DESIGN
for
EQUITY

Dec 11, 2016

Pratt

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1. The Grant

TOWN+GOWN MASTER ACADEMIC CONSORTIUM CONTRACT
NEW YORK CITY DEPARTMENT OF DESIGN AND CONSTRUCTION DESIGN FOR EQUITY:
GUIDING PRINCIPLES AND METRICS

Submission prepared by Pratt Institute July 31, 2015

The objective of the Design for Equity study is to demonstrate, through both qualitative and quantitative analysis of DDC's portfolio, how design impacts issues of social, economic, and cultural equity within the City. The analysis will yield measures of success as well as form the basis of recommendations for how new and retrofitted public service facilities can foster equity through both design and operations.

The following questions will define the parameters and key concepts of the proposed study:

- How do we define and measure equity within a community / neighborhood? As well as define the parameters of other terms; Inclusivity, Social Cohesion, Well-Being, and Disadvantaged?
- What are the qualitative and quantitative measures of success of neighborhood equity?
- How do we define and measure equity in the design and operations of our public service facilities?
- Who are the stakeholders served by these facilities and what is the nature of their stake?
- What are the qualitative and quantitative measures of performance, actual and perceived, of a public service facility's impact on equity, inclusivity, and social cohesion?

Excerpted from DDC's original request for proposals: As the City's primary design and construction agency, the DDC creates facilities that support public services across generations and cultures. Designing and building with people in mind supports growth, economic development, equity, sustainability and resiliency. DDC assures that the capital assets of the City of New York – both public buildings and infrastructure – are integrated community resources meeting the shared goals of increased social and environmental equity. How can the design of our public buildings and/or infrastructure contribute to urban justice and equity?

The research team will evaluate two Police Precincts, Public Libraries and Public Plazas from multiple points of reference including: design, operations, community perception, performance (real and perceived). These evaluations will be the foundation of a set of recommendations for both enhancing and creating equity in public works. The aim is to offer a framework for Equity including design guidelines and performance metrics.

Sites include Bushwick, Brooklyn and Hunts Point, Bronx. The two neighborhoods were chosen because of Pratt's connection to community based organizations in both locations. The two sites are also included on the lists of a variety of Equity initiatives by the Dept. of Health, NYC Parks, Mayor's Office of Criminal Justice, NYCHA, and Dept. of Transportation

2. Defining Equity

Literature Review
Overview / Introduction

At the outset of this research, our team conducted a review of the literature related to the topic of design guidelines for equity. More specifically, equity in relation to the public facilities central to our scope - Police Precincts, Public Plazas and Public Libraries. As with many things, we began with simple desktop research collecting reports and writings found through simple internet searches. To provide more refinement to the literature that we included in the review, we relied on the recommendations of our Advisory Committee, our Best Practitioners and our client, NYC's Department of Design & Construction.

Through this process of refinement, categorization of the literature emerged as a necessary way to compartmentalize the varying equity interests, needs and desires of many different stakeholders. We found that Equity is spoken of in many contexts including those of policy, advocacy, design and management. We attempted to cull through the existing literature with an eye toward the client's interests and capacity to act. Our ideal literature had an urban focus and was geared toward design of Police Precincts, Public Plazas and Public Libraries.

As you will see, laid out in this review, we arrived at a categorization of the literature which includes the perspectives of various authors and audiences as well as three emergent themes:

- Community Building & Social Systems
- Guidelines, Principles & Indicators
- Police Precincts, Public Plazas & Public Libraries

This literature review offers a text based summary of the literature with synopses of selected works, a tabular and graphic representation of the collected works including; Authors, Titles, Citations, Intended Audience Quotes, and, lastly, a full bibliography. All literature that could be was saved in a digital archive or can be found in the Pratt library.

Equity in the Context of Author and Audience

A key approach to the literature review was to examine the importance of perspective through an analysis of authors and audience. Equity is an important concept in many contexts which requires a balanced and well rounded approach. We therefore parsed the literature by author and audience. When searching specifically for Equity and Design, the literature broke down into authors and audiences that include: policy makers, community members, city agencies, designers and subject matter experts. Not only did this help to select the most relevant literature, but reflecting on the perspective of either the authors or audiences also helped us to understand influences on the data/content generated, the research methodology utilized and ultimately the implementation of report outcomes or recommendations. We found this practice to be essential for isolating literature which would be useful for our research moving forward. Considering the various perspectives of our Advisory Committee, Facility Stakeholders and our Client was essential to creating our ultimate recommendations…. design guidelines created in collaboration with community members and delivered via a city agency. Our analysis consists of categorization of the authors and audience in terms of the roles they play in the design process and either the generation or implementation of the recommendations. In the following tables you will see icons that represent the listed authors and audiences:

Policy Makers: Elected officials and agencies that provide overall policy goals and direction for cities

City Agencies: Agencies that form objectives based on policymakers' agenda and execute initiatives

Subject Matter Experts: Independent organizations or individuals that provide supportive research and analysis
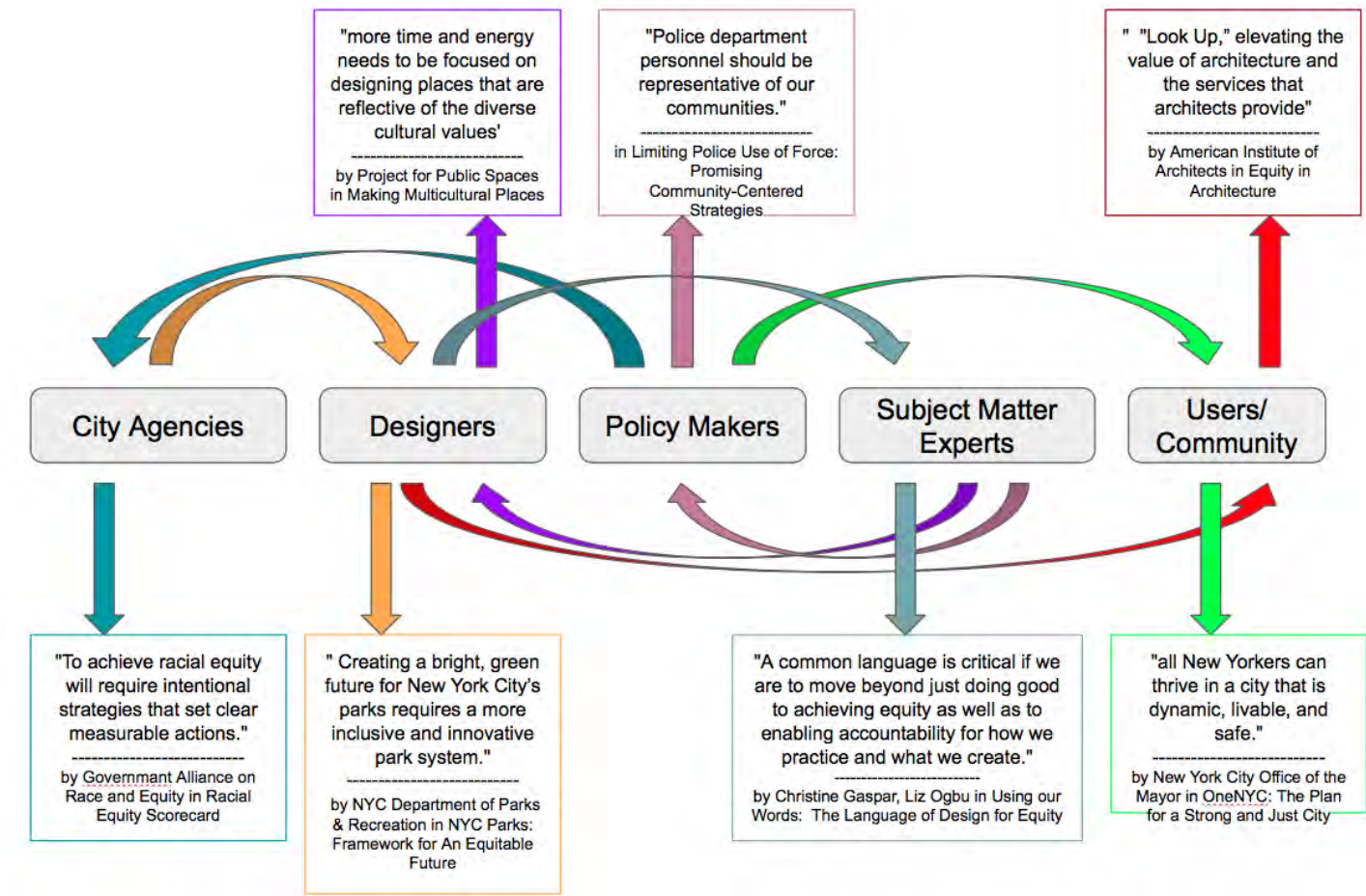
Designers: Organizations or individuals that help materialize goals, objectives and research

Users/Community: End users and organizations that represent the needs and expectations of community

The diagram below illustrates this dynamic of perspective with select quotes across the categories of author and audience. In depth reading of the literature with this structure reveals specific ideas that are valuable to our research moving forward. For example, when subject matter experts guide designers, one can see an emphasis on designing to respect diversity. In another example we see how designers desire for subject matter experts to develop a common language to ensure accountability.

"more time and energy needs to be focused on designing places that are reflective of the diverse cultural values'
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by Project for Public Spaces in Making Multicultural Places

"Police department personnel should be representative of our communities."
----
in Limiting Police Use of Force: Promising Community-Centered Strategies

" "Look Up," elevating the value of architecture and the services that architects provide"
----
by American Institute of Architects in Equity in Architecture

City Agencies

Designers

Policy Makers

Subject Matter Experts

Users/ Community

"To achieve racial equity will require intentional strategies that set clear measurable actions."
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by Governmant Alliance on Race and Equity in Racial Equity Scorecard

" Creating a bright, green future for New York City's parks requires a more inclusive and innovative park system."
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by NYC Department of Parks & Recreation in NYC Parks: Framework for An Equitable Future

"A common language is critical if we are to move beyond just doing good to achieving equity as well as to enabling accountability for how we practice and what we create."
----
by Christine Gaspar, Liz Ogbu in Using our Words: The Language of Design for Equity

"all New Yorkers can thrive in a city that is dynamic, livable, and safe."
----
by New York City Office of the Mayor in OneNYC: The Plan for a Strong and Just City

Equity in the Context of Community Building & Social Systems

Our literature review and ongoing research has lead us to a more refined understanding of the interconnectedness of social and built environment systems. If one thinks, as we do now, of equity as equitable access to essential services it is not a big leap to think about the social and built environment elements that provide and support these systems and to more specifically zero in on the role that Police Precincts, Public Plazas and Public Libraries serve in providing these essential services. We can begin to think of the facilities within our scope of research as part of the civic infrastructure that supports community building and social systems. If we further identify the essential services of urban public life to be safety, justice, education and social well being we can arrive at an even clearer role for each of the facilities in our scope. This concept became the focus of our exploration in phases 3 and 4, however in the beginning when we were conducting the literature review many of our findings dealt with the foundational ideas of strengthening community or community building and the importance of social systems. The readings in this section provide a selection of work to introduce and frame these topics.

