CiviC

AIANY CIVIC LEADERSHIP PROGRAM 2019

CIVIC LEADERSHIP PROGRAM

CITIZEN ARCHITECT

AIANY

FOREWORD

Advocacy is at the heart of the AIA. This is why I am thrilled that the Civic Leadership Program (CLP) continues to produce a new generation of advocate and activist AIA members. As a member led professional association, the AIA is shaped by the interests and concerns of its membership. In this context, the CLP, made up of some of our chapters most engaged younger members, is vital to the future of AIA New York.

Over the past three years the CLP has contributed to and helped to shape the advocacy agenda of AIA New York. CLP participants' interests have informed constituents such as members, staff, the board and even the public about some of the most critical issues that young designers feel compelled to address. This means that work done by the CLP is setting the groundwork for the future of AIA New York.

Architecture is demanding, especially at the beginning of a career. This is why I am so impressed with all who elect to pursue the CLP. Using your scarce free time to explore how your work can make a profound impact in your community, city and beyond is so commendable. Your engagement with everyone from your peers, to members of the College of Fellows, to community organizers and elected officials, greatly advances the mission and spirit of our chapter. I hope this program has helped each of you dive deep into your interests and to gain skills that will guide you throughout your career. I also hope you have developed a network of friends and colleagues who will continue to be your best resource.

I am so grateful for the energy you have brought to AIA New York. I hope you will consider advising future Civic Leaders and help to shape the future of the program. I also encourage you to branch out by participating in the plethora of activities at AIA New York, from program committees to advocacy to community service and more. Remember, as a member you shape the agenda through engagement, so I hope to see you here often, putting your CLP skills to work.

Onwards!

Benjamin Prosky, Assoc. AIA
Executive Director
AIA New York | Center for Architecture

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 2019

SUN	MON	TUE	WED	THU	FRI	SAT
					1	
			12			

1 — **PROGRAM KICKOFF**

12 — **LOGISTICS BRIEFING**

OCTOBER 2019

SUN	MON	TUE	WED	THU	FRI	SAT
					4	
	21					
		30				

PUBLIC EVENT 2 CONCEPT CLARIFICATION
with communication coach

4 — **DEVELOPMENT SESSION #5**
In Practice: Participatory Design in Architecture

PUBLIC EVENT 1 REHEARSAL
with communication coach

21 / 30 — **PUBLIC EVENT #1**
Engaging Barriers: Physical Safety Measures Reshaping the Public Realm

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PROGRAM SCHEDULE

JULY 2019

SUN	MON	TUE	WED	THU	FRI	SAT
			10		**12**	

PECHA KUCHA IN WASHINGTON SQUARE PARK

10 / 12 — **DEVELOPMENT SESSION #1**
Toward a more Civic Data-Driven Architecture

NOVEMBER 2019

SUN	MON	TUE	WED	THU	FRI	SAT
						3
		19				

3 — **CIVIC VOICE WORKSHOP**
at National Parks Conservation Association

19 — **PUBLIC EVENT 2 REHEARSAL**
with communication coach

AUGUST 2019

SUN	MON	TUE	WED	THU	FRI	SAT
					2	
					23	

2 — **DEVELOPMENT SESSION #2**
Alternative Project Delivery

23 — **DEVELOPMENT SESSION #3**
Designing Youth Space

DECEMBER 2019

SUN	MON	TUE	WED	THU	FRI	SAT
		3				
					14	
				19		

3 — **PUBLIC EVENT #2**
Agency: An Architect's Tools for Civic Engagement

14 — **DAY OF SERVICE**

19 — **PROGRAM CONCLUSION**

SEPTEMBER 2019

SUN	MON	TUE	WED	THU	FRI	SAT
					13	
				21		

13 — **DEVELOPMENT SESSION #4**
Waterfront Social Equity

21 — **PUBLIC EVENT 1 CONCEPT CLARIFICATION**
with communication coach

FRANK BALL
Assoc. AIA
EDELMAN SULTAN KNOX WOOD
ARCHITECTS

" I want to contribute everything that I possibly can to improve education and support facilities for those who they are designed to serve.

Frank Ball is a graduate of the Pratt School of Architecture and currently works as an architectural designer pursuing licensure. At Edelman Sultan Knox Wood / Architects, Ball is working on the construction of supportive and affordable housing, an extensive public school addition/renovation, and the conversion of a boutique hotel into a homeless shelter for women. Ball also regularly volunteers with children's workshops like nycoba|NOMA's Project Pipeline/Architecture Day. Before pursuing architecture, Frank explored careers in EMS, aviation, and fine arts, but ultimately found inspiration in designers like David Adjaye, Charles Moore, and Buckminster Fuller. Outside of his architectural interests, you may find him tinkering with junk or stringing together lines of code.

2019 LEADERS & ADVISOR TEAM

ANE GONZALEZ LARA
Assoc. AIA
IDYLL STUDIO

As an architect and educator, I strive to bring social and cultural concerns to the classroom and my work. This opportunity would help me elevate my voice to raise awareness about the responsibility we have as architects to acknowledge the civic and social responsibilities that our work and discipline fundamentally have.

Ane Gonzalez Lara is a designer and founder of Idyll Studio and a professor at Pratt Institute with wide-ranging interests in Ibero- and Latin-American contemporary design and urbanism. Her professional work with Idyll balances social and cultural concerns with extensive formal and material research. As part of her studio teaching, she has developed academic research initiatives that examine the United States-Mexican border and the Morocco-Spain; she has also hosted programs, including a roundtable at this year's Venice Biennale, on these issues. Gonzalez Lara received her Master and Bachelor of Architecture degrees from the Escuela Técnica Superior de Arquitectura in Navarre, Spain. Prior to Pratt, she taught at the University of New Mexico and the University of Houston.

CASIE KOWALSKI
Assoc. AIA
ANDREA STEELE ARCHITECTURE

Good design has the ability to make accessing the support available in our society easier, and it requires a strong connection and conversation between architects and their community to create an environment that supports this accessibility.

Casie Kowalski is a civic-minded designer, an emerging professional pursuing licensure, and a proactive community member. She is currently a Project Manager at Andrea Steele Architecture (ASA), working on projects ranging from an artists' residency to a three-tower mixed-use project in East Harlem. She is a mentor in her office and strives to expand the firm's presence in the local community through volunteering and events. Since moving to New York in 2014, Kowalski has volunteered for organizations focusing on the arts, gender, and social equity. She is currently serving her second year as a Portfolio Mentor for Free Arts NYC and also serves on the Junior Board of the organization. In addition, Kowalski serves on the Grant Advisory Committee session for the New York Women's Foundation. She also serves on the Emerging Leaders Network for the Women's Foundation as a co-lead of the Empower Committee, which highlights grantee partners, local activists and organizers, and those seeking to empower women, girls, and gender non-conforming individuals.

RICHARD MAY
AIA
HNTB CORPORATION

We need more people of diverse minds involved in the political system and contributing to the conversation. Complex issues require teams, and this is an opportunity to be part of one and improve skills on building one.

KENNETH NELSON
Assoc. AIA
THINK DESIGN ARCHITECTURE

Fortunately for me the connection between advocacy and architecture just happen to meet how a street intersection would. It was instilled in me early in life that you must balance the right amount of intelligence with the perfect amount of care to truly be effective in understanding what others require and how to properly assist them to achieve a meaningful solution.

