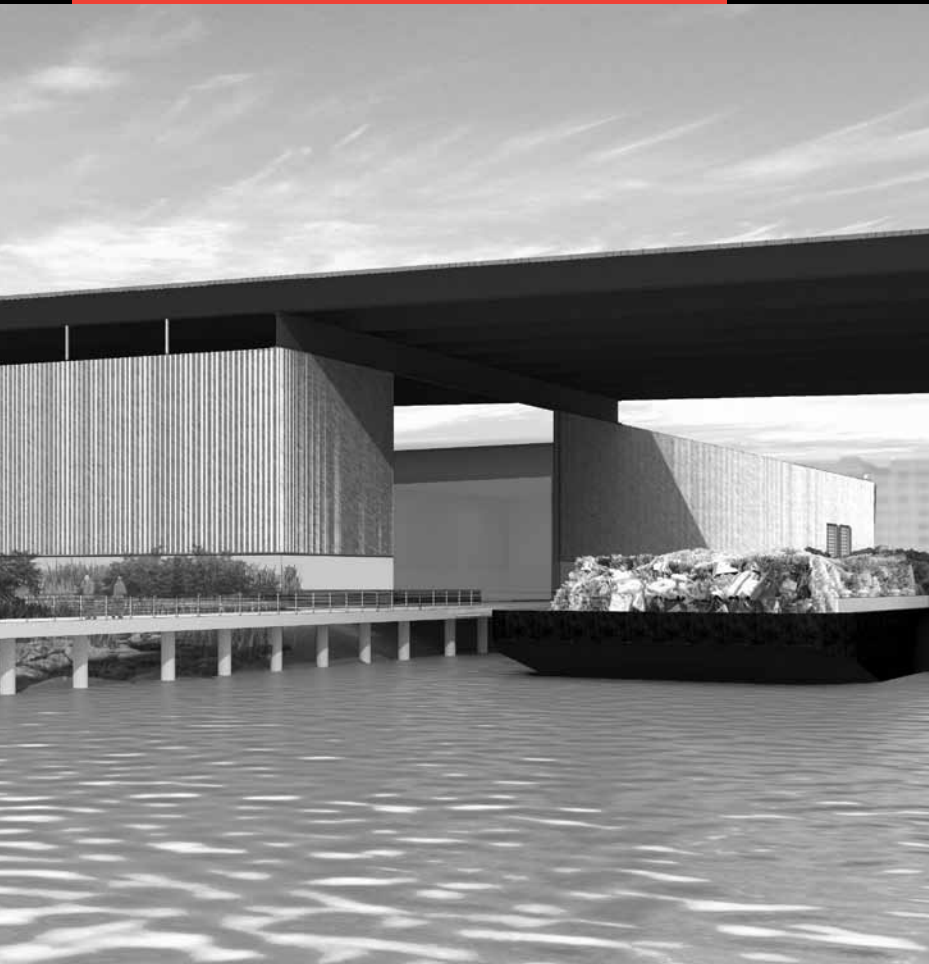
Rezoning for housing has not been recently considered by the Department of City Planning and the Department of Housing, Preservation & Development, nor by the New York City Housing Authority. There needs to be a more flexible zoning envelope and a review of appropriate zoning, some provisions of which are three decades old and have been supplanted by the City's Energy Code.

Our City

9. Risk & Reconstruction

- **Sea Level Change**
- **Risk-Adverse Zoning & Planning**
- **Infrastructure Vulnerability**

Sunset Park Materials Recycling Facility, Brooklyn, NY
Selldorf Architects
Image Credit: Radii Inc., Courtesy of Selldorf Architects



Sea Level Change

The Challenge

The City lacks the ability to protect buildings, tunnels, and other infrastructure from flooding.

Why it Matters

With sea level rise and extreme weather contributing to storm surge, flooding has become a major risk for New York City.

The Solution

Review the options to protect buildings, tunnels and other infrastructure from inundation.

Narrative

Tunnels and other infrastructure need to be protected from inundation. Sea level rise and the risk of storm surge call into question current policies and regulations pertaining to land use, eminent domain, and insurance. The potential displacement of tens of thousands of city residents and the impact on property owners and our public transit system is potentially enormous.

Risk-Adverse Zoning & Planning

The Challenge

Current zoning and building codes do not take into account the threat from future natural disasters.

Why it Matters

Because New York’s buildings stay in use for several decades, zoning and construction codes must consider future conditions to ensure that the built environment remains safe for the next 100 years.

The Solution

Require new buildings to be built with new risk-adverse zoning and construction standards.

Narrative

City agencies have focused on determining the risk issues for sea level rise, and wind events and need support to develop a precise and informed calendar and schedule of objectives for new buildings which are to be controlled by new risk-adverse zoning text and construction standards.