Synopses of Sources: In order to segue toward the physical manifestations of these social systems we have honed in on a selection of readings from The Impact Design Hub's Design for Equity Series. In this series designers and subject matter experts discuss the importance of recognizing the civic infrastructure which exists in the community in which the design is taking place (see pull quote). Referencing the Civil Rights framework, Authors Hwang, Lubenau and Torres-Fleming make a plea to designers to consider a neighborhood's civic infrastructure both before and after their design, encouraging designers to build community capacity, not just buildings.

When Good Intentions Aren't Enough: Linking Intent to Impact, our second selection from the Design for Equity Series, further explores tailoring designs to specific community needs. Using design as a tool to fill in the gaps of a community's civic infrastructure and calling on designers and their buildings/designs to become part of a systemic and holistic intervention to address community needs.

"Designers need to recognize and respect the long-term civic infrastructure that exists within neighborhoods before and after design projects come along."

DESIGN for EQUITY: Using A Civil Rights Framework. Hwang, T., Lubenau, A.-M., & Torres-Fleming, A. (2015 3–11)

"If we further identify the essential services of urban public life to be safety, justice, education and social well being we can arrive at an even clearer role for each of the facilities in our scope."

Design for Equity Report
Phase 2

Title	Citation	Source	Author
Architecture for People	Mikellides, B. (1980). Architecture for People. New York City: Holt, Rinehart, and Winston.	Print	
Architecture in an Age of Scepticism	Lasdun, D. (1985). Architecture in the Age of Scepticism. New York City: Oxford University Press.	Print	
Cities for People	Gehl, J. (2010). Cities for People. Island Press.	Print	
Core Issues in Comprehensive Community-Building Initiatives: Exploring Power and Race	Stone, R., & Butler, B. (2000). Core Issues in Comprehensive Community-Building Initiatives: Exploring Power and Race (p. 140). Chicago, IL: Chapin Hall Center for Children. Retrieved from https://www.chapinhall.org/sites/default/files/CB_24.pdf	Chapin Hall at the University of Chicago	
DESIGN for EQUITY: Using A Civil Rights Framework	Hwang, T., Lubenau, A.-M., & Torres-Fleming, A. (2015 3–11). DESIGN for EQUITY: Using A Civil Rights Framework. Retrieved July 21, 2016, from http://www.designforequity.org/blog/designing-for-equity-using-a-civil-rights-framework	Impact Design Hub: Design for Equity Series	
DESIGN for EQUITY: When Good Intentions Aren't Enough: Linking Intent to Impact."	When Good Intentions Aren't Enough: Linking Intent to Impact. (2016, March 4). Retrieved March 4, 2016, from http://www.designforequity.org/2/post/2015/04/when-good-intentions-arent-enough-linking-intent-to-impact.html	Impact Design Hub: Design for Equity Series	

Audience	Quote
	"Public interests determine the playing rules in the common space of the city, and thus help to ensure people's opportunities to exchange personal, social and political messages".
	"There is a reluctance in initiatives to explicitly identify and attack the underlying structures and practices of power and racism that most practitioners in this project believe contribute to community disinvestment and poverty"
	"Designers need to recognize and respect the long-term civic infrastructure that exists within neighborhoods before and after design projects come along."
	"...the challenging site and the multiple at-risk populations presented an opportunity for integrating social science knowledge around different risk factors with a program and housing experience tailored to specific population need. Clinically, the outcome goals are clearly defined for each of the populations, but the building is often not conceptualized as part of the intervention. How might the building be a part of a systemic and holistic intervention to reduce recidivism, prevent homelessness, and support social capital? How could the design shape experiences that are environmental factors or predictors (e.g., safety and social interaction) of these outcomes? This outcomes-based approach, linking design moves to "factors," became a lens for assessing various options, prioritizing opportunities, and analyzing trade-offs".

Title	Citation	Source	Author
Equity by Design	Equity by Design. (2007). American Library Association, 38(4), 34–48. Retrieved from http://www.jstor.org/stable/27771138	American Library Association	
Flipping the Script: White Privilege and Community Building	Potapchuk, M., Community Change, Bivens, D., & Major, B. (2005). Flipping the Script: White Privilege and Community Building (p. 150). CAPD & MP Associates. Retrieved from http://www.racialequitytools.org/resourcefiles/potapchuk1.pdf	Racial Equity Alliance	
Introducing Cultural Heritage into the Sustainable Development Agenda	UNESCO. (2013). Introducing Cultural Heritage into the Sustainable Development Agenda (Sessions 3A and 3A-a) (pp. 3–5). UNESCO. Retrieved from http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/CLT/images/HeritageENG.pdf	UNESCO	
Justice Reinvestment New Orleans	Spatial Information Design Lab. (2009). Justice Reinvestment New Orleans (p. 47). Spatial Information Design Lab, Columbia University Graduate School of Architecture, Planning and Preservation. Retrieved from http://www.spatialinformationdesignlab.org/MEDIA/JR_NewOrleans.pdf	Columbia University Graduate School of Architecture, Planning and Preservation	
Kerner Comission Report	The National Advisory Commission on Civil Disorders. (1967). National Advisory Commission on Civil Disorders (No. 1 of 6) (p. 75). Washington, D.C. Retrieved from https://www.ncjrs.gov/pdffiles1/Digitization/8073NCJRS.pdf	The National Advisory Commission on Civil Disorders	

Audience	Quote
	"Today's library designers recognize differing needs of children, teens, adults, and seniors; plan for service to people with and without disabilities; create democratic spaces that welcome wealthy and poor alike; and honor the diverse cultural backgrounds that make up a library's service population"
	"One of the unspoken assumptions in the United States is that communities in which families have significant wealth and in which many families are white can take care of their own problems, or ought to be left alone to do so. The reverse is also true."
	"The cultural heritage has been absent from the sustainable development debate despite its crucial importance to societies and the wide acknowledgment of its importance at a national level. It has also been absent despite the wide ratification of the UNESCO Culture Conventions by the Organization's Member States. Globalization, urbanization and climate change can threaten the cultural heritage and weaken cultural diversity. What measures are needed to promote the safeguarding of the cultural heritage in the global development agenda? What are the concrete actions that need to be taken in order to integrate cultural heritage conservation and promotion into the sustainable development debate?"
	"By integrating justice reform efforts and community-based participatory programming to coincide with and reinforce the city's rebuilding efforts, the success of a Justice Reinvestment project in Central City could promote safety, social justice, urban, economic and social revitalization, and also serve as a model for other million dollar neighborhoods in Louisiana and nationwide."
	"Our recommendations embrace three basic principles: • To mount programs on a scale equal to the dimension of the problems. • To aim these programs for high impact in the immediate future in order to close the gap between promise and performance; • To undertake new initiatives and experiments that can change the system of failure and frustration that now dominates the ghetto and weakens our society.

Title	Citation	Source	Author
New York City Climate Justice Agenda: Strengthening the Mayor's OneNYC Plan	The New York City Environmental Justice Alliance. (2016). New York City Climate Justice Agenda: Strengthening the Mayor's OneNYC Plan (p. 75). New York City: The New York City Environmental Justice Alliance. Retrieved from http://www.nyc-eja.org/public/publications/NYC_ClimateJusticeAgenda.pdf	The New York City Environmental Justice Alliance	
Privilege, Power and Difference	Johnson, allan. (2005). Privilege, Power and Difference (2nd ed.). McGraw-Hill.	Print	
Racial Equity Scorecard	Nelson, J. (2015). Racial Equity Toolkit An Opportunity to Operationalize Equity (p. 26). Local & Regional Govenrnment Alliance on Race & Equity. Retrieved from http://racialequityalliance.org/newsite/wp-content/uploads/2015/10/GARE-Racial_Equity_Toolkit.pdf	Racial Equity Alliance	
Structural Racism and Community Building	Lawrence, K., Sutton, S., Kubisch, A., Gretchen, S., & Fulbright-Anderson, K. (2004). Structural Racism and Community Building (Beyond Confrontation: Community-Centered Policing Tools) (p. 49). Washington, D.C.: Aspen Institute Roundtable on Community Change. Retrieved from http://www.aspeninstitute.org/sites/default/files/content/docs/rcc/aspen_structural_racism2.pdf	The Aspen Institute	
The Energy Democracy Alliance Prioritizing in Our Clean Energy Future	Azulay, J., & Giancatarino, A. (2015). The Energy Democracy Alliance Prioritizing in Our Clean Energy Future (p. 14). New York City: The Energy Democracy Alliance. Retrieved from http://energydemocracyny.org/wp-content/uploads/2015/04/REEM_Document_FINAL.pdf	The Energy Democracy Alliance	

Audience	Quote
	Prioritize sustainability and resiliency investments in communities that have historically borne disproportionate environmental burdens.
	To achieve racial equity will require intentional strategies that set clear measurable actions. Cities, counties and states have begun this work and yet we have not, until now, aligned our efforts to evaluate whether or not we are moving the dial on racial equity.
	"Ironically, when one member of a minority group "makes it" and rises to the highest positions in public administration, the judiciary, or the corporate world, that person's success is taken as evidence that the system is working, that our national values do indeed create an equal playing field and opportunities. But of course, a star performer from any racial or ethnic group is just that: a star performer. While we should applaud the fact that a highly gifted person of any racial group should be allowed to succeed in this country, we need to pay attention to the averages. On average, a person with a resource-rich background has a greater likelihood of succeeding than one without. And many of those resources are correlated with race in this country. "
	"We can't afford to achieve our climate goals on the backs of the poor. But we can build our climate future by centering those living in poverty and on the frontlines of climate change at the heart of our solutions."