Richard May's early years were spent in Ringwood in Northern New Jersey. His character and worldview are largely influenced by an amalgamation of the tenants of Unitarian Universalism, the Boy Scouts of America, and the architectural pedagogy of Carnegie Mellon University. These are summarized by the belief in the inherent worth and dignity of every person, the importance of rigor in pursuing our passions, and the responsibility of enlightening those around us through mentoring. After graduating in 2015 with a B. Arch, he interned at NASA before returning to New York City. Here, he began his career at the infrastructure firm HNTB, where he designs and manages projects in the transportation sector. At HNTB, May has developed his architectural, collaborative, mentorship, and planning skills. In 2018, May received his architectural license. Having reached this milestone, he seeks to continue to learn so that he can one day contribute to solving society's most pressing challenges. May has a passion for the environment, both enjoying it and preserving it; he is an avid cyclist, camper and vegan.

Kenneth W. Nelson was born and raised in Brooklyn and moved to Staten Island in 1996. A few years after graduating from high school, he obtained an internship at Christopher V. Papa Architects. While attending the New York Institute of Technology, Nelson was offered a full-time position as a junior draftsman at the firm. This early role influenced his later work designing residential, commercial, manufacturing, and industrial projects across New York City's five boroughs. Following Hurricane Sandy, Nelson began volunteering with the Construct Relief Foundation, which sparked his passion in making a difference in his local community. Today, as Lead Project Manager at Think Design Architecture, Nelson represents a team of 14, making sure that the relationship between owner and contractor is smooth across every project. As a future civic leader, he hopes to introduce children and teenagers in rural areas to the architecture, making them aware of how design expertise can bring positive change to their surroundings. In Kenneth's free time he enjoys being with his two daughters and wife.

DELMA PALMA
AIA
NEW YORK CITY HOUSING AUTHORITY

> *Connecting these issues of policy and people that I deal with on a daily basis at the Housing Authority to the larger design field will help us imagine the solutions to very real-world problems.*

Delma Palma is a licensed architect and urban designer at NYCHA. She was brought on as a Design Innovation Fellow to lead the Connected Communities Initiative, which helps to better connect the over 400,000 public housing residents to their surrounding neighborhood through the design of the public realm. Palma leads several of NYCHA's strategic partnerships to further design excellence across the authority's 2,400 acres. Her work focuses on combating the effects of social isolation, addressing physical and mental health, and mitigating issues of safety and security through a community-led and holistic design process. Prior to her work at NYCHA, she worked at Torti Gallas and Partners in Washington, DC, working on affordable and mixed-income communities all over the country. Prior to that, Palma worked with the largest social housing organization in Latin America, TECHO, doing research on housing policy and modular construction. Delma is committed to using design as a tool to build equity and livability in urban areas. She is a graduate of the University of Notre Dame School of Architecture and currently resides in Jackson Heights, Queens.

FAHIR BURAK UNEL
Assoc. AIA
ENNEAD ARCHITECTS

> *I care deeply about helping create the infrastructure - both physical or policy-enabled - by which marginalized and forgotten voices can find their way into the discussions and arenas that shape our world.*

Originally from Istanbul, Turkey, Fahir Burak Unel earned his B. Arch from Syracuse University, with a secondary focus on applied entrepreneurship. After graduating, he took part in a New York State-sponsored fellowship on sustainable technologies before being invited to work abroad in Beijing, Shanghai, and Hong Kong, where he designed projects at various scales, both as a part of a larger international practice and as a volunteer architectural designer for regional NGOs working to empower disenfranchised communities. Upon returning to the US, Burak pursued his M. Arch. II in advanced building technologies at Cornell University. He currently works at Ennead Architects, where he continues to explore the intersection of sustainability, affordability, and technology. He further dedicates his time to mentorship programs and works with organizations like NCARB to tackle issues of diversity, equity, and representation in architecture. Burak also contributes think pieces to architectural publications like Metropolis magazine.

2019 LEADERS

ATHENA UNROE
Assoc. AIA
DATTNER ARCHITECTS

" *…an architect practices their agency through understanding the scale, spatial implications, and larger infrastructural networks of a place; This, along with the social contract you develop with the residents you work with is critical as you advocate design from a community-focused perspective.*

Originally from Louisville, Kentucky, Athena Unroe's formative years were spent exploring Olmsted parkways, verdant forests, and the waterfronts of the Ohio River Valley region. Constantly inspired by the complexity of urban systems, she is drawn to the intersection between the natural and built environment at multiple scales: regional, infrastructural, architectural, and human. As an architect, she understands these systems through active engagement with her environment, analyzing and documenting sites on the move through running, biking, hiking, and boating. This method of research, along with her deep ties to the region, led to her thesis, Civic Landscapes: Ohio River Passage, at the Cooper Union in New York City. While in school, she was able to more deeply pursue her interest in civic projects, working on NYC's Build-it-Back program. This taught her the importance of building resilient structures as infrastructure for houses in Far Rockaway, Queens, connecting her to larger scale issues that both regions share: how to develop public space from formerly active infrastructure zones on the water. She is currently working on civic projects in multiple NYC boroughs in the Infrastructure and Transportation Studio at Dattner Architects.

BECKY YUREK
AIA
NYC DEPARTMENT OF DESIGN AND CONSTRUCTION

" *I believe that design of the public realm has both the capacity and the responsibility to address some of the most intractable challenges of our time, from climate change to social equity, and that architects possess a unique role in tackling these challenges: we can choose to design in a way that supports the health, resiliency, and livability of our collective environment – for everyone.*

Becky Yurek works at the intersection of architecture, landscape, and urban design, giving voice to design quality in the public realm. A registered architect with 15 years of professional experience, she believes in the power of design to shape daily experience and its ability to address the most complex of urban challenges. Serving as Design Liaison on the Design and Construction Excellence team at NYC DDC, Yurek helps ensure the quality and viability of design throughout the life of a project. She leads design procurements and engages with projects from pre-design through construction, working with design consultants, City partners, and agency technical teams to ensure that capital projects align with key City priorities of equity, sustainability, resiliency, and wellbeing. In addition, she serves as DDC's liaison to the NYC Public Design Commission. Prior to joining DDC, Yurek served as Project Architect at Leroy Street Studio and designer at Marpillero Pollak Architects, Hargreaves Associates, and Hester Street Collaborative. Yurek holds a BA from Brown University and an M. Arch from the University of Virginia.

2019 LEADERS

LEANNE ZICK
Assoc. AIA
PERKINS EASTMAN

"Architects are ever-present in facilitating progress of various clients, developers, and institutions. When their mission and vision is strong we together can generate an improved future through our strong concepts and design sensibility.

Leanne Zick was born and raised in Baldwin, New York. She is passionate about accessibility, equity, and fairness in the sustainable built environment. Zick received a B. Arch. From the Macaulay Honors College at CUNY City College. During her undergraduate studies, her neighborhood and home flooded in the wake of Superstorm Sandy. As a result, she volunteered in rebuilding efforts in Long Island City and other affected tri-state areas. Informed by this experience, Zick's thesis project explored a design for a climate change museum sited as part of the East Side Coastal Resiliency Project's berm. While in college, Zick also participated in study abroad programs in Barcelona, Spain, and Istanbul, Turkey. She is currently an architecture designer at Perkins Eastman, focusing on governmental and institutional projects, in particular the Manhattan Courts Master Plan and the borough-based NYC Jails Master Plan. She is a LEED Green Associate and completed her Architectural Registration Exams, expecting licensure in summer of 2019. In her free time, she enjoys volunteering with Habitat for Humanity, exploring NYC waterfronts, and playing intramural volleyball.

