

CIVIC LEADERSHIP PROGRAM²⁰¹⁷



AIA
New York

C L P

MISSION

The Civic Leadership Program 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.

PROGRAM STRUCTURE



The CLP develops a class of emerging architectural professionals into civic leaders by refining the critical skills necessary to better represent the people that design professionals serve. By increasing connections to their communities, developing their advocacy capacities, and supporting their pursuit of public service in elected or appointed office, the CLP develops the next generation of civically-minded design leaders. Each year, the CLP selects ten emerging architectural professionals 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.

The six-month program runs June through December and will consist of five development sessions, two team-building sessions, and two public events, each of which contributes to building a framework for engagement. At the onset of the program, the ten participants will be paired off to plan and host one of the five monthly development sessions. At the development sessions, the CLP cohort will learn about and discuss topics of interest with invited expert speakers. Each development session will include a supplemental training or information seminar led by the CLP advisors. Additionally, toward the end of the program, the cohort will organize two public events to engage with the profession and the general public. The CLP encourages participants to find their own voice and choose topics to explore. Past topics have included public interest design, land use and public space, community engagement and relations, public development and infrastructure, sustainability and resiliency, funding and financial support, political obstacles and opportunities, and new business models.



2017 CIVIC LEADERSHIP PROGRAM KICKS OFF

On 06.24.17, the AIA NY Emerging New York Architects Committee kicked off the Civic Leadership Program (CLP) at the Center for Architecture. Ten carefully-selected future leaders, the program's inaugural class, learned about the origin, mission and objectives of CLP. They are also learning about AIA New York, the invited guest speakers, and one another. Arising out of the urgency created by the 2016 presidential election, CLP aims to engage emerging professionals with all levels of government by fostering their civic leadership skills.

The kickoff began by discussing what 'civic' and 'leader' mean to them as architects practicing in the 21st century and how architects can best enter the public arena – whether by pursuing official appointment or running for elected office. Our keynote speaker, congressman, ambassador, and architect Richard Swett shared his story with our small group. He spoke from the heart, often laughing and even growing teary-eyed. The intimate setting allowed for a personal connection as he asked each of the future leaders what had brought them there and why. Every answer was inspired and inspiring, and as the idea of getting more architects involved at every level of government grew increasingly tangible, the importance of CLP became clear.



The panel that followed, composed of architects who serve or have served as civic leaders, exposed the opportunities and hurdles of public service. This panel included Margaret Castillo, FAIA, chief architect of the NYC Department of Design and Construction; Justin Garrett Moore the executive director of the Public Design Commission, Department of Buildings chief plan examiner William Singer, AIA and former regional director of HUD, Joe Monticciolo, FAIA, moderated by George Paschalis, deputy director for public outreach of the New NY Bridge (NNYB) project. Despite their diverse backgrounds, perspectives and positions, their unanimous message resonated with everyone in the room: to make long-lasting improvements to New York City, more architects are needed in public leadership positions now more than ever. Their message added urgency to CLP's motivation to serve our city, state, and country.



In the afternoon, the inaugural class divided into pairs and decided what issues they'd tackle during their private development sessions, which will later inform two public programs at the Center for Architecture. The day flew by with ice breakers, exercises, and brainstorms. By the end, new teams and pairs of future leaders had begun to map the uncharted course of CLP. Suddenly our experiment in fostering architect-leaders seemed a bit less obscure, a little more palpable, and a lot more exciting. We left the Center for Architecture with a renewed faith that things would get better...and that maybe we could help make them so.

Jenna Wandishin + Jessica Morris

CLP OPENS DISCUSSIONS

On 07.21.17, AIANY's Civic Leadership Program convened at the Center for Architecture for the first of five development sessions. The discussion focused on civic principles and how they impact the practices of architects and architect-citizens in New York City. The program participants were joined by four guests.

Jenna Brown, teacher of civics and geography from the Metro Boston area, advocated for the importance of civic involvement to create stronger communities. Randy Mason, Executive Director at PennPraxis in Philadelphia, shared a recent white paper he co-authored titled "Civic Infrastructure: A Model for Civic Asset Reinvestment." Mason's work provides a framework for organizing around—and leveraging—civic assets in existing communities. Emaleigh Doley, Commercial Corridor Manager for the Germantown United Community Development Corporation in Philadelphia, offered insight on the nuanced relationships that are required to operate within bureaucratic processes as a facilitator between government agencies, development entities, business owners, and communities. Doley's perspective exposed critical points the program participants at the table to question and apply to their practices. The group, also joined by Ahmed Tigani, Assistant Director of Land Use, Planning and Development at the Manhattan Borough President's Office, delved into the rezoning process in East Harlem. Tigani

shared an overview of organizational dynamics from the perspective of the Borough President's office and provided a basis for understanding the ongoing community engagement efforts in the neighborhood.