Title	Citation	Source	Author
The Promise of Equity	UNICEF. (2015). For every child, The promise of equity a fair chance, The Promise of Equity. New York City: UNICEF Division of Communication. Retrieved from http://www.unicef.org/publications/files/For_every_child_a_fair_chance.pdf	UNICEF magazine	(icon: presenter)
Truth Against the World: Frank Lloyd Wright Speaks for an Organic Architecture	Wright, F. L. (1987). Truth Against the World: Frank Lloyd Wright Speaks for an Organic Architecture. John Wiley & Sons Inc.	Print	(icon: designer)
Using our Words: The Language of Design for Equity	Gaspar, C., & Ogbu, L. (2015 3–4). Using our Words: The Language of Design for Equity. Retrieved July 21, 2016, from http://www.designforequity.org/blog/using-our-words-the-language-of-design-for-equity	Impact Design Hub: Design for Equity Series http://www.desnforequity.org/articles.html	(icon: designer)
Where's My Seat? How School Overcrowding Disproportionately Impacts Immigrant Communities in New York City	Make the Road New York. (2015). Where's My Seat? How School Overcrowding Disproportionately Impacts Immigrant Communities in New York City. Retrieved from http://www.maketheroad.org/report.php?ID=4178	Make the Road	(icon: group)
Why climate change action cannot succeed without social equity	Baxamusa, M. (2016 3–8). Why climate change action cannot succeed without social equity. Retrieved July 21, 2016, from http://sandiego.urbdezine.com/2016/03/08/climate-change-social-equity-economic-justice/	San Diego Urbdezine	(icon: designer)

Audience	Quote
(icons: presenter, speaker)	"By addressing the concentration of various forms of inequity in the most disadvantaged populations, the equity approach accelerated progress towards the health goals faster than the 'Stay-the-course' path....By averting more deaths with the same financial investments, the equity approach was both considerably more cost-effective and sustainable than the alternative".
(icon: designer)	
(icons: designer, presenter)	"A common language is critical if we are to move beyond just doing good to achieving equity as well as to enabling accountability for how we practice and what we create."
(icon: speaker)	"As the City seeks to address the critical issue of overcrowding, it is important to ask: is it a problem that the city's diverse communities share equitably? This report seeks to answer this question with regard to New York City's (NYC) growing immigrant population."
(icon: speaker)	"For communities that have been disproportionately impacted, this is like treating the symptom (concentrated emissions) and ignoring the cause (poverty and race)."

Equity in the Context of Guidelines, Principles & Indicators

In reviewing all the literature collected regarding Guidelines, Principles and Indicators, three key takeaways emerge. This section more than others in the review highlights the desire and intent to define equity and its associated terms. Many reports including the Center for Urban Education's Principles for Creating Equity by Design and New Yorkers for Parks (NYfP) Open Space Index, utilize (and at times create) a standard of what is equitable thereby providing a way in which to compare the performance of specific facilities, neighborhoods or study areas to a fixed or assumed goal. Arguably one of the best well known urban quality of life standards is that every New Yorker live within a 10 minute walk of a park. This equity goal originated in Mayor Bloomberg's PlaNYC, is continued in Mayor DeBlasio's OneNYC and is utilized as a standard in NYfP Open Space Index. It is important to note that there are also standards of inequity as discussed in the New York City Climate Agenda and the University of Southern California's *Playing It Safe* each drawing on standards of inequity, such as cumulative impacts, as a lens for prioritizing vulnerable populations.

Additionally, much of the writing highlights the difference between or, at times, the assumption that equal opportunity leads to equal outcomes. No report does so more clearly than the Equality Indicators Annual 2015 Report (discussed in detail below) the researchers stress that equal opportunity does not yield equal outcomes especially in the context of vulnerable populations. This suggestion shakes the certainty that just investment yields overall equity (an underlying theme in the NYC Parks Framework for an Equitable Future) and has become central to our team's approach. More specifically, our team has honed in on the imperative that facility design and programming need to respond to local conditions and that in reality some NYC neighborhoods have greater needs than others.

The last takeaways from this grouping of literature are *continual effort and measuring progress*. It is widely written that the goal of equity is a process which requires continual and evolving effort. Continual effort is one of the Center for Urban Education's five principles and forms the assessment backbone of many of the reports in this section each calling for the establishment of clear measures of success and continued assessment.

Synopsis of a single source: The Equality Indicators 2015 annual report generated by the City University's Institute for State & Local Governance puts forth a NY Citywide set of 96 indicators centered around 6 themes: Economy, Education, Health, Housing, Justice and Services.

"We can't afford to achieve our climate goals on the backs of the poor. But we can build our climate future by centering those living in poverty and on the front lines of climate change at the heart of our solutions."

The Energy Democracy Alliance

"Everyone has the same economic, educational, health, housing, justice and service outcomes regardless of race, ethnicity, disability, sexual orientation, gender, single parenthood, age, immigration status, education, criminal record, place of residence and other characteristics"

United Nations Universal Declaration of Human Rights

Methods in Brief: The research team generated indicators by soliciting feedback from substantive experts and community groups. Community outreach to gather survey and interview content was facilitated by the Federation of Protestant Welfare Agency. In addition to data collected from outreach/interviews, the team used existing Citywide data from the Mayor's Management Report and other Citywide Performance reports.

Aims and Goals in Brief: The report aims to identify groups which are the most impacted by the inequities experienced in the City. To further differentiate the team focuses on City populations which they feel are adversely affected by inequality and generates a list of vulnerable populations (see page 13 in the 2015 Annual Report). Thereby not only capturing a citywide assessment but attempting to identify and value progress in the most vulnerable populations.

As their standard of equality, the team references the United Nations Universal Declaration of Human Rights, non discrimination clauses.*(see pull quote) The report also aims to emphasize the difference between equity and equality. Drawing on the notion of opportunities and outcomes, rightly stating that equal opportunity does not necessarily yield equal outcomes. They stress that this non connection between opportunity and outcomes is a fundamental difference between the terms Equity (opportunity) and Equality (outcomes).

Title	Citation	Source	Author
Center for Urban Education: Equity by Design Principles	Center for Urban Education. (2015). CUE: Equity by Design Principles. Univeristy of Southern California. Retrieved from https://www.aacu.org/sites/default/files/CUE_equity_design_principles.pdf	University of Southern California	

Audience	Quote
	"Equity is an explicit dimension of the framing and communication of all new models and model-reforms ." "Enacting equity as a principle for the design of new educational models requires that we build into the process of implementation the capacity to continue to learn, question assumptions, and evaluate outcomes". "Principle 1: Clarity in language, goals, and measures is vital to effective equitable practices".
	"In an urban planning context, we speak of a social field of vision. The limit of this field is 100 meters (110 yards), the point at which we can see people in motion....25 meters (27 yards) is another significant threshold, at which we can start decoding emotions and facial expressions...these two distances are key in physical settings where the focus is on watching people".
	300-500 m (330-550 yards): we can identify human figures at a distance
	100 m (110 yards): movement and body language are visible in broad outline
	Between 100 m and 70 m: Gender and age are identifiable
	50-70 m (55-75 yards): person is recognizable. Hair color and characteristic body language also readable. Shouts for help within hearing distance.
	35 m (38 yards): one-way communication can be conducted in a loud voice (i.e. from pulpit or auditorium).
	22-25 m (24-27 yards): read facial expression and dominant emotions. Short messages can be exchanged, but genuine conversation still not attainable.
	7 m (7.5 yards): genuine conversation possible.
	0.5 m - 7 m (7.5 yards - 19.5 in): the shorter the distance, the more detailed and articulated the conversation can be
	>3.7 m (12 ft): public distance
	1.2 - 3.7m (4-12 ft): social distance
	0.45 - 1.2 m (18 in to 4 ft): personal distance
	<0.45 m (18 in): intimate distance
	"Where paths and streets were described as movement space whose form can be directly related to the linear movement of feet, squares and plazas as spatial shape can correspondingly be related to the eye and its potential to grasp events within a radius of 100 meters (110 yards)".

Title	Citation	Source	Author
Cities for People	Gehl, J. (2010). Cities for People. Island Press.	Print	
Design and Construction Excellence 2.0 Guiding Principles	Department of Design and Construction. (2016). Design and Construction Excellence 2.0 Guiding Principles (p. 137). New York City: New York City Department of Design and Construction. Retrieved from http://www1.nyc.gov/assets/ddc/downloads/DDC-	NYC's Department of Design and Construction	
Equality Indicators	Lawson, V., Zhang, Q., Chapman Brown, S., & Kutateladze, B. (2015).Equality Indicators (p. 121). New York City: The City University of New York's Institute for State and Local Governance. Retrieved from http://equalityindicators.org/wp-content/uploads/2015/08/Equality-Indicators-Report-September-30-2015.pdf	The City University of New York's Institute for State and Local Governance	
Equity in Architecture	American Institute of Architects. (2015). Equity in Architecture. Excerpted from the 2015 Official Delegate Information Booklet, Washington, DC. Retrieved from http://www.aia.org/aiaucmp/groups/aia/documents/pdf/aiab105884.pdf	American Institute of Architects	
New York City Climate Justice Agenda: Strengthening the Mayor's OneNYC Plan	The New York City Environmental Justice Alliance. (2016). New York City Climate Justice Agenda: Strengthening the Mayor's OneNYC Plan (p. 75). New York City: The New York City Environmental Justice Alliance. Retrieved from http://www.nyc-eja.org/public/publications/NYC_ClimateJusticeAgenda.pdf	New York City Environmental Justice Alliance	

Audience	Quote
	Mankind has a "Horizontally developed sensory apparatus", hence moving "linearly and horizotally at a walking pace"…"Low buildings are in keeping with the human horizontal sensory apparatus, but high buildings are not…In fact, connections between the street plane and tall buildings is effectively lost after the 5th floor"
	"Communication is correspondingly excellent from the two lower stories and feasible from the 3rd, 4th and 5th floors"
	"Equitable design contributes toward thriving communities in this multi-generational and culturally diverse metropolis."
	"The Institute encourages our global society to "Look Up," elevating the value of architecture and the services that architects provide. Concurrently, there needs to be a reflective look at valuing our human capital within the profession. Equity is everyone's issue and achieving equitable practice has a direct impact on the relevance, economic health and future of the Institute and our profession."
	"Prioritize sustainability and resiliency investments in communities that have historically borne disproportionate environmental burdens."