AIA NEW YORK LEADERSHIP TEAM

BENJAMIN PROSKY
Assoc. AIA
Executive Director

KAVITHA MATHEW
AIA
Director, Leadership
and Engagement
Initiatives

SUZANNE MECS
Hon. AIA NYS
Managing Director

2019 ADVISORS

DYANA BERTHAUD
Assoc. AIA

ASHLY CHIRAYIL
Assoc. AIA

QUINN LAMMIE
AIA

OFUNNE OGANWU
Assoc. AIA

HUNG KIT YUEN
AIA

PROGRAM KICKOFF

Consensus Builidng Exercise Guest Leader:
Aldrin R. Bonilla Deputy Borough President, Office of Manhattan Borough President

Keynote Speaker:
Pascale Sablan AIANY 2019 Board of Directors; Senior Associate, S9 Architecture

Guest Speakers:
Ifeoma Ebo LEED AP, NOMA, Director of Strategic Design Initiatives, Mayor's Office of Criminal Justice
Justin Garrett Moore Executive Director, New York City Public Design Commission
William Merritt Singer AIA, LEED BC+C, Chief Plan Examiner, Brooklyn Department of Buildings

On Saturday, June 1, the 10 new leaders selected for the 2019 class of the AIA New York Civic Leadership Program (CLP) gathered at the Center for Architecture. The 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. The program works to increase architects' connections to their communities, develop their advocacy capacities, and support their pursuit of public service in elected or appointed office. Launched in 2017 by AIA New York's Emerging New York Architects (ENYA) Committee, it is now in its third year.

At the kick-off event, the 2019 leaders met one another for the first time as they networked and listened to presentations from the keynote speaker and panelists from various city agencies. Deputy Manhattan Borough President Aldrin Bonilla offered an icebreaker which replicated community board interview exercises. These crash courses in problem solving helped to break everyone out of their shells and also encouraged them to practice consensus-building skills. Pascale Sablan, the keynote speaker currently serving on the AIANY Board of Directors, inspired these young leaders with her implacable courage and resilience as she discussed her ongoing efforts to make the profession more equitable and to give a voice to those who have been silenced or forgotten. Later, a roundtable discussion with Justin Garrett Moore, Executive Director of the Public Design Commission; Ifeoma Ebo, Director of Strategic Design Initiatives at the Mayor's Office; and William Singer, Chief Plan Examiner of the Brooklyn Department of

Buildings, led to insightful conversation and questions.

Leaders from the 2018 CLP class comprise the advisors for this year's class. After gaining an arsenal of accomplishments through the completion of the program, these advisors will now put their skills to the test by leading and mentoring the next class, as well as making any adjustments to the program that they feel could improve the model. The CLP accepts its own evolution as one of its guiding principles, a flexibility that makes the program a valuable resource for architects wishing to hone their leadership and engagement skills.

Former leaders and advisors also gathered to meet the 2019 Class and welcome them to the ever-growing cohort of the CLP. The 10 members of this year's class have now launched their six-month journey to curate public and private programs around topics they determine either with a partner or team.

Toward a More Civic Data-Driven Architecture

Delma Palma & Fahir Burak Unel

On Friday, July 12, the AIANY Civic Leadership Program class of 2019 held their first development session of the year. They explored how architects can engage the technical and political spheres and dissected how emerging technologies impact the design of our cities, our buildings, and our communities.

Led by CLP members Fahir Burak Unel, Assoc. AIA, LEED AP BD+C, and Delma Palma, AIA, the group focused on four aspects of civic data: its definition and forms (re: qualitative vs quantitative), its pursuit (re: collection and analysis), its handling (re: tools and processes of production), and its stewardship (re: accountability, trust, and the public).

Below, Unel and Palma discuss some of the most provocative questions raised at their session.

Increasingly, there is a proliferation of technology-driven products that permeate the way we quantify, discuss, and design our built environment. From smart city technologies like web-enabled sensors to enhancements around traditional methods of mapping and analytics, these developments bring with them a mix of promise and implications for the future

of architecture, urbanism, society, governance, and civics.

At the same time, there is an accompanying increase in the organizations that participate in the development, execution, and administration of these products. Universities and think tanks compete with lab collectives, private companies, and government task forces to contribute to the discourse around the emerging ideas that will impact our present and future. These parties can—and often do—have competing and sometimes complementary interests, requiring us, architects, to remain actively engaged, not only as listeners but as vigilant participants, in order to effectively fulfill our evolving duties as professionals and citizens.

At their heart, all these emerging

tools and the groups that pursue them are centered around the creation and handling of civic data -- data that is created and provided by the public. In its ideal form, civic data should be utilized in service thereof.

How do we break out of traditional modes of operating...in order to eliminate blind spots, avoid biases, and avert siloism to introduce genuine accountability?

As the Governance Lab at NYU and fellows of the European Commission's ENGAGE FP7 Infrastructure Project put it, civic data is, and should be, of the people, by the people, and for the people, utilized toward doing together what we cannot do alone.

It is, therefore, incumbent upon us, as designers practicing in this evolving landscape, and as professionals tasked with protecting the safety and welfare of the public, to ask certain fundamental questions around this subject: How

do we utilize these tools effectively to inform our design process, not just as another piece of our toolkit, but as a re-thinking of our services and duties to the public? How can we use these tools to improve the experience of the spaces and cities we design, or to enhance their resilience, not just environmentally, but economically, socially, and culturally? How do digital tools that are developed for the design and management of smart spaces serve the general public and its welfare, especially of the most vulnerable? How can we ensure that the metrics we are using are informed by users and are therefore actually informing user-based design?

Further, in an age of increasingly collaborative design thinking, where spaces are built with the end-users in mind, how do we advocate for the occupants as well as the owners to ensure that the public has a say in how these tools are developed, programmed,

and implemented? How do we break out of traditional modes of operating, and involve a more diverse group of stakeholders in order to eliminate blind spots, avoid biases both existing and new, and avert siloism and elitism to introduce genuine accountability?

In other words, how do futurism and humanism come together to serve the public, improve civic engagement, fuel equitable development, and enhance our quality of life?

The answers to these questions will only emerge from architects directly engaging with them—by venturing into the unknown, by making themselves vulnerable to the public as well as their peers in other professions, and by fundamentally reconsidering their involvement in design praxis through the way they utilize civic data. Only then will there emerge a practicable set of guidelines toward a more responsive model of the profession based on practices that are collaborative, inclusive, open, transparent, accountable, holistic, community-driven, and resilient.

We will continue to explore these subjects throughout our involvement with the AIANY 2019 Civic Leadership Program, toward not only educating our peers on the landscape of emerging design technologies, but also toward helping influence discourse around best practices for architects in the management of technology and data for the benefit of the public.

Alternative Project Delivery

Richard May & Leanne Zick

Guest Speakers:
Daniel Maldonado & **Tracy Anderson** SKANSKA USA
Thomas Foley, PE NYC Department of Construction and Design
Thomas Grassi, **FAIA** HNTB

The 2019 AIANY Civic Leadership Program cohort convened at the Center for Architecture on Friday, August 2, for their second Development Session, which focused on alternative project delivery methods, how they differ from traditional methods, how they are utilized in New York City, and how they can best serve the public. The session was organized by Civic Leaders Richard May, AIA, and Leanne Zick, Assoc. AIA.