All agreed that increasing public trust towards those undertaking development, and overcoming challenges of scale that typically limit diversifying development contracts, could help to achieve greater equality and increase perceptions of common good. However, the group questioned where and how to bolster the ground work. Recognizing their own idealism as a potential challenge, the group acknowledged the prohibitive realities of community engagement. In conversation, the group called out the different representational styles used in public documentation by city agencies and entities, but fell short of identifying opportunities for humanizing rapid change as it may occur at the neighborhood scale. The working group conceded that architects must continue to be active in these processes, but all struggled to find clear openings for intervening. Two points to consider: Given the existing complexity of stakeholder dynamics, is it necessary to advocate for yet another voice at a seemingly dismissible or superfluous point in the process? Could these points of intervention, currently overlooked, be essential to perceptions of outcome and actually hold enormous, untapped civic value? In recent decades, there has been an increasing interest in "acupuncture



urbanism." Perhaps an equally vital and possibly effective strategy would be to apply the tenets of architecture not as a sum-total delivery of service, but rather as strategic insertions of autonomous, informed, and applied perspectives. These applications would occur throughout our spatial interventions, which serve many and inform all about our prevailing attitudes towards the civic realm.

The Civic Leadership Program will continue to meet through this fall and plans to host several public programs on related topics at the Center for Architecture.

FACILITATING INCLUSIVE ENGAGEMENT

"Engagement" is a term thrown around frequently by architects, but what does it really mean? Who are you engaging? For what purpose? How and when do you do this? How do you build consensus among a community, engaging all stakeholders in a collaborative way that allows them to express their feelings, goals, and values? How do you persuade others to listen? "Safe space" is a term that is rarely used by architects. What does safe space look like in different contexts? For whom is it important and why? How do architects create a safe space that is inclusive of all community members in order to productively engage?

The AIANY Civic Leadership Program (CLP) held its second of five development sessions this past Friday, 08.18.17,

with the emphasis on how architects can facilitate inclusive and productive community engagement. Participants were joined by Dr. Sharon Sutton, long-time educator in participatory design processes, and Isella Ramirez, senior project manager at Hester Street Collaborative. The pair shared stories and lessons-learned from their experiences in the field, from struggles with engaging predominantly white populations as a black woman, to the value of engaging children with their honest and thoughtful suggestions.

While these projects ranged in size, scope, demographics, and budget, all seemed to share a common message: community engagement cannot be a checklist. It cannot be a clinical, predefined procedure,

conceived by higher ups as a one-size-fits-all solution. It must be responsive, adaptive, and human. It must include the constituents for which it is concerned in the design of the engagement process itself. Only then can there be an environment where all members of a community feel safe and comfortable expressing themselves, and only then can there be trust amongst residents, architects, developers, contractors, and all stakeholders involved in the integrated design process.

We explored subjects of communication, identity, and safe-expression throughout the session. We started with a "show and tell" of artifacts that represent our values and continued with a participatory exercise in which we grouped the artifacts by similarities. Both activities were done once silently and once with verbal communication, highlighting the different forms that communication can take. Then we heard presentations on multiple real-life community engagement case studies from Sutton and Ramirez, who offered sobering perspectives on the important role that architects play in fostering inclusive engagement where everyone's views are heard and valued.

Finally, we held a workshop where we collectively set ground rules for future sessions. Inspired by Sutton's takeaway that civic leadership is "conducting a chorus, not a solo," these rules are guiding points for how to conduct a chorus—even amongst the participants of

CLP. If discussions between architects are not inclusive and open, then their engagement with the community will not be either.



COMMUNITY RESILIENCY

As our co-existence with natural systems is pushed to limits, cities and communities are having to face some harsh realities. As was the case during Sandy, and most recently with Harvey in Houston, Texas and Irma in the State of Florida, we are witnessing the incredible scale of property destruction, severely compromised infrastructure, and the disruption of lives. Communities are now facing the prospect of long recoveries from the aftermath of these extreme events. Appropriately, the third AIANY Civic Leadership Program (CLP) development session, held on 09.08.17 and organized in two parts, focused on the resultant transformations these impacted communities will be forced to undergo, particularly through the lens of resilience. Part 1 of the session kicked off with a site visit to Wagner Park in Lower Manhattan, where the group was joined by Jamie Rogers, Chair of Manhattan Community Board (CB) 3, and Diana Switaj, Director of Planning and Land Use at Manhattan CB1. The group discussed anticipated lower Manhattan transformations: “The BIG U” Rebuild by Design Proposal + Wagner Park Resilience Plan (the former has since advanced into two key ONENYC Projects that have received federal funding), the Lower Manhattan Coastal Resiliency Project (LMCR), and the East Side Coastal Resiliency Project (ESCR).

Rogers and Switaj briefly outlined the LMCR differences and commonalities between both CBs and described how task forces are put together on such

city resilience projects. They also shared with the group the community’s experiences, including a few comments on the community boards’ connections to resilience policy and personal thoughts and ideas on how project implementation hold-ups could be minimized within their respective districts. CB1’s participation in the Wagner Park Project was also highlighted, especially in the context of how it fits into the overall picture of a comprehensive protection system for lower Manhattan and the project’s unique position to be a demonstration project for the city.