Infrastructure Vulnerability

The Challenge

There is not a complete picture of the City’s infrastructure vulnerabilities.

Why it Matters

In order to best prioritize strategies for redundancy and resiliency the City needs to have a complete understanding of what infrastructure is most vulnerable and what strategic approaches: adaptive, passive, and defensive offer the most cost effective solutions.

The Solution

Complete a survey of vulnerability and determine priorities based on conditions such as health, safety, welfare, and the costs associated with levels of preparation.

Narrative

The importance of safeguarding the city’s infrastructure as a generator of future growth cannot be overemphasized. Milestones of improvement should be recognized in the short term as the city prepares for the long term, beyond the year 2100.

Our World

10. Global Practice

- **Magnet for Growth & International Expertise**
- **Immigration & Global Center**
- **Global Design Focus**

Barclays Center: Brooklyn, NY
SHoP Architects and AECOM/Ellerbe Becket
Image Credit: Bruce Damonte



Magnet for Growth & International Expertise

The Challenge

New York City must remain a magnet for growth in terms of population, jobs, and key industries.

Why it Matters

The future will belong to the cities that not only grow, but channel growth into the enterprises and endeavors that relate best to global needs

The Solution

Create and enhance an environment in New York City that is friendly to growth and the sectors of the business world that are engendered by global interaction.

Narrative

New York is in many ways the center of the world for certain industries that benefit from a creative work force. How our physical environment creates a sense of possibility and enterprise needs clarity of mission and incentives. New York's architects are sought after world-wide for their expertise in tall buildings, complex urban projects, and design preeminence. Global practice has been a strong economic driver for many New York-based architectural firms, creating jobs and adding luster to our reputation abroad.

Immigration & Global Center

The Challenge

Architecture firms are unable to retain some of their best and brightest staff because of limitations on hiring.

Why it Matters

To remain a world center of architecture, the city has to be able to attract and retain the top talent from around the globe.

The Solution

Lobby the federal government to create legislation that would allow international students and practitioners to come and stay in the United States and practice.

Narrative

New York City is a magnet for the best architectural talent. Welcoming a diverse talent pool at its six architectural schools and train at top firms, we attract superb individuals, thus importing talent and exporting design. Current immigration rules make it difficult for the individuals to stay.

Global Design Focus

The Challenge

The city is home to some of the world’s most innovative architects, yet the most innovative designs produced by these firms doesn’t always happen in New York City.

Why it Matters

To keep attracting top architectural talent, not to mention globally competitive corporations, the city must be seen as a place that supports innovative design.

The Solution

The City should encourage the value of good design and a high quality environment, one that fosters innovation. Support the development of buildings with architecturally unique design to attract talented architects. At the same time, increase public awareness about architecture through continued support of major events such as Archtober and NYCxDDesign.

Narrative

New York’s architectural icons are aging. There is a need to build 21st-century landmarks. New, innovative, and interesting building design can be promoted through incentives. New York is the center of the design world, and its government should assure that its firms are able to do their best projects here, not just overseas. New York competes on the global stage, and it is important to recognize and learn from other cities that are creatively tackling issues of increased population, commercial growth, transit-oriented development, sustainability, and historic preservation.

Credits

This report is the culmination of a year-long series of meetings and interviews convened by the American Institute of Architects New York Chapter (AIANY). The Chapter has worked with its leadership, program committee chairs, and members to draft a platform statement of issues that are most important to the profession and to the built environment. These efforts have led us to identify a set of interconnected issues of importance to our members that will inform discussions with and between candidates for office for years to come. The meetings were held at the Center for Architecture. While AIANY has greatly benefited from the discussions and insight of the members of the work group, the report’s recommendations and any errors or omissions are our own.

Images at front and back spreads:

Hudson Yards: New York, NY
Kohn Pedersen Fox Associates (Master Plan)
Image Credit: Courtesy of visualhouse

Hypar Pavilion Lawn and Restaurant: New York, NY
Diller Scofidio + Renfro in collaboration with FXFOWLE
Image Credit: Iwan Baan

Many thanks to the members
who gave their time

Joseph J. Aliotta, AIA LEED AP
2012 AIANY President

Illya Azaroff, AIA
Co-Chair, Design for Risk
and Reconstruction Committee

Rick Bell, FAIA
AIANY Executive Director

Lance Jay Brown, FAIA
2013 AIANY First Vice President/
President-Elect Co-Chair, Design for Risk
and Reconstruction Committee

David Burney, FAIA
AIANY Vice President
for Design Excellence

Margaret O. Castillo, AIA LEED AP
2011 AIANY President

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