The session consisted of three parts, beginning with a presentation by Erwin Figueroa from Transportation Alternatives on the inner workings of government systems and effective advocacy strategies. Next, Richard and Leanne discussed what architects are typically expected to know about delivery methods and compared how different ones can impact specific projects. The day culminated with a round table discussion between experts representing a range of perspectives; panelists included Daniel Maldonado and Tracy Anderson of SKANSKA USA; Thomas Foley, PE, of the NYC Department of Construction and Design Deputy Commissioner for Public Buildings; and Thomas Grassi, FAIA, of HNTB.

The session framed the traditional Design-Bid-Build (DBB) as a foil to the Public Private Partnership (P3). Design-Bid-Build is a method wherein the owner contracts separately with the design firm that produces construction documents and the builder. Meanwhile, a Public Private Partnership utilizes a Special Purpose Vehicle (SPV) to form a project-specific entity where private sector partners are responsible for the design, construction, finance, and long-term operations and maintenance of the public asset.

The key differentiators between P3s and traditional delivery methods are the way they are planned and funded, the duration of their contracts, the way contracts are written, and the way risk is managed and mitigated. When an agency is planning to utilize a P3, there is a lot of upfront investment into developing a clear and comprehensive RFP to ensure a successful partnership. There is also a large amount of planning

and capital needed to respond to an RFP, usually without a stipend. Generally, only large firms and SVP can take the risk of going after these projects.

In funding a P3, the private entity is remunerated either by user fees or availability payments, which are government reimbursements for maintenance and operation based on contractual performance criteria over time. User fees can include tolls and service fees. For example, an airport service fee can be imposed when purchasing airline tickets. Revenue can also be generated by retail within an operating facility. The public partner often provides publicly owned land, tax incentives, and other resources that the private partner would otherwise not be able to utilize. Once the project is operational, the private partner must continually satisfy the performance criteria of the contract to be paid by the public entity.

The duration of the P3's relationship with the public agency is longer because the SPV is responsible for the operation and

maintenance of the asset. This is also how the SPV can recoup its investment. At the end of the contract, the lease on the asset can either be renewed, given to a different entity, or given back to the public. These relationships will typically last a minimum of 20 years and can be as long as 100. When the lease on the asset is up, it may be most efficient to keep the same, experienced party on board to operate and maintain the facility.

P3 contracts promote innovation, as the requirements are less descriptive and more performance-based. Since the SVP will be financing each phase of the asset's life, there is an added incentive to find efficient solutions for all phases.

Expertise in a P3 from the operations and maintenance teams of the project can be valuable, if not crucial, at the onset of design for the success of the partnership. Observing project delivery methods from the collective perspectives of an architect, a contractor, funder, and a city official can streamline critical elements to each party when economic, schedule,

planning, legal, and negotiation issues arise in the course of building a project.

Keeping standards for performance is of the utmost importance in a P3. Everyone in the partnership must be invested in the architecture, design, finance, and function of the project for it to be successful.

Multiple delivery methods can be used within the same project when certain issues arise. For example, the World Trade Center Transportation Hub utilized a Design-Build contract for it's retractable skylight due to its innovative nature.

With P3 projects, most of the risk is assumed by the SVP, who is also better equipped to handle the risk, as they can restructure their partnerships to mitigate potential issues. Although, the typical public agency risks are transferred in a P3, there is a much greater burden for the officials to clearly write and enforce the contract and requirements; once the P3 begins it is very costly to make changes. The risk of each party is a topic of debate in alternate delivery methods and can often vary greatly from project to project.

Different public agencies, states, and public funding sources stipulate limitations on which project delivery methods are allowed. Alternate delivery methods to DBB are currently being assessed in many jurisdictions:

New York and New Jersey cannot authorize a P3 but the Port Authority of New York and New Jersey can because it is a joint-venture between the two states. Expedited Project Delivery (EPD) is a brand new alternative project delivery method championed by the Federal

Transit Administration and the Valley Transportation Authority (VTA) for the extension of the BART Line.
The city and DDC are exploring design-build methods for the development

Expanding New York City's options for delivery methods can play a key role in delivering more well-designed projects on time, within budget, and to the public's satisfaction.

of borough-based jails. DB must be authorized at the state level before New York City can utilize this delivery method. P3s require that the public agency officials managing the project adopt a very different set of roles and responsibilities from DBB. Any MTA capital project estimated to cost $25 million or more is now required by state legislation to use Design-Build.

As architects and citizens, we want to design infrastructure and other public sector work that is appropriate, safe, meets the end users' needs, and is fiduciary responsible to our fellow taxpayers. Choosing the right delivery method for a project is critical to its success. Furthermore, expanding New York City's options for delivery methods can play a key role in delivering more well-designed projects on time, within budget, and to the public's satisfaction. The power of negotiation is critical for mediating between diverse stakeholder needs to produce buildings that better serve public interests. This session equipped the 2019 Civic Leaders with a greater understanding of these relationships. Sometimes complementary interests, requiring us, architects, to remain actively engaged, not only as listeners but as vigilant participants, in order to effectively fulfill our evolving duties as professionals and citizens.

Designing Youth Space

Kenneth Nelson & Becky Yurek

Guest Speakers:
Alexandra Lange author of The *Design of Childhood: How the Material World Shapes Independent Kids*
Georgeen Theodore Principal, Interboro & co-author of The Arsenal of Exclusion & Inclusion
Christopher Noel Accessibility Coordinator for the NYC Department of Parks and Recreation
Tiffany Briery NYC Playgrounds Program Coordinator at the Trust for Public Land
Francesca Birks Associate Principal, Foresight and Design Strategy at Arup
Anna Siprikova Senior Program Associate for *Streets for Kids*,NACTO's Global Designing Cities Initiative

On Friday, August 23, the AIANY Civic Leadership Program's (CLP) Class of 2019 convened for their third development session to explore exclusion, inclusion, and engagement in the public realm from the standpoint of children and teens. Organized by CLP members Kenneth Nelson and Becky Yurek, the program hosted six remarkable thinkers and practitioners whose work collectively illuminates the best practices of inclusive design for young people.

Together, the group examined how public space can either exclude people or invite their participation, exploring how architects can recognize the signs of exclusion to ensure our public spaces are truly public. As Kat Holmes describes in, Mismatch: How Inclusion Shapes Design, assuming an average or typical human condition risks yielding inflexible solutions that actually serve few people well. By contrast, designing for those most likely to be excluded can yield solutions that work for a multitude of people, often in unexpected ways. The organization 8 80 Cities puts it this way: "If everything we do in our cities is great for an 8 year old and an 80 year old, then it will be great for all people."

In focusing on kids and teens, the session sought to demonstrate how child-friendly design is just good design. It makes cities more livable for everyone and helps achieve equity in the built environment. Children don't get to have a voice in the decisions that affect them; they tend to suffer the most from our bad decisions. They are among the most impacted by dangerous traffic conditions, poor air quality, and the stress and anxiety that arise from having too few places to play. Meanwhile, the rules and forms of public space often exclude teens overtly. Designing to support young people therefore serves as a case study in equity, giving voice to those often forgotten or excluded.

How can we see past our own biases to design for people whose age and abilities may differ from our own? What does a child-friendly city look like? Can engaging kids and teens in the design process empower them to shape the world around them? Six panelists described case studies of exclusion and

inclusion, as well as the role design can play in supporting young people.