For Part 2, the group reconvened at the Center for Architecture to tackle the topic on a macro-scale – and through the work of 100 Resilient Cities (100RC). Tanya Gallo, who heads the organization’s Strategy Partner Network, joined us for a discussion centered around policy frameworks for cities as developed by 100RC (32 cities have developed their resilience strategies), the strategy development process, and the critical step of the institutionalization of Chief Resilience Officers (CROs). 78 CROs have been hired/appointed to lead their cities’ cross-agency resilience efforts.

This part of the session focused on the word “resilience” itself, with the understanding that developing a global resilience movement, such as 100RC, relies on a common and shared language. Discussions also focused on metrics for measuring impact, the importance of

social networks, the critical roles platform and strategy partners strategy partners play to the network, the success of the recent Global Summit (takeaways yet to be published), and thoughts on how architects can engage cities under this effort as cities change their governing strategies in relation to resiliency. With resilience- transformation perspectives provided from both a community level and a global perspective, the group was able to engage in more nuanced discussions on resiliency, recovery, and reconstruction. In addition to learning about resilience principles and practices and how they might be applied to design and built environment challenges, the group also got to examine the architect’s role in advocating for resilience thinking at multiple scales. For cities, it’s not about

them not having resources, but about how they are able to effectively leverage the resources they do have. Lest we forget, the resilience conversation is largely about encouraging humility in the face of complexity and unpredictability. Failure is a likely possibility and outcome because there are obvious limits to human foresight. Resilience assumes that we don’t have all the answers, but that we shouldn’t stop asking questions; that we’ll often not like the answers, but that shouldn’t stop us searching. It assumes that we’ll make mistakes, but that these shouldn’t stop us trying to find better and more equitable solutions.



Michael Caton + Michaela Metcalfe

THE ACTIVIST, THE ARCHITECT, THE ARTIST

On 09.29.17, the fourth development session of the AIANY Civic Leadership Program (CLP), titled "The Activist, the Architect, the Artist: Case Studies in Civic Engagement," brought together six practitioners from various professions – architecture, art, landscape architecture, law, and urban design – to explore different forms of civic engagement in communities both large and small. Defined as individual and/or collective actions that critically address issues of public concern, civic engagement is essential to the mindful transformation of shared spaces within our built environment. Civic engagement lies at the heart of an inclusive, democratic development process, and is poised to augment traditional, top-down design processes through meaningful conversation, collaboration, and collective visioning.

The session endeavored to gather and learn from individuals who are cultivating civically-minded processes infused with, and reliant on, creating and maintaining community partnerships. From organizing local, grassroots community organizations to initiating collaboration with local government, the six invited panelists challenge the status quo and lead an undercurrent of civic action that is influencing the transformation of design processes and the resultant public space.

The first part of the session included case study presentations by an architect, a landscape architect/urban designer, and an architect/urban designer who are

action oriented, facilitators of engagement with passionate commitment to inclusive design processes that allow communities to explore the potential of shared space. Amanda Schachter of SLO Architecture took us on a journey to the Bronx to show us how underutilized infrastructure is being activated by collaborative design explorations with community partners. Runit Chhaya of Grain Collective showed us the value of collaborating with community partners in the design process through various forms of engagement and shared guiding principles vital to facilitating outreach. Finally, Lee Altman of SCAPE discussed how the Hudson Valley Initiative at GSAPP is contributing to the long-term health and viability of the region through new paradigms of research, practice and pedagogy that rely on community partnerships.

After the case study presentations, the panelists gathered with participants to examine how the power of shared decision-making impacts and strengthens design processes, how activating community resources can foster inclusive design-thinking, and how empowering residents and citizens with a sense of agency can positively transform civic space. Each panelist demonstrated a spirit of activism to earnestly addressing issues of public concern. Their individual commitment to collaborative processes that root design decisions and resulting artifacts in the fertile seedbed of community stakeholder knowledge enables an architecture uniquely equipped to serve its community.



BRIDGING THE GAP: ARCHITECTURE AND POLICY

WANTED: Government Architect
A government architect provides strategic, independent expert advice to the government about architecture and urban design, including advising on state and federal policies. On 10.20.17, the fifth and final development session of the AIANY Civic Leadership Program, "Design and Leadership: Bridging the Gap Between Architecture and Policy," highlighted

three practitioners and leaders working to impact change in the regulation of the built environment, demonstrating the potential role architects can have in shaping public policy and legislation. All three embody the ideals of leadership within our profession, and thus, are representative of the government architect.

The session sought to learn from individuals who have devoted their efforts

to establishing collaborations between the public, private, and civic realms, moving between "top-up" and "bottom-down" strategies to affect change. From organizing a campaign for a seat in local government to acting as an advisor to mayors across the country, the three speakers provided incredible insight into a body of work that goes beyond the traditional practice of architecture.