Title	Citation	Source	Author
OneNYC: The Plan for a Strong and Just City	The City of New York, & Mayor Bill de Blasio. (2015). OneNYC: The Plan for a Strong and Just City (p. 350). New York City: Mayor's Office of sustainability. Retrieved from http://www.nyc.gov/html/onenyc/downloads/pdf/publications/OneNYC.pdf	Mayor's Office of Sustainability	
Playing It Safe: Assessing Cumulative Impact and Social Vulnerability through an Environmental Justice Screening Method in the South Coast Air Basin, California	Sadd, J., Pastor, M., Morello-Frosch, R., Scoggins, J., & Jesdale, B. (2011). Playing It Safe: Assessing Cumulative Impact and Social Vulnerability through an Environmental Justice Screening Method in the South Coast Air Basin, California. International Journal of Environmental Research and Public Health, 8(5), 1441–1459. Retrieved from http://www.mdpi.com/1660-4601/8/5/1441	USC's Program for Environmental and Regional Equity	
Racial Equity Scorecard	Nelson, J. (2015). Racial Equity Toolkit An Opportunity to Operationalize Equity (p. 26). Local & Regional Govenrnment Alliance on Race & Equity. Retrieved from http://racialequityalliance.org/newsite/wp-content/uploads/2015/10/GARE-Racial_Equity_Toolkit.pdf	Racial Equity Alliance	
The Social Life of Small Urban Space	Whyte, W. (2001). The Urban Design Reader. Project for Public Spaces.	Print	

Audience	Quote
	"In ten years, New York City will celebrate its 400th anniversary. #OneNYC envisions our city in its 5th century and sets goals to ensure that all New Yorkers can thrive in a city that is dynamic, livable, and safe."
	"We propose an Environmental Justice Screening Method (EJSM) as a relatively simple, flexible and transparent way to examine the relative rank of cumulative impacts and social vulnerability within metropolitan regions and determine environmental justice areas based on more than simply the demographics of income and race."
	"To achieve racial equity will require intentional strategies that set clear measurable actions. Cities, counties and states have begun this work and yet we have not, until now, aligned our efforts to evaluate whether or not we are moving the dial on racial equity."
	Integral sitting: Sitting should be socially comfortable and provides flexible choices: sitting up front, in back, to the side, in the sun, in the shade, in groups, off alone (p.28). Even though benches and chairs can be added, the best course is to maximize the sittability of inherent features (p.28)
	Sitting dimension: Height- people will sit almost anywhere between a height of one foot and three (p.31), Deep- ledges and spaces two human backsides deep(30 inches) seat more people comfortably than those that are not as deep (p.31)

Title	Citation	Source	Author
The Social Life of Small Urban Space	Whyte, W. (2001). The Urban Design Reader. Project for Public Spaces.	Print	

Audience	Quote
	Movable chairs: Fixed seats are awkward in open spaces because there's so much space around them (p.35)
	Amount of sitting space: one linear foot of sitting space for every thirty square feet of plaza (p.39)
	the proportion of people in groups is associated with the plaza's success: the best-used plazas have about 45% of people in groups while the least -used plazas have about 32% in groups(p.17).
	The most-used places tend to have a higher than average proportion of women. Where there is a lower-than-average proportion of women, something is wrong. Men show a tendency to take the front-row seats. Women tend to favor places slightly secluded (p.18).
	Women are more discriminating than men as to where they will sit, more sensitive to annoyances, and women spend more time casting the various possibilities.

Title	Citation	Source	Author
GENERAL DESIGN:			
Center for Urban Education: Equity by Design Principles	Center for Urban Education. (2015). CUE: Equity by Design Principles. University of Southern California. Retrieved from https://www.aacu.org/sites/default/files/CUE_equity_design_principles.pdf	University of Southern California	(icon)
Designing Tolerance	Ellison, R. (2016 3–16). Designing Tolerance. Retrieved July 21, 2016, from https://impactdesignhub.org/2016/03/16/designing-tolerance-house-of-one/	Impact Design Hub	(icon)
Making Multicultural Places	Knapp, C. (2009 1). Making Multicultural Places. Retrieved July 21, 2016, from http://www.pps.org/blog/multicultural_places/	Project for Public spaces	(icon)
The Anthropology of Space and Place: Locating Culture	Low, S., & Lawrence-Zúñiga, D. (2003). The Anthropology of Space and Place: Locating Culture. Blackwell Publishing.	Print	(icon)

Audience	Quote
(icon)	"Equity is an explicit dimension of the framing and communication of all new models and model-reforms". "Enacting equity as a principle for the design of new educational models requires that we build into the process of implementation the capacity to continue to learn, question assumptions, and evaluate outcomes. "Principle 1: Clarity in language, goals, and measures is vital to effective equitable practices".
(icons)	In Berlin, an initiative called House of One will bring a rabbi, priest, and imam under one roof, where their congregations have been invited to share a single building. Everyone who enters the House of One must do so through the same door, and though members of each faith may utilize their own spaces for worship, the building is already being celebrated for its domed, central meeting hall, where worshipers of all three faiths will be welcome to convene and learn from each other.
(icon)	For marginality theorists, equity issues can either facilitate or prohibit use of the public realm. Subscribers to the ethnicity theory, conversely, assert that more time and energy needs to be focused on designing places that are reflective of the diverse cultural values and preferences of particular communities.
(icon)	

Equity in the Context of Public Plazas, Police Precincts &Libraries

Public Plazas

A reinvigorated interest in place making and the behavioral influence of space has sparked new research questions addressing social issues (discrimination, segregation, urban violence) with a design perspective. This section of literature emphasizes that it has become ever more pressing to understand the role of our built environment - whether it is the design of our shared urban spaces or the ability to enjoy social life in them - in shaping and ameliorating these social issues. The authors listed in this section advocate for better, more equitable design with emphasis on different areas of expertise: from understanding the adequate dimensions to make a space "social", to rewriting the concept of plazas and playgrounds as the center of community life, to crafting metrics that can help us understand our context more critically from an equity perspective. Asking...How can we make equitable design a standard practice in city-wide project development?

Synopsis of a single source: The Public Life and Urban Justice Report is a collaborative research study by Gehl Studio and the J. Max Bond Center on Design for a Just City (JMBC). The authors structured an Indicator Framework Tool to evaluate if - and how - the design of public space affects urban justice in public life.
This framework was developed from each of the authors' previous research experience in this field - Gehl's in studying the relationship between physical environment and social behavior, and JMBC's development and study of urban justice indicators. The conclusions in the report are based on findings from seven public plazas in New York City where the framework was applied.

Methods in Brief: The metrics for measuring urban justice in public plazas were developed by using JMBC's 11 Urban Justice Values and Gehl Studio's Public Life indicators. The former is concerned with evaluating how built features can affect well-being in six areas: health, economy, civics, culture, ecology and environmental design. The latter uses a combined approach of demographic data collection, behavioral mapping, physical assessment and surveying. The resulting combined framework is then applied to plazas of varying scale and budgeting costs, catering to a similar population size.

Aims and Goals in Brief: Through the development of urban justice and public life metrics, the authors aim at building a solid body of evidence that can better inform the design of more equitable public spaces and the policies necessary to do so. Some of the findings about Urban Justice in public plazas include that:

1. Plazas have equitable beginnings, but equity is later challenged by financial difficulties from ongoing maintenance costs and disparate fundraising capacities.
2. Plazas can facilitate physical connections, but not necessarily interpersonal ones, becoming a lost opportunity to build social capital.
3. NYC's residential patterns are segregated by race/ethnicity, and the plazas reflected this. However, plazas welcomed more income diversity than the neighborhoods they're in.
4. Children and elder citizens were underrepresented throughout all the study sites, which could also point out to a lack of programming and/or physical features that cater to their needs.

"Overall, plazas support many elements of Urban Justice… (in making) the City a more equitable place to live, plazas -implemented and planned- should be prioritized. As this report has shown, the public realm can be a great equalizer in cities and can be one of the few civic assets where public life can flourish and urban justice can thrive."

The Public Life and Urban Justice Report

Title	Citation	Source	Author
PUBLIC PLAZA:			
8 Lessons to Promote Diversity in Public Spaces	Knapp, C. (n.d.). 8 Lessons to Promote Diversity in Public Spaces. Retrieved July 21, 2016, from http://www.pps.org/reference/diversityinpublicspaces/	Project for Public Spaces (PPS)	
Equity in Process and Design: The Community Parks Initiative	Pattiz, E. (2006 3–4). Equity in Process and Design: The Community Parks Initiative. Retrieved March 4, 2016, from http://main.aiany.org/eOCULUS/newsletter/equity-in-process-and-design-the-community-parks-initiative/	e-Oculus, AIA Publication	
Manhattan's East Side - Open Space Index	New Yorkers for Parks. (n.d.). Manhattan's East Side - Open Space Index (p. 40). New York City: New Yorkers for Parks. Retrieved from http://www.ny4p.org/research/osi/EastSideOSI.pdf	New Yorkers for Parks	
NYC Parks: Framework for An Equitable Future	New York City Department of Parks and Recreation. (2014). NYC Parks: Framework for An Equitable Future (p. 22). New York City: New York City Department of Parks and Recreation. Retrieved from http://www.nycgovparks.org/downloads/nyc-parks-framework.pdf	NYC's Department of Parks and Recreation	
Public Life & Urban Justice in NYC's Plazas	Gehl Studio NY, & J. Max Bond Center on Design for the Just City. (2015). Public Life and Urban Justice in NYC's Plazas (p. 117). New York City: The City College of New York. Retrieved from https://ssa.ccny.cuny.edu/programs/jmb-reports/PublicLifeUrbanJustice_Nov2015.pdf	Gehl Studio NY and J. Max Bond Center on Design for the Just City	
Public Space and Diversity: Distributive, Procedural and Interactional Justice for Parks	Low, S. (n.d.). Public Space and Diversity: Distributive, Procedural and Interactional Justice for Parks (p. 24). Retrieved from https://www.gc.cuny.edu/CUNY_GC/media/CUNY-Graduate-Center/PDF/Programs/Anthropology/Faculty/Public-Space-and-Diversity.pdf	The Graduate Center of the City of New York	

Audience	Quote
	The process of Placemaking is also an important dimension in bridging difference.
	"The Public Design Commission of the City of New York (PDC) and the AIANY Public Architecture Committee hosted Design and Equity: The Community Parks Initiative, the first in a series of programs about the role of design equity in the public realm, on June 17,2015. According to the panelists, parks are not just playgrounds. They should be dynamic outdoor community centers."
	One of the most exciting aspects of each new OSI project has been adapting the tool to meet individual communities' needs.
	To create a brighter, greener future for New York City, we are renewing our commitment to a more inclusive and innovative park system. The Community Parks Initiative is our first major step in re-creating parks in communities with the greatest need for open-space improvements.
	"While the plazas do not necessarily facilitate racial/ethnic diversity and are fairly homogeneous, they do serve as a platform to meet or recognize new people and connect with others, especially at the plazas in residential areas"
	The concept of interactional justice is about the quality of interpersonal interaction in a specific situation or place.

Police Precincts

In the wake of recent events of police violence, much research is being done on design for police precincts to make them more just and honest. The research is focused on making design as well as programmatic changes within precincts to be more effective in the area of equity. One recurring thought amongst the listed literature is the idea of design that is sensitive to the local community or community centered. Some of the design elements being proposed or implemented in this context are: inclusion of community play areas, availability of Wi-Fi and appointing local community champions to each precinct. Another emerging issue in most literature seems to be for police-community collaboration with immigrant communities (a vulnerable population as identified by many standards including CUNY's Equality Indicators). Issues such as language barriers, cultural differences and fear surrounding immigration laws are offered as key issues in which better collaboration could be fostered. Research suggests programmatic solutions such as appointing multi-lingual, civilian community liaisons coupled with simple design solutions like multi-lingual signage.

Synopsis of a single source: The Polis Station report generated by Studio Gang Architect suggests design ideas for community-centered Police Stations built around six design ideas:
1. Building trust and legitimacy through police officers living near to the precinct
2. Policy and oversight through gathering spaces for discussions
3. Information sharing
4. Community policing and crime reduction with police stations as community centers
5. Training and education goals aligned with the community innovation hub
6. Officer wellness and safety alignment with shared community wellness facilities

These ideas hint at a method of converting goals into definite design elements in designing police stations focused on equity and trust.