Alexandra Lange kicked off the panel by presenting a brief history of children in the city. She framed our shifting cultural attitudes toward play as a question of the freedom and independence children should be granted, describing the oscillation over time between our desire to keep kids contained on the playground and to allow them the freedom to fully participate in everyday life. Meanwhile, our attitude toward teenagers, as she describes in "No Loitering, No Skateboarding, No Baggy Pants," centers on restricting their freedom; we design against them. Making the case that our infrastructure should support all ages—and that playground audits must look beyond geographic area to assess the ages of children served—Lange pointed to recent initiatives that slow and soften the streetscape, create play for all ages, and introduce intergenerational programming into streets and parks.

Georgeen Theodore introduced the The Arsenal of Exclusion & Inclusion. She presented on measures specifically designed to exclude kids and teenagers from public space, from ultrasonic noise and classical music, to youth curfews and parental escort policies. She framed several of Interboro's built projects as an effort to build inclusivity in the design process and continues through the life of a built project. At the Forest Park Natural Playscape, Interboro conceived of the design process as a feedback loop that engaged kids in the design of their park, and created a youth constituency with an ongoing stake in its success. By designing tools for participation, Interboro introduces a multiplicity of voices into the design process, creating environments that can themselves be appropriated to further build community.

Christopher Noel described how the NYC Parks Department's Parks' Without Borders initiative has opened up parks to their communities through engaging edges, and also removed barriers within to create inclusive, multi-generational spaces that blur the boundaries between park and playground. He demonstrated the range of approaches that can best serve kids according to their age, needs, abilities, and preferences, including sensory play that prioritizes touch and sound, quiet play that provides a respite, parkour and challenge courses for teens, and adult fitness serving elderly park users. The examples shared by Noel go beyond the requirements of ADA to offer inclusive, multi-functional elements that can be used in a multitude of ways.

Tiffany Briery described how the Trust for Public Land (TPL) works with schools and communities to transform underutilized asphalt schoolyards into vital community assets. By engaging kids in the design process through a dedicated curriculum, the program empowers them to see their ideas come to fruition, yields designs that reflect the specific desires of their communities, and builds stewardship that contributes to the long-term life of the playgrounds. In collaboration with public partners and private funders, TPL has delivered over 200 playgrounds that have collectively engaged over 6,800 students in the design process, captured 19 million gallons of storm water annually, and placed over 4 million New Yorkers within a 10-minute walk of a playground.

Francesca Birks enlarged the frame of reference by returning to the question of how cities themselves can be child-friendly. Citing Arup's Cities Alive: Designing for Urban Childhoods, she identified two principles key to a child-friendly approach: places for children to go, and their ability to get there with autonomy. Birks stressed distinction between child-like and child-friendly, making the case that anyone should be able to move through the world and experience it equally. In New Orleans, Arup is working closely with city leaders, public agencies, community members, and children and teens to turn this approach into a planning framework for a child-friendly city, identifying not only long-term tools but short-term strategies to yield early results.

> **E**ngagement itself is a design problem to meet people where they are and build relationships founded in trust and transparency.

Anna Siprikova argued that our streets are our biggest public space asset. Yet their disproportionate allocation for cars has meant that people, especially young children and their caregivers, have been excluded. Through its Global Street Design Guide, the Global Designing Cities Initiative (GDCI) aims to shift the balance in favor of people through multi-modal streets that provide a safer and more comfortable experience, and move more people. In their upcoming design guide, GDCI will examine what the pedestrian experience can look like when designed from the perspective of children.

The session provided a broad roadmap to building inclusivity for young people into our public spaces, from the smallest playground element to the city itself. Panelists highlighted how inclusivity begins early in the design process, through meaningful engagement that seeks to reach as many different kinds of people as possible. It approached engagement itself as a design problem to meet people where they are and build relationships founded in trust and transparency. The session demonstrated how the inclusivity founded in the design process continues into the life of a space, whether through inviting young people to shape and reshape the elements of their physical environment or tend to its long-term care and stewardship. Finally the session addressed the critical role design can play in allowing young people the independence, freedom, and dignity to navigate the world on equal terms with adults.

Waterfront Social Equity

Casie Kowalski & Athena Unroe

Guest Speakers:
Allan Zaretsky Senior Planner, NYC Department of City Planning's (DCP) Water and Open Space Planning Unit
Megan Quirk Assistant Vice President in the Ports and Transportation division, NYC Economic Development Corporation (EDC)
Elizabeth Balladares NYNJ Harbor Estuary Program Urban Waters Ambassador for the lower Passaic River
Jalisa Gilmore Research Analyst at the NYC Environmental Justice Alliance (EJA)
Adriana Espinoza New York City Program Director, New York League of Conservation Voters (NYLCV)

Architects are giving increased attention to the important concept of social equity as they work to define their role as stewards of public welfare—and authors of thoughtful design around it. In the greater New York City area, social equity addresses many complex issues at the waterfront, ranging from coastal resiliency to environmental justice and even extending to the accessibility of public programming, infrastructure, and public policy.

On Friday, September 13, the AIANY Civic Leadership Program (CLP) Class of 2019 convened for its fourth development session to explore these forms of social equity within New York City's developing waterfront and its neighborhoods. The session began at the Pier 11/Wallstreet Ferry Terminal, allowing the CLP participants to see the many adjacent scales and functions of the waterfront, ranging from private development to Significant Maritime Industrial Areas (SMIAs). Following a ferry ride, the group gathered at Brooklyn Army Terminal in Sunset Park to discuss aspects of waterfront equity.

Prior to the development session, Unroe and Kowalski spoke to multiple shoreline stakeholders, including private entities (Industry City), non-profit organizations (ALIGN and Brooklyn Navy Yard), and landscape designers (Susannah Drake of DLAND Studio), along with New York City public agencies (DCP and EDC), among many others. Through these meetings, the CLP leaders learned that mixed interests among waterfront stakeholders make it difficult to balance today's need for increased public access to the waterfront with the expansion of waterfront trade, industrial growth, and transportation in SMIAs. While this is a design-related issue, could architects have more agency—prior to design—through funding, policy forums, public programming, and pilot projects?

One example of a pre-design engagement tools is the Waterfront Alliance's WEDG Program. Sarah Dougherty, program manager at the Waterfront Alliance, notes that in terms of accountability, "WEDG is building a grassroots movement for Community Boards and communities to hold waterfront projects accountable,

using the program as a powerful tool and framework to accomplish better outcomes for waterfront resilience, ecology, and access." Resources like those developed by the Waterfront Alliance and other climate-focused organizations are easy and accessible public toolkits for architects to consider early on in the process of design and planning.

Another example from the New York League of Conservation Voters centers on active participation, with Adriana Espinoza noting that "reminding people of the importance of the role of the built environment is a unique and critical role [that] architects play. Designers and architects could be involved in policy forums through attendance, since they are open to the public, along with bringing in their own knowledge base of the built environment with recommendations."

As Lucretia Montemayor, an urban planner from the NYC Department of City Planning (DCP), noted early in our research, "Our relationship with water has been changing over the last twenty years. In some sense there is more

interest in the water, we're more aware and there is more development. At the same time, you could be anywhere in NYC and disconnected from the waterfront, even though we are never more than two and a half miles away from a body of water in NYC."

At Brooklyn Army Terminal, guest speakers outlined the relationships between shoreline stakeholders and communities, sharing resources from city agencies and non-profit organizations that citizen architects can use as pre-design tools to center the conversation on the pros and cons of waterfront development and how such projects can impact public welfare.