The first part of the development session encompassed speaker presentations and a lively follow-up discussion. Jess Zimbabwe, AIA, AICP, LEED AP, Director of Urban Development at the National League of Cities, spoke candidly on the need to define service and leadership within our profession. Brian Loughlin, Director of Planning and Urban Design at Magnusson Architecture & Planning, emphasized how architects can bring together state, capital, and public resources to make changes in their communities. Finally, Joseph Minuta, Principal and Founder of Minuta Architecture and candidate for Orange County Legislator, advocated for architects to devote their efforts to civic leadership and spoke of how the architectural skillset translates into civic work.

series of exercises, they brainstormed future initiatives and goals for the Civic Leadership Program. Over the past six months, the Civic Leaders have learned from a broad and distinct group of individuals leading the way in the civic realm and have been trained in topics ranging from community engagement to resiliency. Moving forward with great enthusiasm, their goal is to synthesize this information and turn passion into action within their own communities.



Michael Caton, Jack Dinning, Daniel Horn, Shilpa Patel, and Jenna Wandishin

OF THE PEOPLE, FOR THE PEOPLE, BY THE PEOPLE

PUBLIC EVENT

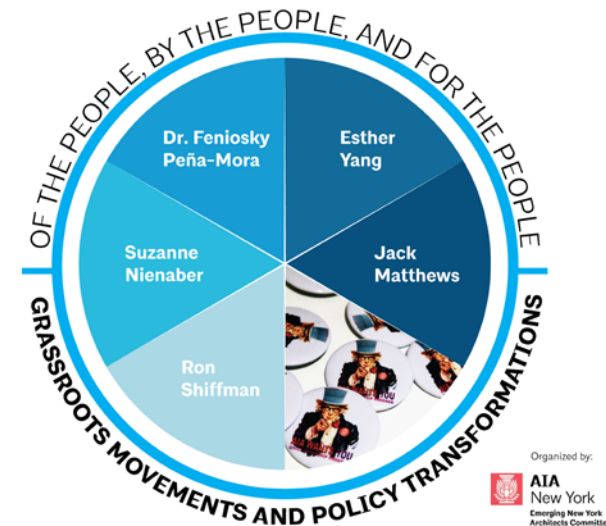
On 09.25.17, the first of two public events of AIANY's Civic Leadership Program (CLP), "Of, By, and For The People: Grassroots Movements and Policy Transformations," highlighted the work of four practitioners from across the country, broadening the audience's understanding of what it means to be a Citizen Architect and how this can apply to our own professional journeys. AIA defines "Citizen Architect" as a design professional who utilizes his or her expertise towards the efforts of local, state, and federal issues in advocating for issues related to community, resiliency, and the built environment.

Five of AIANY's Civic Leaders, Michael Caton, Jack Dinning, Daniel Horn, Shilpa Patel, and Jenna Wandishin, were joined by Ron Shiffman, Professor Emeritus at Pratt Institute School of Architecture and Co-founder of the Pratt Center for Community and Environmental Development; Suzanne Nienaber, Director of Partnerships at the Center for Active Design; Esther Yang, Design Director at the City of Detroit Department of Planning and Development; and Jack Matthews, AIA, Former President of AIA San Mateo and City Council Member and Former Mayor of San Mateo, California. Each speaker presented a specific project or initiative that shed light on how their career has expanded from that of a traditional practicing architect or urban planner toward a civic-minded professional.

The second portion of the program, a panel discussion moderated by the CLP, focused on relationships, tools, processes and the future. When the panel was asked to provide an overview of how their interests led to their further involvement in civics, Yang summarized that it is somewhat innate to the individual to have the desire to push their role as "design professional" to be for the greater, common good.

The panel advised that young professionals can become more civically involved by forming relationships with those at varying power levels of decision-making. They reminded the audience to capitalize on their toolsets and creativity to drive decisions forward. Audience members prodded the panelists for their opinions on the potential outcomes of having an architect in political, elected roles, and for the reasons why so few architects are currently engaged in this manner. Shiffman countered that perhaps it is not the push for an architect in government where our focus should be placed, but rather in encouraging all design professionals to be more civically minded on a local level, in their own communities and networks, for greater impact.

The evening concluded with the understanding that how we define Citizen Architect is critical to our efforts toward advocacy. For some, the design world and public policy were never mutually exclusive.



Christina Hernandez, A.L. Hu, Michaela Metcalfe, Jessica Morris, and Ayodele Yosef

...AND JUSTICE FOR ALL

On 11.17.17, the AIANY Civic Leadership Program (CLP) hosted its second and final public program, "...And Justice for All: Reconstituting Just Potentials." Exploring the complex duality of justice and injustice, the event brought together five practitioners from multidisciplinary backgrounds who are dedicated to transforming the justice system through activism, policy reform, community programming, and design. They discussed how their efforts have impacted, or will impact, spatial and social injustices within the criminal justice system in New York City and beyond. With presentations followed by a discussion moderated by Dr. Susan Opatow, the evening provided a range of perspectives on justice reform—who it is for, what it looks like, and how it works—and ongoing efforts toward a more just future for those within the criminal justice system.