Methods in Brief: The report gathers the research based on understanding political, historical and social contexts of police relations in Chicago. The research team generated design ideas from policies suggested in The President's Task Force on 21st Century Policing report. For public engagement, the research team organized gatherings that brought together neighbors, youth, local police officers and designers as well as one-on-one discussions with community leaders. Additionally, they also looked at case studies from surrounding areas.

Aims and Goals in Brief: The report offers a set of ideas that explore how a police station's architectural and urban design can help people imagine changes in police-community relations. Most interesting of the design ideas, is the suggestion of installing athletic facilities (such as basketball courts) which allow the public and police to come together in the form of fun and exercise *(see pull quote). This idea was implemented in the fall of 2015 at the 10th District police station's by converting an underutilized parking lot to a place where people could come together for play.
While Polis Station was conceived for a specific community in Chicago, it offers ideas and principles that can be adopted and applied in communities throughout the world.

"Building on simple steps like reclaiming underutilized parking for shared play, the Polis Station proposal envisions new opportunities within the community for police and local residents to spend time together eating, working, learning, playing, and building trust. These opportunities expand to form a network of dispersed recreational, educational, entrepreneurial, and green spaces, creating a safer community with the Police Station at its heart."

Polis Station Studio Gang Architects

Title	Citation	Source	Author
POLICE PRECINCTS:			
Engaging Communities as Partners: Strategies for Problem Solving	PolicyLink. (2014). Engaging Communities As Partners: Strategies for Problem Solving (Beyond Confrontation: Community-Centered Policing Tools) (p. 20). PolicyLink. org. Retrieved from http://www.policylink.org/sites/default/files/pl_police_commun%20engage_121714_c.pdf	Policy link	
Limiting Police Use of Force: Promising Community Center Strategies	PolicyLink. (2014). Limiting Police Use of Force: Promising Community Center Strategies (p. 26). PolicyLink.org. Retrieved from https://www.policylink.org/sites/default/files/pl_police_use%20of%20force_111914_a.pdf	Policy link	
Polis Station	Studio Gang Architects. (2015). Polis Station (p. 9). Chicago, IL: Studio Gang. Retrieved from http://studiogang.com/project/polis-station/pdf	Studio Gang	
Reinventing the Police Station	Rogers, B., & Houston, T. (2004). Re-inventing the police station (p. 18). London: Institute for Public Policy research. Retrieved from 'http://www.ippr.org/files/ecomm/files/reinventing_police_station.pdf?noredirect=1	Institute for public policy research	
PUBLIC LIBRARIES:			
Building the Library of Tomorow. Today.	Queens Library. (2014). Building the Library of Tomorow. Today. (p. 51). New York City: Queens Library. Retrieved from https://www.queenslibrary.org/sites/default/files/about-us/sp.pdf	Corona Queens Library	

Audience	Quote
	"Police departments can also strengthen transparency and build trust by providing comprehensive information to the community in a timely manner."
	"Departments will therefore review and implement best-practice approaches that can help engender more trust with our residents, and partner with our communities in solving and preventing problems before they occur."
	Task Force recommendations to promote effective crime reduction while building public trust: • Building Trust & Legitimacy • Policy & Oversight • Technology & Social Media • Community Policing & Crime Reduction • Training & Education • Officer Wellness & Safety
	• First, that the police estate will continue to play an important role in shaping public attitudes to the criminal justice system and perceptions of crime and disorder; • Second, that the impact that any development will have on police-public relations needs to be considered; • Third, that care needs to be taken over deployment, design and management of police facilities, ensuring that they promote public confidence in the police and the rule of law.
	"We at Queens Library believe deeply in equity and that libraries are fundamental in empowering people to take charge of their lives, their governments and their communities. In this way, Queens Library has an essential role to play in the new economy. The programs and services we provide and the technologies we embrace will carry the people of Queens into a productive and creative future."

Libraries

The library systems of New York and their management is complicated. However, many of the existing libraries hail from the Carnegie era and as a result can be viewed more simply within the architectural and planning contexts. In this section we chose to focus our summation on the suite of design and management oriented reports entitled, Re-Envisioning New York's Branch Libraries.

The Center for an Urban Future's Re-Envisioning New York's Branch Libraries is a fact-based research by a non-partisan policy organization whose mission is to help create a more prosperous, EQUITABLE and inclusive New York. The report is a critical assessment of New York's branch libraries, both quantitative as well as qualitative. It gives rise to and inspires creative, feasible concepts for making branch libraries a platform empowering human capital systems.

The report makes a nearly complete inventory of the existing libraries within the City's three library systems (Queens Library, Brooklyn Public Library and New York Public Library which includes Manhattan, Bronx and Staten Island) and lists deficiencies of the system from major to minor. By mapping NYC's libraries the team helps to visualize the distribution of libraries across the City's five boroughs. Much of the report's collected data is represented with diagrams and tables in order to communicate the information at a glance. The team also completed a comparative analysis of New York and other American city libraries (Seattle, San Francisco, Chicago, Columbus) drawing stark criticism of the Citys' investment in libraries and 'fractured funding system'.

The report offers many recommendations for the design and programming of the City's libraries, we highlight a few here. First is the creation of a new position inside City Hall for a "Director of Libraries". He/She could exercise oversight of the libraries' management and speak on behalf of the libraries during budget negotiations since the majority of the branch library buildings are owned by the City. Currently in NYC all three library systems are independent nonprofits yet depend on City funds.

The report also suggests the three separate library systems merge their collection management and invest in shared performance measures. This way multiple projects/contracts could be packaged into a single contract, which in turn help create design standards for all branch libraries. Packaging similar capital projects into a single contract could also significantly reduce the time it takes to obtain/secure approvals and permits.

Lastly, the financial recommendations prepare the groundwork for citywide cross-agency collaborations for example, co-developing libraries with affordable housing. In terms of community engagement, the team stresses understanding the needs of the neighborhood residents and engaging the community before the facility plans are developed is important to avoid redundancy and create a sense of ownership.

"New Libraries at the intersection of public housing and new market rate developments would be a powerful way to bridge social divides and build a new sense of community."

Re-Envisioning New York's Branch Libraries
by Center For Urban Future

Note:
Subsequent reports/studies are contributions to a conference on the same subject/title was organized by the Architectural League of New York together with the Center for an Urban Future. 2013-14. We have reviewed two of five submissions below.

RE-ENVISIONING BRANCH LIBRARIES Part 2
Andrew Berman Architect + Leslie Burger Executive Director Library Development Solutions + AEA Consulting + Neil Donnelly Graphic Designer + Auerback Pollock Friedlander of Performing Arts and Media. January 2015

The study was prepared by Architect, Andrew Berman as a contribution to the aforementioned conference. After visiting 25 of the City's 207 public libraries the team provided their vision for four of them, which included: New Amsterdam Branch Library (Manhattan, NY), Clinton Hill Branch Library (Brooklyn NY), Walt Whitman Branch (Brooklyn NY), Hunt's Point Branch Library (South Bronx, NY).

The study aims to find standard design solutions for the City's existing libraries to mitigate the existing challenges of being undeserved and having underutilized space. The study does so by analyzing the performance of the existing library buildings from Carnegie (1902-29) as well as from Lindsay (1966-73) eras and makes an attempt at identifying necessary, contemporary program elements. In response to the spatial and program analysis of the existing library footprints the new program elements are conceived as if they were autonomous objects:

_a flexible, multi-purpose assembly room that functions as community room, classroom, cinema as well as a quiet room
_the children's corner and rooms for group work,
_a workstation area,
_a vestibule and outdoor areas

Together with surrounding bookcases along the perimeter walls and the seating which is integrated into the exterior walls these elements are appropriated/situated in the library space. The team has developed a standardized approach for the rather generic footprints of the selected libraries from Carnegie and Lindsay eras, which represent a large percentage of the NYPL inventory.

RE-ENVISIONING BRANCH LIBRARIES Part 3
Marble Fairbanks + James Lima Planning and Development + Leah Meisterlin + Special Project Office. January 2015
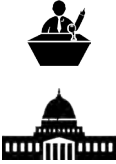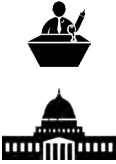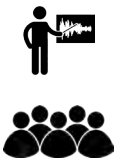
The interdisciplinary team's DATA-driven proposal suggests a strategic plan placing the public libraries as central to the City's infrastructure. The research team does so first by utilizing planning tools and later working with building scale data. A long list of datasets on population demographics (income, education, age, ethnicity…), population density, built environment assessment including current zoning as well as FEMA flood hazard zones and accessibility/connectivity contribute to the team's (proposed) strategy.

The process highlights priority areas, especially neighborhoods with growing population, housing development opportunities and FEMA environmental hazard areas. (74 libraries are currently within such areas and an additional 75 branches are within a half-mile walking distance.) The team emphasizes the co-benefits of integrating the public library into the city's systems of public services and resources (without merging the three existing library systems) and beyond. Emphasizing that not only could the library be a critical piece of the city's resiliency infrastructure but also that combining public/private investment is a worthwhile investigation.

"The proposal positions the library at the center of public policy priorities, as an overlooked but vital part of the civic infrastructure critical to achieving a more equitable city."

Proposal/Marble Fairbanks, James Lima Planning + Development, Lea Meisterlin

Title	Citation	Source	Author
PUBLIC LIBRARIES:			
Re-Envisioning Branch Libraries	Berman, A., & Burger, L. (2015). Re-envisioning Branch Libraries (p. 127). New York City: NYC Branch Libraries. Retrieved from http://archleague.org/main/wp-content/uploads/2015/01/AndrewBermanArchitect_ReenvisioningBranchLibraries_2015-01-12.pdf	NYC Branch Libraries	
Re-Envisioning Branch Libraries	Fairbanks, M., James Lima Planning + Development, Meisterlin, L., & Special Project Office. (2014). Re-envisioning Branch libraries (p. 70). The Architectural League of New York & Center for an Urban Future. Retrieved from http://archleague.org/main/wp-content/uploads/2015/01/MarbleFairbanks_BranchLibraries_Final_20150114.pdf	The Architectural League of New York & Center for an Urban Future	
Re-Envisioning New Yorks Branch Libraries	Giles, D., Estima, J., & Francois, N. (2014). Re-Envisioning-New-Yorks-Branch-Libraries (p. 55). New York City: Center For Urban Future. Retrieved from https://nycfuture.org/pdf/Re-Envisioning-New-Yorks-Branch-Libraries.pdf	Center for an Urban Future	
The Public Library in the Digital Age	The Aspen Institute. (nd). The Public Library in the Digital Age. The Aspen Institute. Retrieved from http://csreports.aspeninstitute.org/Dialogue-on-Public-Libraries/2014/report/details/0082/Libraries	The Aspen Institute	
YouthStudio: Designing Public Library YA Spaces with Teens	Rhinesmith, C., Dettmann, M., Pierson, M., & Spence, R. (2015). YouthStudio: Designing Public Library YA Spaces with Teens. Yalsa Publication, 6, 24. Retrieved from http://www.yalsa.ala.org/jrlya/wp-content/uploads/2015/11/Rhinesmith_YouthStudio.pdf	The Journal of Research on Libraries and Young Adults	

Audience	Quote
	"Expand operating hours; streamline information distribution; utilize outdoor space; optimize underutilized indoor space; optimize shelving; redistribute service space; integrate technology; improve sightlines".
	"Shift how New York City envisions its libraries from independent branches to one networked system. Develop new relational tools for planning that help visualize and balance priorities in a continuously changing city. Take action to strengthen the library's position as a hub of the community."
	As a new administration turns its attention to quality neighborhoods, affordability and skills development for those New Yorkers who have fallen behind in today's knowledge economy, there is a strong rationale for making a large capital investment in the city's libraries.
	"The process of re-envisioning public libraries to maximize their impact reflects: principles that have always been at the center of the public library's mission—equity, access, opportunity, openness and participation."
	"This paper describes how research was used to guide the design, implementation, and evaluation of a public library young adult (YA) space design program with teens and librarians through a community–university partnership."