DCP's current Waterfront Comprehensive Plan, presented by Senior Waterfront Planner Allan Zaretsky, is a regional strategy that outlines land use along the waterfront. The plan was released in 2011, and according to DCP's site, "set the stage for expanded use of our waterfront for parks, housing and economic development, and of our waterways for transportation, recreation and natural habitats." The plan incentivized

expanding citywide ferry service, the development of new waterfront parks and greenways, rezoning of waterfront areas, and the creation of resiliency studies. DCP's updated plan will focus on resiliency, equity, and health, while continuing to tackle major waterfront issues such as aging public and private shoreline infrastructure, improving maritime industry/trade, and water transportation.

The NYC Economic Development Corporation (EDC), represented by Assistant Vice President in the Ports and Transportation division Megan Quirk, operates and manages the NYC Ferry Line project, with plans for future expansion with new ferry routes in 2020 and 2021. EDC has unique methods of public engagement, which include allowing local students to name ferries and maintaining accessibility, ensuring that ferries are an equitable form of transportation at the same cost as the MTA.

The Hudson River Foundation's NY-NJ Harbor and Estuary Program (HEP), presented by Elizabeth Balladares, looks at the waterfront at a regional scale, centering on engagement, education, and public access to manage the harbor estuary, our "biggest public resource" in the "nation's largest and most densely developed metropolitan area". A unique component of HEP is their methodology for measuring the effectiveness of their outreach at a more localized scale—after public events, community members are asked how often they engage with the waterfront.

The NYC Environmental Justice Alliance's (NYC-EJA) initiatives and resources, shared by Research Analyst Jalisa Gilmore, demonstrate the agency

of community and the importance of understanding climate racism and its effects on waterfront adjacent neighborhoods and local businesses. Focusing on several case studies in the automotive repair industry in the South Bronx and South Brooklyn, Gilmore emphasized how critical it is to address the storing of hazardous chemicals in the event of environmental crisis, with

O nly by acknowledging the important work of advocates, agencies, and policy makers can we begin... make meaningful and informed contributions to the communities we design for.

communities of color disproportionately affected by these environmental issues. From a policy perspective, New York League of Conservation Voters' (NYLCV) City Council Environmental Scorecard holds legislators accountable for their actions on environmental policies. Citing the usefulness of developing green standards in architecture, NYC Program Director Adriana Espinoza provided an opening for viewing the architect as a policy-adjacent participant in climate conversations.

Overall, in seeking to understand the role of the architect in these waterfront-focused conversations, it became evident that redundancy in research and outreach can be beneficial in reaching many communities. Architects and designers often assume the role of problem solvers, but in a context as complex and sensitive as the waterfront, what other roles can we take to actively participate? Only by acknowledging the important work of advocates, agencies, and policy makers can we begin to engage in these regional issues at multiple scales and make meaningful and informed contributions to the communities we design for.

In Practice: Architecture through Participatory Design

Frank Ball & Ane Gonzalez Lara

Guest Speakers:
Deborah Gans FAIA, Founder and Principal Architect at Gans and Company & Professor at Pratt Institute
Adriana Akers Project Manager, Gehl
Julia McFadden AIA, Associate Principal, Svigals + Partners
Joan Keener Deputy Director, NYC Playgrounds Program at The Trust for Public Land

When involved with complex public projects, balancing multiple stakeholders, architects can find value in increased user-input throughout the design process. The final development session of 2019, "In Practice: Architecture through Participatory Design," explored different tools for architects to engage these strategies in their work. The session took place on Friday, October 4 at the Center for Architecture. It was led by Frank Ball, Assoc. AIA, and Ane Gonzalez Lara, Assoc. AIA.

While other fields, such as planning, have traditionally featured robust training in participatory design, training in these strategies for community engagement has been less common for architects. The goal of this session was to help fill the gap through a combination of research findings and a workshop designed specifically for architects.

The session was organized into two parts. First, invited guest experts shared experiences from their work through case study presentations. Afterwards, attendees completed an exercise about how architects might develop participatory design projects of their own.

Tools discussed by our experts:

- Pop-up interviews – On-location outreach with community members. These are held at nearby points of interest such as bus stops or at project sites where community members are naturally encountered. Ask simple questions: "What's your favorite place, and why?"
- Community pin-up boards – Poster boards for community members to simply pin-up their ideas or needs. These boards often accompany pop-up interviews or community meetings.
- Focus groups – Typically used to ask specific questions in locales where target communities are based. Holding focus groups at a place that is convenient for a community is particularly useful for groups who may not have been well-served in the past.
- Pilot Projects – Low-risk method used to present ideas to a community as a prototype and elicit feedback. One example is temporarily closing Times Square to vehicular traffic before deciding to do so permanently.
- Appointed ambassadors – Local representatives who interface between designers and communities.

Tips and Tricks:

Expertise about place is local – Think of designers as partners to the local community.

Patience is critical – Be cognizant to different speaking styles during outreach and ensure that everyone has time to talk.

Sit in a circle to eliminate hierarchy – Pay attention to the logistics of meeting space. Ensure that everybody can be seen and heard. Avoid spaces with blind spots where participants can become disengaged.

Limit "design speak" – This can discourage some participants from communicating.

Enlist a local partner – Useful for trust building and guidance. Nonprofits and those with community engagement experience are powerful.

The importance of saying yes – Help foster creativity (particularly in the early stages). Consider all ideas equally to kindle creative spirit. Allow participants to discover limitations naturally.

Transparency – Be explicit about the roles that each person is going to have and who has decision-making capacity. Help participants understand budget, physical boundaries, and rules.

Engage local kids as translators – It is not uncommon for language barriers to hinder the participatory design process. Kids in the community often act as trusted conduits and help facilitate conversations.

Avoid inaccessible or uninspiring venues – Certain meeting locales tend to attract people who are already civically engaged, want to go out of their way to attend, and have flexible schedules. Make every attempt to engage with those who otherwise may not have been included and to avoid location biases.

After case study presentations, the CLP class was organized into two teams for a workshop about planning a participatory design project. Each team completed a set of deliverables that included schedule planning, charette mapping, and identifying existing neighborhood resources. The deliverables were then presented and discussed.
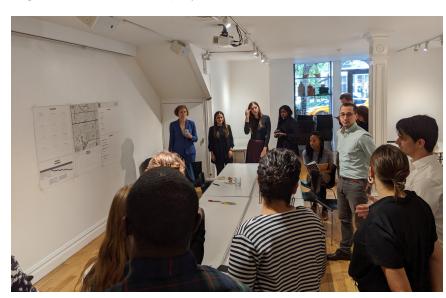
While the session aimed to provide participants with tools, it was also understood that honing these skills will take more training, education, and, of course, time. Hence, each participant was given a booklet with additional resources, including Dick and Rick, a comic shared with by Kate Ferguson; Building Bridges: Community and University Partnerships in East St. Louis, a book recommended by Eve Baron from Pratt Institute; the Facilitator's Guide to Participatory Decision-Making, suggested by Joan Keener; A Ladder Of Citizen Participation, recommended by Adriana Akers; and ParticipateInDesign.org, a website shared by Delma Palma (who works at NYCHA and is also a fellow CLP member.)

It is important to acknowledge that there are many different types of participatory design, and that this research only covered certain aspects of the topic. One common truth, however, is that participatory design is a respect-based approach to design that requires a lot of extra time and sensitivity. Ultimately, the goal should always be the same: to increase community engagement in the design process.

Expertise about plalce is local - Think of designers as partners to the local community.