Dr. Harold Appel, a neurologist who has dedicated his life's work to providing medical services for over 30 years within the corrections system, shared his experience and provided historical context to the injustices that have plagued the criminal justice system in New York City for many years. He reminded us that each detainee is a human being and the facilities provided for detention are not fit for human occupation. He recommended closure of facilities and releasing detainees that should not be held. Further, he expressed an imperative for treatment of mental illness and addiction.

Lex Stepling, lead national organizer with JustLeadershipUSA, shared how he is using his voice to call for the transformation of the justice system through advocacy and activism. He called for total system change by going beyond reform, beyond radical transformation, beyond "fringe" movements, and setting a new precedent that reduces harm and rejects the sanctioned torture that is prevalent in our criminal justice system. He called for normalizing deincarceration, noting that historically, it has not resulted in a rise in crime rates. He reminded the audience that the AIA has a Code of Ethics and encouraged exploration into the possibilities of abolition.

Dan Gallagher, principal of NADAAA, shared a vision for the physical space of justice reform through the efforts of the Justice in Design team, which culminated in a report presenting innovative design and programming guidelines for future borough-based Justice Hubs. Gallagher believes that design could be an active and integral part of the conversation about justice reform. He expressed the importance of creating a model that is civic, with proximate services and a community understanding that is positive.

Fernando Martinez, Project Director at the Osborne Association, demonstrated actionable justice reform through innovative education and advocacy programming at the Fulton Community Reentry Center in the Bronx. He spoke of normalizing reentry and removing the institutional mindset to create a supportive community environment.

PUBLIC EVENT

Finally, Dr. Susan Opatow, Professor and Sociologist at John Jay College of Criminal Justice, opened the moderated discussion with the question, "Who counts?" She described the justice of exclusion and inclusion and how stakeholder involvement could include all communities, those detained and families impacted by the criminal justice system. She continued with the questions, "Who decides? Who's involved?"

The event brought to light injustices that are part of the urban fabric and reminded us that, as citizens, we are all responsible for ensuring that our city is fair and serves to improve the quality of life for all. Through our collective power, we can.





CIVIC LEADERS

TRUST

COMMUNICATION

Michael Caton, AIA, LEED AP BD+C



"I believe this condition, the messy, arduous trudge toward consensus, unleashes myriad opportunities for architects to enter into the ideal architectural process... Robust dialogue about the values and ideals we share, and disagree upon, that manifests itself as built form that reaches toward a higher vision for our collective society."

Michael is an architect whose mission and purpose is to help individuals, organizations and communities build environments of possibility and imagination. Throughout his career, Michael has contributed to projects that have made a significant impact on the civic realm - contributing to numerous award winning institutional, adaptive reuse, urban and strategic planning projects. Michael is a registered architect and member of the American Institute of Architects (AIA). He is also a fellow of the Urban Design Forum and was selected as an inaugural fellow of the AIA New York Chapter's Civic Leadership Program. Profiles of Michael, his work and contributions have been featured by numerous institutions and publications, including the Museum of Modern Art, the MAXXI, and Dezeen, among others. With The We Company, Michael has shifted his focus to the future of design practice. As a manager of the architecture discipline under their subsidiary, WeWork, Michael guides an expansive team of architects to synthesize real estate advisory, design build, operations, and technology disciplines into a cross-functional practice model for the 21st century. Michael holds a BArch from Pratt Institute, and has held teaching positions at the American University of Sharjah in the United Arab Emirates.

Jack Dinning, Assoc. AIA, LEED AP BD+C, WELL AP



"Architectural advocacy is not a matter of what a building does, but rather what, or who, it is for. It lies in the questions we ask, rather than the answers we provide. What issues are we trying to address? Who are the benefactors? How does this inform our design processes? With such inclinations, there are opportunities to advocate through all facets of architectural practice. The onus is then on us to ask the right questions, and to listen."

Jack Dinning is a designer and research strategist committed to making healthier environments for vulnerable populations, specifically through the elimination of toxic building materials. As Director of the Donghia Healthier Materials Library, he leads educational initiatives aimed at making concepts of material-health and toxicology more approachable to designers, providing frameworks for evaluating materials and their environmental impacts, and advising on architectural strategies for "designing-out" potential hazards. Through collaborations with firms such as LTL Architects and Bernheimer Architecture, his work advocates for the populations most vulnerable to exposures, from young children who are likely at critical stages of development to seniors in affordable housing who may have already faced a lifetime of exposures. Jack holds a B.A. in Architectural Studies from Middlebury College and a Masters in Architecture from Parsons School of Design.

CIVIC LEADERS

PEOPLE

COURAGE

Christina Hernandez, Assoc. AIA



“Architects have the ability to inspire communities and bring to life a shared creative vision. We play a role, not only as designers and builders, but as advocates for the people.”

Christina Hernandez is an architectural designer who advocates for equity and sustainability in the built environment. At AECOM, she works on a variety of projects that impact the civic realm and aim to improve public space, transportation, and infrastructure.