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Advisory Committee
Introduction

To enhance our understanding of what equity means and how it manifests itself in the City, we relied on the insight and expertise of our Advisory Committee, our Best Practitioners and our Client, NYC's Department of Design & Construction. During phases 1 and 2 the research team held several discussions regarding equity with a variety of stakeholders, seeking a broad spectrum of perspectives. We felt this was essential to fully understanding the complexity of what the term entails for the diverse stakeholders of New York City and only then could we have a more refined and comprehensive understanding for what the final guidelines should include.

As seen in phase 1 of our research, we collected definitions of equity from our advisory committee and our best practitioners. The assembled direct quotes, compiled below, helped us to primarily understand the meaning of the term and its perception in relation to City services and facilities. To be clear our initial conversations centered around definitions of equity. When discussing public plazas, libraries and precincts in these early research stages they were approached as community amenities or service providers. In our discussion, the perception of scale emerged. Many of the quotes speak of the personal scale, relating to one's age, race, class, sex or ethnicity. They also speak of the community scale, an aggregation of many individuals bound not only by geography but also race, ethnicity and income. Also emergent was the natural comparison for individuals or individual communities to assess their access to that of the City-wide scale. Thinking about these scales of the individual, community and City is effective lens by which to emphasize the distributed

nature of the facilities of interest and the city-wide jurisdiction of the client.

Furthermore, equity is spoke of not only as a matter of scale but of distribution. Plazas, precincts and libraries are elements of our civic infrastructure upon which community is built.

By default, or design, the distribution of these facilities, makes them inherently neighborhood-y. As a result, ideally, communities feel ownership and will steward these facilities recognizing that they serve as the backbone for social well being, education and justice in their neighborhoods. As with access, at the citywide scale it is natural to compare the distribution of these resources and services amongst and between communities. Further emphasized an idea by conversations with community leaders who raised not only concerns over access but also distribution. When discussing equity, they often spoke of just investment and fair share, assuming or more aptly demanding equal access , city-wide, to the resources provided by these public facilities.

Advisory Committee

Eva Hanhardt, Planner + Professor, Pratt Institute

"I would suggest first of all that equity needs to be the distribution and benefit of the meeting of needs at a city-wide level so that you look both at capital investment and expense investment at a community specific level. Not everybody has the equal number of needs. The distribution needs to be looked at as an end point arrived at where all of the residents and all of the workers in a community are having their needs met, whether employment or environmental or health needs and benefits. They are not equal around the City, equity needs to measured more by the end point and not by just the single distribution. And I would also add that I believe equity has to also deal with not just the physical facilities but also operational activities of those facilities."

Ron Shiffman, Planner + Professor, Pratt Institute

"I define it generally as social, environmental, economic and physical justice, that results in equal and qualitative access to the distribution of products, services and places. I am concerned about purely quantitative metrics, I think they are really dangerous. They need to be measured by qualitative factors, they need to be specific from place to place. One neighborhood per square foot investment should not be the same as another neighborhood. It needs to be a community form of development that really results in the differences between places where investment is needed to properly serve the people in the community."

Additional Comments: *"Whatever we use has to really be arrived at in an inclusive manner which effects all of the factors and people involved."*

Juan Camilo Osorio (proxy for Eddie Bautista), Policy Director for NYC Environmental Justice Alliance

"I would like to say that in addition to making a plan, our recommendations should really encourage the City to really commit to these objectives. The commitments should be both city-wide and neighborhood based. I think that the other component is that as much as the recommendations should try to be successful within the metrics, we should also measure how much we engage the communities and are they directly impacted by those facilities. I think that the other component is to use principles with the City to define final indicators with the people of the community and organized community groups. The definition of equity constantly gets informed throughout the process. Three principles: Inclusive and diverse decision making with ample opportunities of community oversight, poverty, environmental and climate justice, and also local and environmental benefits for the communities, direct or indirect jobs and potential redistribution of revenues that come out of particular surveys or goods associated with equity."

Samara Swanston, Attorney, NYC Council Committee of Environmental Protection

"The thing about equity is to get to the distribution of environmental benefits and burdens. I also look at the type of materials used and/or resources. What material are they using to build those park benches and where do they come from? In terms of quality and sustainability. And I started thinking about the work we're doing here and the environmental justice bills, and the Department of Design and Construction is going to have to come up with an environmental justice plan for how they implement environmental justice, and the guidelines that we come up with here should be part of those environmental justice plans

to the DDC. So they live beyond the work that we do here, and they will have to produce the work and draft public comment. Our work should be memorialized and made part of the fabric of city decision making."

Gelvin Stevenson Ph.D, Economist + Professor, Pratt Institute

"The musical Hamilton is about people getting together to try to establish a form of government checks and balances and who has what powers, how you make it work, for whom and how. That is how I feel sometimes. Its incredibly exciting. The buildings are buildings, we have to go much further than that and look at how they use them and when they use them. It should not be a passive equity, but an active equity. Its not just that the person has walked by the library, its that they have come into the library and have a sense of what is there, and the support and home in their neighborhoods to be able to access these facilities."

Ben Wellington, Statistician + Professor, Pratt Institute

"I think of equity as the measure of equity allocated and distributed, how can these things be more equitable. I have been thinking of metrics in that space. Do the richer neighborhoods allocate more money for those things. To think about precincts in that way, how much did the floor cost? Very basic questions that allow me to think about how much money they are willing to spend on the facilities. Are we building and then leaving empty event spaces in a public facility?"

Maria Torres, Executive Director, The Point, CDC

"I think for me, parity across the city. Because there is so much disparity in communities in New York, so that someone in Hunts Point has the same amount of access to facilities just as one in the Upper East Side. Community wide access that everyone has a part of and a voice in it."

Best Practice Interviews
With Community Leaders

Community Leaders through singular or organized action represent the rooted cultural knowledge and social capital of a neighborhood. Engagement of community leaders is vital to the equitable outcome of a program or project.

To inform our analysis with this unique perspective, we sought conversations with organizations focused on building community leadership. In the following interviews we include two organizations which operate within and reflect the capital of different communities. One cultivates local leadership while the other works in coalition with long time local leaders.

The Center for Social Inclusion is based in New York with nationwide programs. They are a community of policy advocates and activists. Their work is done at the grassroots level and reaches all the way up to and through to the federal government. Building and aggregating leadership at all levels of the many communities they span.

The Brownsville Community Justice Center operates within and calls the community of Brownsville Brooklyn, home. Their actions are limited to the Brownsville community yet their ideology extends to youth nationwide. Through youth programming they seek to build local leadership and achieve community betterment.

With a series of questions aimed at distilling their best practices, we sought the insights of these two groups, skilled at capacity building and outreach.

Best Practitioner Interviews Questions: Community Leaders

1.How do you prioritize your engagement process? Who do you engage and why?

2.How do you identify stakeholders for your projects/programs?

3.How do you define equity? How and why do you ensure it in your work? How do you measure success?

4.How would you assess a facility's impact on equity in a community?

5. How do you approach equity in your own space?

Best Practitioner Interviews: Community Leaders

Brownsville Community Justice Center
444 Thomas S. Boyland Street, Brooklyn
http://www.courtinnovation.org/project/brownsville-community-justice-center

Interview with:Erica Mateo, Director of Community Initiatives
Iona Jiminez, Program Coordinator for Community Initiatives

The Brownsville Community Justice Center seeks to reengineer how the justice system works in Brownsville, Brooklyn. In particular, the Justice Center is dedicated to building multiple off-ramps for young people who come into contact with the justice system. The Justice Center provides much-needed educational, occupational, social, and health services at nearly every stage of the justice process, from arrest to sentencing to reentry. The ultimate goal is to reduce crime and the use of incarceration, while at the same time restoring local faith in the justice system (excerpted from website).

Stakeholder Audience: Residents of Brownsville, youth 16 - 24 years old

Programs: Brownsville Youth Court, Learning Lab, Anti-Violence Project and the Brownsville Community Justice Program. They also serve as community facilitators and outreach coordinators for various projects. Through and for this work they collect and maintain a list of community stakeholders.

Facility: Former community center for NYCHA's Marcus Garvey Houses now operated by the Bedford Stuyvesant Community Development Corporation. A multi service center with offices, a "Lab" and swing or flexible space called upon when needed to service their "interest" based programming.

Creative Approach: When staring with a new youth cohort, Iona will read and discuss the Bushwick Community District Profile, generated by the Department of City Planning. She says it really brings to light the outsider perceptions of the community as well as informs the youth of the community data collected by the City. Reviewing this document helps the youth to make connections between their programming and the betterment of the community.

Definitions of Equity:
Erica: Equity in place based work is being responsive to the needs of the community in a "tangible" way.
Iona: Equity in community engagement means "listening to many and ensuring that each community member involved sees a result and has ownership in the finished product".

Metrics of Success:
Time spent recruiting youth cohorts for the Brownsville Community Justice Program. Since 2011, they have only had to recruit once. In the subsequent years the graduating cohorts referred their replacements.
Ownership Their programming is driven by the interest of their youth cohorts. The youth, residents of Brownsville, are central to BCJC's community engagement and outreach.
Peer Accountability An integral metric of the soft skills development provided by BCJC.

Best Practitioner Interviews: Community Leaders

Center for Social Inclusion
150 Broadway, Suite 303
New York, NY 10038
http://www.centerforsocialinclusion.org/

The Center for Social Inclusion's (CSI) mission is to catalyze communities, government, and other institutions to dismantle structural racial inequity and create equitable outcomes for all. CSI crafts and applies strategies and tools to transform our nation's policies and practices, in order to achieve racial equity and to translate America's changing demographics into a new source of power and prosperity for a society where all people can participate in solutions that help us all thrive (excerpted from website).