As architects, learning to lead participatory projects, and responsibly using and incorporating the gathered information can help us tailor our work to the needs of different stakeholders. It is therefore important that we recognize the role that participatory design can have in the success of our projects, and that we incorporate these skills in our training as socially responsible practitioners.
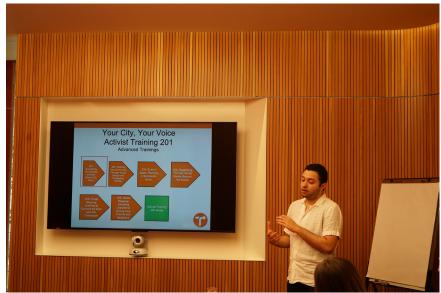
Advisor-Led Sessions

Supplemental trainings and information seminars were organized by the advisors within development sessions to enhance the leaders' core skills and knowledges on advocacy and leadership.

Adam Roberts, Director of Policy at AIA New York, on AIA New York's effort to advocate and impact policies and legislature

Samantha Josaphat, nycoba|NOMA President on mental health and wellness within the practice of architecture

Erwin Figueroa from Transportation Alternatives on the inner workings of government systems and effective advocacy strategies

Alex Alaimo, Brynnemarie Lanciotti, Esteban Reichberg & Ross David Weiner, co-founders of the Civic Leadership Program, on the program's history and mission

Engaging Barriers: Physical Safety Measures Reshaping the Public Realm

Frank Ball, Casie Kowalski, Richard May, Fahir Burak Unel & Becky Yurek

Guest Speakers:
Sergeant Martin Wingert and **Lieutenant Commander Bryan Vaughan** NYPD Counterterrorism
Emily Weidenhof Director of Public Space, NYC Department of Transportation
Nick Koster Project Manager, Snøhetta's Times Square Reconstruction
Borinquen Gallo Artist of the installation at the NYPD 40th Precinct Station House in the Bronx
Nancy Prince Chief of Landscape Architecture, NYC Department of Parks and Recreation
Suzanne Nienaber Partnerships Director, the Center for Active Design

New York City is investing billions of dollars to defend against emergent threats—protecting shorelines from sea level rise and intensifying storms and hardening streets, parks, and plazas against new types of attack. A common response has been to erect physical barriers to keep threats out and keep us safe. Some are permanent and others temporary, some purpose-built and others borrowed, but as these protective features accumulate, how do we understand their impact on our public realm?

To advance these questions, five members of the 2019 class of the AIANY Civic Leadership Program (CLP) convened a panel of experts representing city government, art, and design to ask, "What conversations are we having around safety and design, and what conversations should we be having?" Using a town hall format, audience members, panelists, and the CLP explored the changing shape of the city in response to evolving threats. How can our choices enhance, rather than diminish, the civic nature of the public realm?

How do we assess risk to understand whether our responses are appropriate? What is the role of trust?

Sergeant Martin Wingert: *Community engagement is crucial—we want the community to be involved so they feel ownership over the space. When that* happens, it reduces a lot of the things we typically worry about; it reduces criminal activity.

Emily Weidenhof: *Vision Zero has given us an important way to quantify a certain kind of safety, but how do we quantify the added benefits of public space—a space that may be safer at night because it's better lit, or programmed with activity, or has a kiosk that puts eyes on the street? How can we analyze the upfront and long-term costs of these assets to have a better conversation about risks and benefits.*

How do physical barriers affect the way we perceive and use public space? How do we gauge their social impact?

Nancy Prince: *When we think about the barriers we see for security, we need to think about how people circulate through a space.*

Barriers [for example] could turn a wide entrance into a narrow entrance...The devil is in the details when we look at these things—making barriers disappear..., making them as slim and narrow as they can be, so they fade into the background. If there's room, make them into something. You don't want people to perceive the barriers, that's the real design challenge.

Suzanne Nienaber: *We talk about physical barriers, but we should also consider the conceptual barriers that occur through design....Our research in Charlotte focused on understanding if people feel welcome in a public space. Often, every single sign is telling people what not to do, setting up a barrier right away; this can be easily shifted by introducing more positive, whimsical messaging. We should recognize that whether there is a physical barrier in place, there can be a perceived barrier due to poor lighting, signage, litter, or other aspects. ...There are methods we can use to make these spaces as welcoming and barrier-free as possible.*

What conversations are artists and designers having about protection and design? How do the results differ when solutions are planned or reactive?

Nick Koster: *The Times Square Reconstruction inadvertently had two phases of design and construction. The first, which closed Broadway and created the pedestrian plazas, had very open dialogues between all stakeholders concerning the protection of people..., resulting in a custom solution, specific to the needs of the project. The second phase was reactive or reactionary, responding to multiple vehicular attacks on pedestrians in our City. The NYPD had a strong vision for how to protect sidewalks and corners in high-traffic public spaces, and the Public Design Commission wanted to make sure new security measures didn't diminish the design integrity of the reconstruction project that had just been completed. Design and security go together, but we're coming at it from two very different lenses. In the end, it's a conversation that needs to be had, and it's not always easy.*

Borinquen Gallo: *It's a delicate balance... The reactionary goal is to bring safety...and facilitate this utopia where the community*

and police can protect each other and foster the idea that preserving the fabric and safety of our society isn't attributed to one body—it's a collaborative process. The dialogue—heated arguments, assessing stereotypes—are part of the challenge that shapes the results of a project. Art is often enhanced by limitations and parameters that help with the design process.

It's important to note that these questions, and the modern language of protection, aren't new: bollards, fences, and barriers are all familiar streetscape elements, especially since 9/11. Yet their expanded deployment against contemporary threats can create new challenges, especially for those already excluded by the built environment. Instead of adding defensive layers to an already dense streetscape, what would a holistic security approach look like? What would it mean to leverage public safety infrastructure to enhance the public realm?

These conversations are already underway. The NYC Public Design Commission is exploring security-related design research as part of their Designing New York series. DOT is evaluating how security measures work alongside other critical infrastructure. The Center for Active Design's Assembly: Civic Design Guidelines provide a playbook for building trust and civic engagement through public space design.

As architects and citizens, and as stewards of the public realm, what role can we play in advancing thoughtful solutions to these challenges? It is through public platforms like these that we can begin to reframe our collective approach to safety, altering the way that we plan, design, and mandate security methods to ensure a multitude of public benefits.

Agency: An Architect's Tools for Civic Engagement

Ane Gonzalez Lara, Kenneth Nelson, Delma Palma, Athena Unroe, Leanne Zick

Guest Speakers:
Anthony Barrows Behavioral Scientist & Managing Director at Ideas 42
Majora Carter Urban Revitalization Strategist and Developer
Christine Gaspar Executive Director at the Center for Urban Pedagogy (CUP)
Inbar Kishoni Urban Planner and Director of Public Engagement at the Department of Transportation (DOT)

The event Agency: An Architect's Tools for Civic Engagement was held on December 3rd at the Center for Architecture in an effort to empower architects to have a more proactive civic role. The event was the culmination of the Civic Leadership Program where ten emerging architects cultivated their advocacy skills over the past six months.

In order to better serve communities through the discipline of architecture, this event took lessons from fields beyond architecture—looking to behavioral science, graphic visualization, public engagement, and real estate development for how to hone individual and collective skills towards fostering community trust and participation.