Christina earned a B.A. in Environmental Studies with an Environmental Planning concentration at Binghamton University and a M.Arch at CCNY Spitzer School of Architecture. During her studies, Hernandez worked on the Energy and Climate Action Plan for the City of Binghamton, developing recommendations for local policy and government action, and later, as a book collaborator on Prototyping Architecture: The Solar Roofpod, where she conducted research on sustainable infrastructure and net-zero energy building.

Christina serves as a Director on the CCNY Architecture Alumni board where she promotes opportunities for professional development and advocates for programs that foster diversity and inclusion in academia and practice. Hernandez is an inaugural member of the AIANY Civic Leadership Program and served as an advisor to the 2018 AIANY Civic Leadership Program.

Daniel Horn, AIA, SEED



“Reimagining the role of design professionals and processes through engagement facilitates a more inclusive, integrated, and resilient dialogue between designers and the public.”

Daniel Horn AIA, is a registered architect at Edelman Sultan Knox Wood/Architects with a passion for community recovery. While living in Lindenhurst in October 2012, Dan was personally affected by Superstorm Sandy. This experience fostered his commitment to building resilience through advocacy in at-risk coastal communities. After Sandy, Dan co-founded New York City based consultant group ORLI+ LLC, Operation Resilient Long Island, providing resilient design and community engagement consultation. The group launched “3C: Comprehensive Coastal Communities,” a global design competition that brought in more than 60 entries from 20 countries. Dan is also a SEED (Social, Economic, Environmental, Design) certified professional and believes that public interest design and resilience should be paramount in all aspects of architectural practice. Dan also served as advisor to the 2018 AIANY Civic Leadership Program.

CIVIC LEADERS

NETWORK

SUSTAIN

A.L. Hu, Assoc. AIA



"The practice of architecture is inherently a civic act: in rethinking, redesigning, and physically altering the built environment, architecture acts on the city's fabric and the lives of its inhabitants are altered forever. Advocacy and leadership are successful when people feel empowered, heard, seen, and cared for. How do we leverage our skills and our power as citizen architects to advocate for change?"

A.L. Hu is a nonbinary person of color who designs, teaches, and organizes in the field of architecture. They are a graduate of and a teaching assistant at the Columbia University Graduate School of Architecture, Planning and Preservation (GSAPP), where they earned a School Service Award for their work on Program Council, Queer Students of Architecture, Planning, and Preservation (QSAPP) and GSAPP Political Action Projects. They are also a recipient of the student-nominated Avery 6 Award for the student whose commitment within the studio and the school at large has earned the respect of the student body. As a member of The Architecture Lobby and a former member of the Graduate Workers of Columbia, A.L.'s work and research is at the intersection of architecture, gender, race, and labor rights.

Michaela Metcalfe, AIA, CCM, LEED AP



"Utilizing design as a tool to enhance the public realm requires all stakeholders to be advocates who are mindful of communities and understanding of the nuances of design and differences of opinion. The public design process relies on leadership to find opportunities in opposing priorities. Architecture is a profession of thoughtful problem solving and creative solution making. Architects are necessary participants in the public design process and can be the thought leaders who inspire positive change in processes and give voice to those who they serve."

Michaela Metcalfe is an architect dedicated to mindfully shaping public space. Her professional and academic explorations have included multi-scalar, architectural, and urban territories that advance design in the public realm. For over sixteen years she has led collaborative processes that have resulted in award-winning public projects. Currently, she advocates for quality and viability in the design of public buildings and spaces in New York City, while serving as the Director of Design and Construction Excellence at the Department of Design and Construction.

Michaela earned a Bachelor of Design from the University of Florida School of Architecture and a Master of Architecture from the Graduate School of Architecture, Planning and Preservation at Columbia University. She lives in Brooklyn, New York with her partner and two children, Helix and Neon.

CIVIC LEADERS

STEWARDSHIP

BALANCE

Jessica Morris, Assoc. AIA



"As an artist, I grew to recognize the power of one's voice in causing action, the inherent nature of art and culture to connect people at a deep level, and the ingenuity of creative inspiration within the urban condition. Artists serve a prescient urban function and they act as catalysts to both be aware of and to nurture."

Jessica Morris is a Designer and Project Coordinator in New York City where she is working towards professional licensure as an architect. Morris is currently a member of the AIANY Social Science and Architecture Committee. She obtained a M.Arch from the University of Pennsylvania in 2014 and a Bachelor of Fine Arts from the Rhode Island School of Design in 2006. She is currently an architectural designer at Daniel Park Architects. Morris's professional interests are diverse, ranging from environmental stewardship and community building to advancing the role and reception of art and architecture in society. She delights in the discourse of shared perspectives across practices, interests, and disciplines.

Shilpa Patel, AIA, NCARB, LEED AP



"There seems to be a disconnect between the educational process of an architect and the practical need of individuals around the globe. A complex situation, as one in Port au Prince, requires addressing the environmental, economic, social and physical, and political issues."