Interview with: Anthony Giancatarino, Director of Policy & Strategy
Julie Nelson, Senior Vice President, Director,
Government Alliance on Race & Equity

Stakeholder Audience: Local, State and Federal Government
Low Income, Grassroots Community Leaders and Organizations of Color

Programs: Government Alliance on Race & Equity, Talking About Race, Energy Democracy, Food Equity, Broadband Equity and Transportation Equity

Facility: Although the team did not visit the physical offices of CSI, we did ask Anthony, CSI's Director of Policy & Strategy, to place his ideas of equity in a physical manifestation.

His reply:
...."City Council Chambers are places of intimidation and are not conducive to openness. They are intentionally designed to intimidate and to empower (spatially) those who are already in power."

Creative Approach: CSI only works where they are invited by local partners who have long-standing active leadership roles. These partners are often community leaders of color. When building the base of a coalition, they keep in mind the local resources and understanding of a policy topic. Acknowledging that under-resourced groups have challenges to engagement and need to be prioritized so that they too can achieve ownership.

Definitions of Equity
Anthony: Racial Equity is both a process and an outcome. There is a basic floor for humanity, where racial disparity does not dictate who and where people stand. Communities of color have self-determination, input and ownership.
Julie: We focus on Racial Equity understanding that you can look at inequity based on gender or ability. We choose to focus on race. We have to be specific, because there are differences. What we need are specific strategies to deal with the unique challenges of systemic racial inequity.

Metrics of Success
Community Ownership: CSI measures ownership as participation in decision making structures. Participation is step 1, step 2 is the actual adoption rate of community input moving forward toward construction of content.
Local Leadership as an Asset: When engaging in asset mapping, CSI will include and measure people/social capacity and leadership.
Relationship Building: CSI measures the success of their stakeholder engagement through the intentional practice of relationship building with community leaders.

Language of Equity

We noticed that our conversations consistently raised other relevant and important associated terms. This Language of Equity includes issues of environment, justice, investments, vulnerability and community. It was important to the team that we had a comprehensive understanding of (and the refined language to describe) equity. As such, we did an analysis of these associated terms. To visualize these terms we generated several word maps or graphic representations of a set of words in which the most repeated words appear bigger and bolder than others. We completed this exercise for the transcript of our first advisory committee meeting as well as for sections of our literature review. This practice broadened our vocabulary and provided us with a full list of associated terms for which we turned to the literature and our advisors seeking further definitions and standards.

ACCESS

- "Designing for access measures whether the plaza can be easily and safely entered without physical obstruction or restrictive regulation, how people get there, and if access to amenities changed or increased" (Gehl and the J. Max Bond Center of Design for the Just City, 2016).

COMMUNITIES

- "A group of people living in the same place or having a particular characteristic in common" (Oxford Dictionaries).

ENVIRONMENTAL

- "The thing about equity is to get to the distribution of environmental benefits and burdens. I also look at the type of materials used and/or resources. What material are they using to build those park benches and where do they come from?" (Swanston, 2016).

EQUITY

- Justice or fairness. Representation of equal opportunities, rather than equal outcomes (Equality) (CUNY Institute for State and Local Governance, 2015).
- Social, environmental, economic and physical justice, that results in equal and qualitative access to the distribution of products, services and places (Shiffman, 2015).
- Ensuring that each community member involved sees a result and has ownership (Jimenez, 2015).

JUSTICE

- Reaffirmation of "faith in fundamental human rights, in the dignity and worth of the human person, [and] in the equal rights of men and women". It requires the promotion of "social progress and better standards of life in larger freedom" and of "the economic and social advancement of all peoples" (United Nations, 1948).

VULNERABILITY

- "Diminished capacity of an individual or group to anticipate, cope with, resist and recover from the impact of a natural or man-made hazard...Vulnerability is most often associated with poverty, but it can also arise when people are isolated, insecure and defenseless in the face of risk, shock or stress" (International Federation of Red Cross and Red Crescent Societies).

Equity Defined

Equality and Equity are not the same

Through the process of interviewing the advisory committee, speaking with best practitioners and reviewing the literature we developed a high "equity quotient". We felt it best to set a vision for equity from which our upcoming research phases and ultimate recommendations would grow.

To start we explored the difference between equality and equity. Equality aims to provide everyone with the same resources. Equity recognizes and prioritizes the allocation of resources to disadvantaged and underserved populations. It is an oversimplification to presume that all beings or all communities will achieve the same outcomes when given equal resources. To achieve equity and enhance the social capital of all communities, the needs of the disadvantaged must be prioritized and addressed. To further emphasize this point we look to the City University of New York's Institute for State and Local Governance 2015 Equality Indicators report and their focus on City populations adversely affected by inequality. They propose that inequality manifests around; race, ethnicity, disability, sexual orientation, gender, single parenthood, age, immigration status, education, criminal record, place of residence and other characteristics. From this framework we can enhance the specificity with which we discuss and address inequity. For example, when it comes to gender women are historically disadvantaged and systematically underserved when compared to men, with race, people of color are historically disadvantaged and systematically underserved when compared to whites, those with financial means and higher

levels of education achieve more than those without. This research aims for equity. To nurture and enhance it in both the process and artifact of design. In order to achieve equity and enhance the social capital of all communities, the needs of these disadvantaged populations must be addressed.
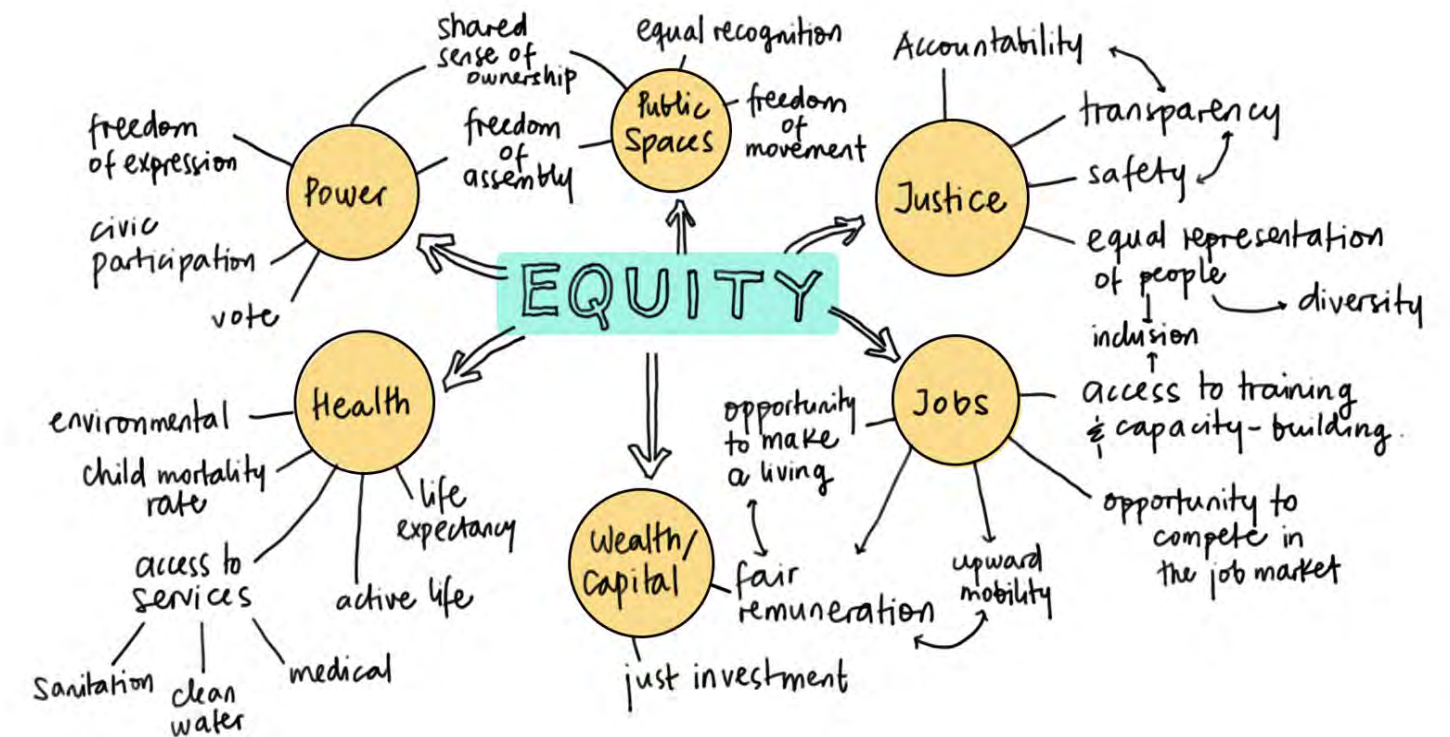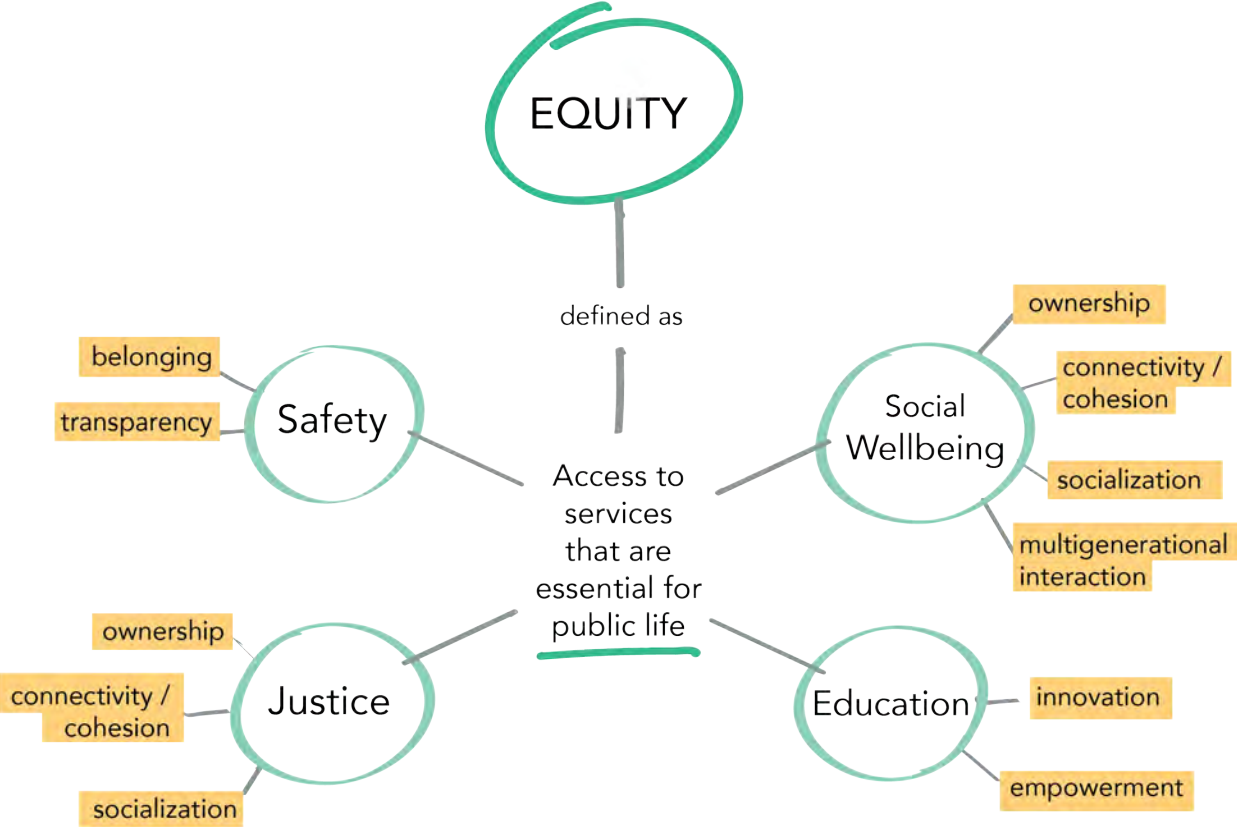
Without the directive of addressing one manifestation of inequality over another, such as race, gender or age, we chose to prioritize equal access to resources and services. More specifically, services that are essential or that substantially improve quality of life. So, what are the essential services of urban public life? Through our own desktop research, a literature review, interviews with best practitioners and our Advisory Committee, we have arrived at the following essential services: Social Wellbeing, Education, Safety and Justice.