The CLP fellows started the night by acknowledging that traditional modes of architectural education and practice do not adequately prepare them to advocate for social issues. Opening the discussion on the architect's implicit responsibilities, the fellows questioned the current interaction with communities outside the typical role in delivering projects. The audience was challenged to believe that as a professional, and as a New Yorker, there were many opportunities to be civically engaged. Each presentation was then framed as a tool that could be used to catalyze civic work — RESEARCH, OUTREACH, COMMUNICATION, AND ACTION.

Anthony Barrows, a behavioral scientist and managing director at Ideas 42, started off the night by focusing on research. For Barrows this meant the investigation critical to understanding a problem and focusing on how changing the physical environment can change human behavior.

Christine Gaspar, the Executive Director at the Center for Urban Pedagogy (CUP), presented on the power of design and art to increase meaningful civic engagement, particularly among historically under-represented communities. Gaspar explained how CUP partners with designers and community organizations to create visually-based education tools that help demystify complex social justice issues impacting their communities, from zoning law to immigrants' rights.

Inbar Kishoni, Urban Planner and Director of Public Engagement at the Department of Transportation (DOT), spoke about the multi-lingual outreach

specialist team she leads that has become integral to the way the agency communicates about and builds support for projects.

Majora Carter, an urban revitalization strategist and developer, finished the presentations by describing her insights on real estate and economic development. It was based on the understanding that talent retention is key to building better neighborhoods. By placing higher quality gathering spaces and commercial amenities in neighborhoods where the market may not be yet, she believes it will retain successful people who might otherwise leave. She emphasized the importance of educating neighborhoods about their

own self-worth in order to protect the financial and social capital in those areas while building wealth from within the community.

Some key takeaways about doing civically engaged work that the speakers all reiterated through their presentations and audience question responses were:

The importance of understanding the context - This refers to both the physical and social context of a community when interacting for the first time.
It is important to understand how the built environment has influenced the significant issues in a community—such as lower income neighborhoods having fewer grocery stores and access to fresh

food, leading to health problems in those communities. All of the speakers referenced their baseline understanding of how redlining, structural racism, and confirmation bias have shaped the physical environment in negative ways.
Knowing the social context of any community that is being engaged was also highlighted throughout the night. Speakers referenced how many neighborhoods have experienced multiple planning efforts and may be experiencing "engagement fatigue" from providing feedback on several occasions without seeing direct results. There is also a history, and potential conflict, that an outside designer may not be aware of when coming in for the first time. Acknowledging this context before starting to design "solutions" is imperative to arriving at a design that reflects the priorities of the communities we serve.

The need to listen to the real experts - Designers must humbly acknowledge that they do not have the answers to complex social problems. What we can offer is design as a tool, shaping the built environment to have a positive impact. Once designers recognize the users of a space are the experts of their lived experience, the designers can then work with users to make the project more successful.

The impact of our environment on social justice issues – A key phrase of the night was how "design is power" and as designers we choose where and with whom to place that power. Our landscape deeply affects our perception of what we can expect from the world. If the world has told you to expect blight and neglect in the built environment, how can you come to think you deserve anything else? As designers, we have a skill set that gives us the opportunity to work with communities to translate their visions into reality. Communities often

have the solutions to the issue they see in their neighborhoods and just need increased advocacy that can come from the visualization of an idea through a designer.

Overall, the sharing of personal narratives throughout the night was impactful. Speakers discussed how they lived through particular issues they now attempt to address in their work— the foster care system, disinvestment in low income neighborhoods, the difficult immigrant experience. Architects do not typically talk about their personal lives at the Center for Architecture, so this unique sense of trust in sharing their private history showed how deeply embedded issues of social justice are in their inspiring work.

Personal narratives enrich the work we do, and we all have our own connection and contribution to civic engagement. This event was a reminder that each of us should find our individual means of incrementally adding to a more civically engaged field of architecture.

Team Building Events

Throughout the program, varies events were organized to create a sense of team via social gatherings, informal presentations and idea sharing, workshops and volunteering.

Communication Coaching with Andrea Kahn
CLP cohort worked with Andrea Kahn (second from left), communication coach and founder of designCONTENT to develop public events with an emphasis on strategic and effective communication.

Civic Voice Workshop with the National Parks Conservation Association
The CLP and the National Parks Conservation Association (NPCA) collaborated to create a workshop focused on developing advocacy skills.

Pecha Kucha in Washington Square Park
The CLP cohort gathered in Washington Square Park to explore how to build a framework to identify common ground as a basis for engagement. Each person was invited to present, in brief, the ideas and interests that lead them to the CLP, whilst others listened and took notes - drawing out themes and commonalities.

Day of Service with Bowery Residents' Committee (BRC)
CLP helped painting the hallways of the Lex SafeHaven, a 5-story transitional housing for the chronically unsheltered homeless that serves as one of few locations that operates with low thresholds of encourage sobriety, minimal rules, and limited structure.

2019 CIVIC LEADERSHIP GUEST SPEAKERS

Tracy Anderson SKANSKA USA
Elizabeth Balladares NYNJ Harbor Estuary Program Urban Waters Ambassador for the lower Passaic River
Anthony Barrows Behavioral Scientist & Managing Director at Ideas 42
Francesca Birks Associate Principal, Foresight and Design Strategy at Arup
Aldrin R. Bonilla Deputy Borough President, Office of Manhattan Borough President
Tiffany Briery NYC Playgrounds Program Coordinator at the Trust for Public Land
Majora Carter Urban Revitalization Strategist and Developer
Ifeoma Ebo LEED AP, NOMA, Director of Strategic Design Initiatives, Mayor's Office of Criminal Justice
Adriana Espinoza New York City Program Director, New York League of Conservation Voters (NYLCV)
Erwin Figueroa Transportation Alternatives
Borinquen Gallo Artist of the installation at the NYPD 40th Precinct Station House in the Bronx
Christine Gaspar Executive Director at the Center for Urban Pedagogy (CUP)
Jalisa Gilmore Research Analyst at the NYC Environmental Justice Alliance (EJA)
Inbar Kishoni Urban Planner and Director of Public Engagement at the Department of Transportation (DOT)
Nick Koster Project Manager, Snøhetta's Times Square Reconstruction
Alexandra Lange author of The *Design of Childhood: How the Material World Shapes Independent Kids*
Daniel Maldonado SKANSKA USA
Justin Garrett Moore Executive Director, New York City Public Design Commission
Samantha Josaphat nycoba | NOMA President
Suzanne Nienaber Partnerships Director, the Center for Active Design
Christopher Noel Accessibility Coordinator for the NYC Department of Parks and Recreation
Nancy Prince Chief of Landscape Architecture, NYC Department of Parks and Recreation
Megan Quirk Assistant Vice President in the Ports and Transportation division, NYC Economic Development Corporation (EDC)
Adam Roberts Director of Policy, AIA New York
Pascale Sablan AIANY 2019 Board of Directors; Senior Associate, S9 Architecture
William Merritt Singer AIA, LEED BC+C, Chief Plan Examiner, Brooklyn Department of Buildings
Anna Siprikova Senior Program Associate for *Streets for Kids*, NACTO's Global Designing Cities Initiative
Georgeen Theodore Principal, Interboro & co-author of The Arsenal of Exclusion & Inclusion
Lieutenant Commander Bryan Vaughan NYPD Counterterrorism
Emily Weidenhof Director of Public Space, NYC Department of Transportation
Sergeant Martin Wingert NYPD Counterterrorism
Allan Zaretsky Senior Planner, NYC Department of City Planning's (DCP) Water and Open Space Planning Unit

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