Shilpa Patel has over 16 years of architectural experience working on multi-scale domestic and international projects. As a Project Manager at Skidmore Owings & Merrill, she focuses on project management, design process, and feasibility for numerous projects. Through her work, she aims to address public relationships in urban design while maintaining a high degree of technical detail.

She earned a B.Arch from the University of Houston and a M.Arch II from UCLA. In 2015, Patel moved to New York City from Texas to pursue her Master in Real Estate Development at NYU. She hopes to balance her education in real estate and architecture to promote positive community and economic growth in conjunction with intelligent and innovative building design. Additionally, Patel strives to understand and impact communities through positive leadership and volunteering, whether mentoring young girls or teaching yoga in underprivileged neighborhoods.

CIVIC LEADERS

TRANSPARENCY

CONNECT

Jenna Wandishin, Assoc. AIA



"A key tenet to architect civic leaders the importance of speaking to non-architects, people external to this field, or even people who may be extremely foreign to it. I understand our profession to be one which not only designs buildings and produces details, but a profession with the capacity to craft change in orchestrating dialogue across many."

Jenna Leigh Wandishin is a project manager at Matiz Architecture & Design, designing for a range of higher education clients, non-profit organizations, and single-family residences. While earning her Bachelor's at Temple University, she created volunteer opportunities for architecture students to utilize their design-thinking in neighboring Philadelphia communities. She also led design/build efforts through as part of the American Institute of Architecture Students (AIAS) architectural interventions in several North Philadelphia vacant lots. Wandishin also created cross-disciplinary programming for students in Temple's business, liberal arts, art, and architecture schools in an effort to emphasize the value of inclusivity and diversity during design challenges. Wandishin is currently working towards licensure and aims to practice in the public realm. She believes that architecture is civic pursuit, a belief which has fueled her passion for inclusive planning and public interest design. Wandishin continues to volunteer as a co-adviser to the 2018 Civic Leadership Program, where she helps a new cohort of leaders engage with agencies, officials, and community programs throughout New York City.

Ayodele Yosef, Assoc. AIA



"It is thus clear that a strong case for building resilience-thinking into design of our cities needs to be advocated for. The extensive and rigorous training received as students and advocates of cities and the built environment dramatically puts architects in the position to take the driver's seat in designing solutions that better address the volatile tides of change facing our communities – both natural and man-made. To be sure, it is hard work – and involves the long game."

Ayo Yusuf is a Senior Associate at Perkins Eastman with 12 years' experience playing key leadership and technical roles, in a wide variety of large-scale projects, spanning waterfront redevelopment, transit oriented development, institutional & medical, and planning resilient communities. Ayo is currently an integral part of the senior management team creatively managing the project consisting of 3.9 million square feet of development over a period of 3.5yrs in design and 4yrs in construction. Under the New York Rising Program, and as project manager, Ayo managed a multidisciplinary team in completing six Community Rebuilding and Reconstruction Plans encompassing over 23 communities in Brooklyn, Nassau County, Queens, and Staten Island - garnering numerous awards and additional funding for the rebuilding efforts of these communities. Selected to the inaugural class of AIANY Civic Leadership Program (CLP) and now serving as Director on the AIANY Board of Directors, Ayo continues to promote advocacy for issues like resiliency and human-centered design within the profession. He earned a Master of Architecture in Urban Design (MAUD) from Harvard University and a B.Arch from the University of Arkansas.

FOUNDERS

Alex Alaimo, AIA



"The CLP had to be started to raise up a generation of architects to engage in the public realm and encourage relationship building to take young architects and the profession into a better position to impact the built environment of tomorrow. The best thing in my mind is the relationships and comradery between the leaders of the program, the relationships made here can last into their entire career and has the potential to grow into great things in the future."

Alex Alaimo, AIA, served as a Director at Large for the AIA National Associates Committee (NAC) where he promoted engagement among emerging professionals nationwide. He previously served as Co-Chair of the AIANY Emerging New York Architects (ENYA) Committee where he initiated many programs empowering young professionals. For anyone who knows Alex, you can testify to his commitment to architecture and mentorship of emerging professionals. He graduated with a B.Arch at NYIT and is currently employed as a licensed architect by Ted Moudis Associates in New York. If that's not enough Alex has taken many young architects under his wing, giving them the confidence that they can make a true change by starting a blog to encourage young professionals to jump into practice and build an online community.

Brynnemarie Lanciotti, AIA



"The Civic Leadership Program was created upon identifying a need for emerging architects to advocate for issues that concern and inspire them. One of the goals was to strengthen AIANY's public advocacy culture and share lessons learned with the larger membership base, while helping develop the next generation of AIA leaders."

Brynnemarie Lanciotti, AIA, a Project Architect with Stantec Architecture in New York City and a New York Regional Representative to the Strategic Council, has dedicated her career to professional and leadership development. She is recognized for her leadership skills and contributions to the future of the profession by receiving the Alpha Rho Chi Medal from Roger Williams University upon graduation in 2005. She began her career in Providence, RI and moved to New York City in 2008. While maintaining her full-time position at Franke, Gottsegen, Cox Architects, she began her involvement with the AIANY Emerging New York Architects Committee (ENYA), while simultaneously taking her licensing exams. During her tenure as ENYA Co-Chair (2011-2012) she encouraged membership, participation, and leadership among emerging professionals. In 2012 she launched the highly received FutureNOW Summit, an interactive dialogue about the role of emerging architects in the profession, exploring issues around cities, technology and the future of our profession. Licensed in 2013, Lanciotti is recognized for her exemplary leadership by the AIA New York Chapter ENYA Merit Award and continues to serve the Institute through her leadership initiatives.

FOUNDERS

Esteban Reichberg, Assoc. AIA



"The intractable link between beauty and truth, between evolution and solution, and between design and devotion, position architects to be ideal, thoughtful, and moral representatives of the people that they serve."

Esteban Reichberg's design work includes public and private projects that range from hospitals to fire stations; supportive housing to luxury residential; senior centers to daycare facilities; and churches to universities. As a founding member of AIANY's Civic Leadership Program, he is committed to strengthening leadership roles for design professionals in the public realm. As a 2018 Forefront Fellow at the Urban Design Forum, Esteban helped the Dept of Homeless Services research best practices for upcoming NYC Shelter renovations. As an Enterprise Rose Architectural Fellow, he worked for Brooklyn's largest non-profit affordable, sustainable and supportive housing developer. Esteban earned his Bachelor of Science from Cornell University and his Master of Architecture from Columbia University. He is the recipient of the Latino Leaders of Tomorrow award from the Congressional Hispanic Caucus Institute, the EPFL ThinkSwiss Scholars Grant from the U.S. Swiss Embassy and the Building Technology Honors Award from Columbia University's GSAPP, where he was a Teaching Assistant and served as the University Senator.

Ross David Weiner, Assoc. AIA



"Architects possess a unique skill set based on education and practice that lends itself extremely well to the civic realm of appointed and elected public service. The Civic Leadership Program will enhance and complement those existing skills for further qualification."

Ross David Weiner, Assoc. AIA, is a Project Manager and Associate Architect at SLCE Architects, LLP, New York City's most prolific residential architecture firm. Mr Weiner has twelve years experience in the field at all production and design levels. After graduating with a Bachelors of Architecture from the School of Architecture at Syracuse University and studying abroad in Florence, Italy, Ross began working at diverse firms in the metropolitan area. His experience runs the gamut with specific areas of: Mixed-Use, Multi-Family, Public Housing, Healthcare, Commercial, Retail, Hospitality, High-Rise, Master Planning, Industrial, Waterfront, Municipal Facilities, Storage, and Zoning. Additionally, he serves on the board of the New York City chapter of the International Facility Management Association (IFMA NYC) and chairs its Communications Committee and is currently applying to his local community board.

GUEST SPEAKERS

Richard Swett, former congressmen
Margaret Castillo, NYC Department of Design and Construction
Justin Garrett Moore, Public Design Commission
William Singer, AIA, Brooklyn Department of Buildings
Joe Monticciolo, FAIA, Department of Housing and Urban Development (former)
George Paschalis, New NY Bridge (NNYB) Project
Jenna Brown, Educator, Civics and Geography
Randy Mason, PennPraxis
Emaleigh Doley, Germantown United Community Development Corporation
Ahmed Tigani, Land Use, Planning and Development at Manhattan BP Office
Dr. Sharon Sutton, Professor
Isella Ramirez, Hester Street Collaborative
Jamie Rogers, Manhattan Community Board 3
Diana Switaj, Manhattan Community Board 1
Tanya Gallo, 100 Resilient Cities (100RC)
Amanda Schachter, SLO Architecture
Runit Chhaya, Grain Collective
Lee Altman, SCAPE
Paula Z. Segal, Urban Justice Center
Gita Nandan, Thread Collective
Juanli Carrion, Artist
Jessica Zimbabwe, AIA, AICP, LEED AP, National League of Cities
Brian Loughlin, Magnusson Architecture & Planning
Joseph Minuta, Minuta Architecture and Orange County Legislature
Esther Yang, City of Detroit Department of Planning and Development
Dr. Feniosky Peña-Mora, Columbia University and Former Commissioner NYC DDC
Ron Shiffman, Pratt Center for Community and Environmental Development
Suzanne Nienaber, Center for Active Design
Jack Matthews, AIA, City Council Member, Former Mayor of San Mateo, California
Dr. Susan Opatow, Professor and Sociologist at John Jay College of Criminal Justice
Dr. Harold Appel, Neurologist
Lex Stepling, JustLeadershipUSA
Dan Gallagher, NADAAA
Fernando Martinez, Osborne Association

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Ben Prosky, Executive Director
Board of Directors

CIVIC LEADERSHIP PROGRAM²⁰¹⁷



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