Within this framework we consider the facilities of interest to be foundational elements of the civic infrastructure upon which sustainable communities are built. Public libraries, plazas and precincts are essential elements of the civic infrastructure which generates the essential services of public urban life.

3. Two Communities Six Facilities

3A Bushwick, Brooklyn

3A.1 Site and Demographic Analysis
3A.2 Brooklyn Public Library, Irving Branch
3A.3 Brooklyn 83rd Precinct
3A.4 Knickerbocker Plaza

3B Hunts Point, The Bronx

3B.1 Site and Demographic Analysis
3B.2 Hunts Point Library
3B.3 41st Precinct
3B.4 Monsignor Del Valle

Bushwick, Brooklyn & Hunts Point, South Bronx

In the following site and facility analysis you see a series of maps showing the facility and the associated service area. For police precincts, the service areas are determined by the precinct boundaries, for public libraries and plazas we determined the service are to be a 1 mile radius.

The team set out to conduct analysis in two New York communities specifically on three types of public facilities, namely a public branch library, a police precinct and an urban plaza. The two neighborhoods identified for the study were Bushwick in Brooklyn and Hunts Point in the South Bronx. In both cases, the Police Precinct boundaries are very similar or coincide with the respective Community Board boundaries (not always true for other neighborhoods/precincts, especially in Manhattan). As such Community Board generated 'Community Profiles can be easily retrieved and reviewed to inform one about the nature of the community which the precinct serves. More specifically, the 83rd Police Precinct geographic boundary of Bushwick is the same as Community Board 4 in Brooklyn while the 41st Police Precinct geographic boundary of Hunts Point is the same as Community Board 2 in the Bronx. For both communities/neighborhoods we have compiled maps documenting the geographic boundary of the precincts, i.e. the respective Community Boards.

The challenges of both communities are visible from the land-use maps and demographic analysis we conducted using information from oasisnyc.gov. website and census data. We observed that, if compared with one another both communities have some
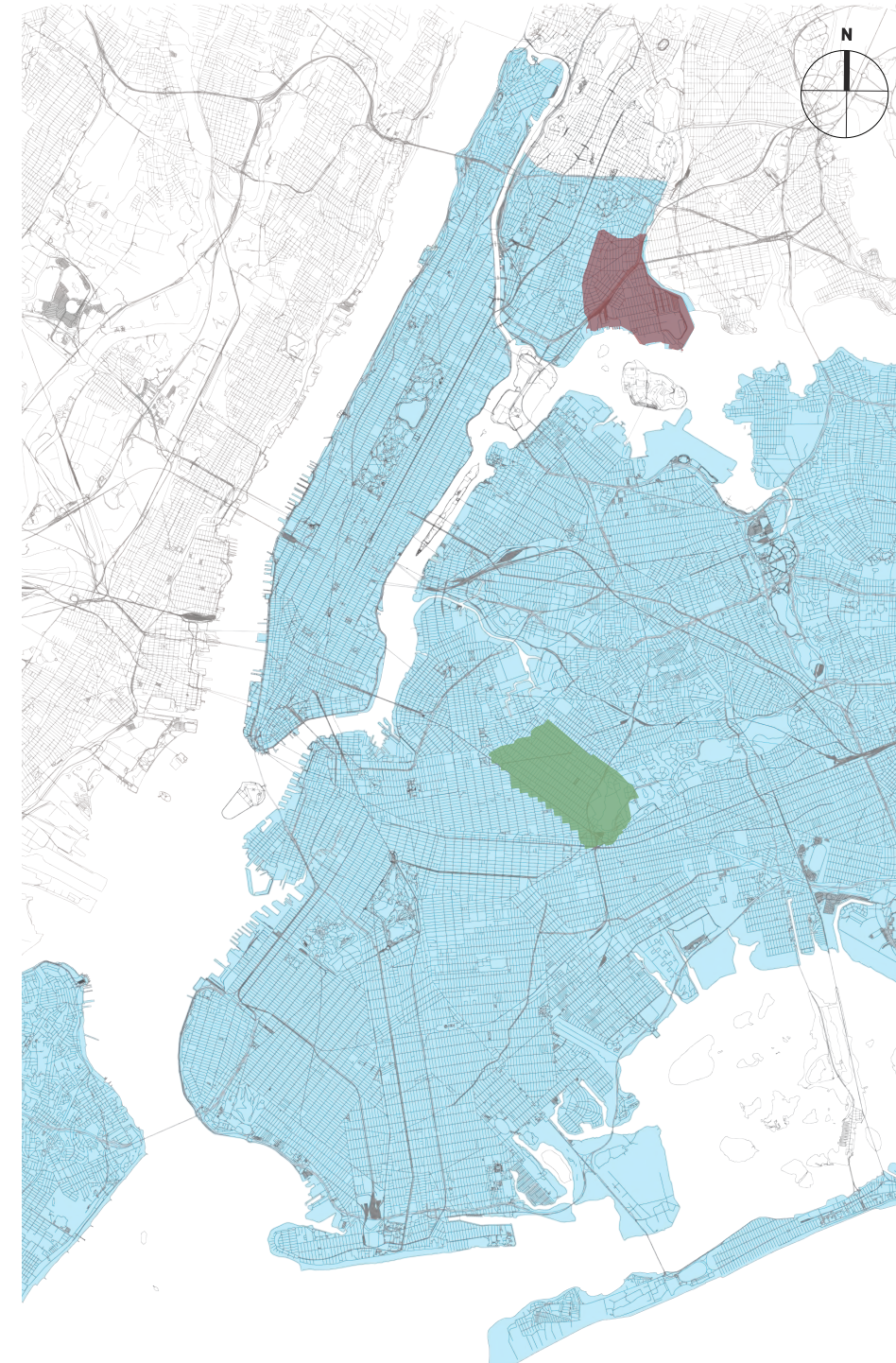
similarities and some differences. While Bushwick and Hunts Point are home to low-income, minority populations with a predominant youth group, they both spread over approximately 2 square miles (>1,300 acres). Although similar in size, Bushwick has nearly double the population than that of Hunts Point.

We may refer to population density maps/data at a later time if and when quantifying the service area per capita becomes relevant to the study when EQUITY is considered as 'equal distribution of services'.

City Wide Graphic

● Hunts Point

● Bushwick

Formally, the land-use maps of Bushwick and Hunts Point emphasize the differences between the two communities and reveal that Bushwick is more homogenous than that of Hunts Point. Hunts Point hosts one of the largest food distribution centers in the country in addition to other urban infrastructure and industrial facilities which are disrupting the urban fabric. Here the densely populated residential zone is separated into two by the regional Bruckner Expressway that runs across; depriving one side from having a public library for example.

Demographic maps/data concerning household income, percentage of minority population as well as percentage of age distribution, specifically for youth, became the backdrop for further analysis in order to understand the community better.

When reviewing the public facilities, especially the libraries, we also mapped the alternative public libraries, the public schools, the police precinct and the public plaza within the precinct boundaries. Circles with half a mile and one mile radii were drawn over library locations to help visualize the time it takes for a person to walk to these civic infrastructures from any point of the neighborhood within its geographic boundary as a measure for accessibility.

We have also created maps at a granular scale specifically for our public facilities in order to review them under a magnifying glass and see the impact they are making on their immediate surroundings. Here the access to the public transportation is included to display the connectivity.

Zooming into the area where the chosen facilities are located, we mapped other related public facilities and institutions as well as public transportation in order to make the 'connectivity' (or the lack thereof) visible. Although these maps are not representing the entire Community Board, the granular scale allows the observer to recognize the distribution of public facilities amid the residential urban fabric and as the case in Hunts Point, its disruption by the regional expressway.

All together these maps gave us a great insight into the physical and social aspects of the study areas. Further exploring the operations and services provided by each facility linking them to the civic and social stakeholders within the community. This will form the basis of our stakeholder matrix (specific to each facility type, precinct, plaza, library) and create the direct linkage to the community capital which can be used, displayed and empowered by the facility's design.

Civic Infrastructure Maps

Public libraries, plazas and precincts are essential elements of civic infrastructure. They both support and rely on other community service providers while providing services themselves. Ideally, these services, aggregated together manifest in the essentials of safety, justice, education and social well being.

In many communities such as the South Bronx, strong community leaders and organizations are present. They are key assets and partners in successful civic infrastructure. Our map depicts the service areas of each facility and their key stakeholders, revealing their programmatic and spatial relationship. Entities like Community Boards, are relevant to each facility. However, some relationships are unique to each facility. For precincts the Police Athletic League and local school principals along with precinct community liaisons and tenants or block associations all working together, create a supportive mesh of civic infrastructure. These interconnections are necessary to the success of each facility and the achievement of justice, safety and social well being.

Within this framework we can begin to hone in on design principles, operations and measureable expressions in each of our facilities of interest as well as their relationship and connectivity, both spatially and programmatically, to other civic infrastructure. We are uniquely bringing the notion and value of the equity indicator to both the community and facility level by analyzing the facilities within the context of communities they serve/resource.

Bushwick, Brooklyn

**GEOGRAPHIC MAP OF DISTRICT
BOUNDARY FOR 83 PRECINCT**

Knickerbocker Plaza

83 Precinct

Washington-Irving Library
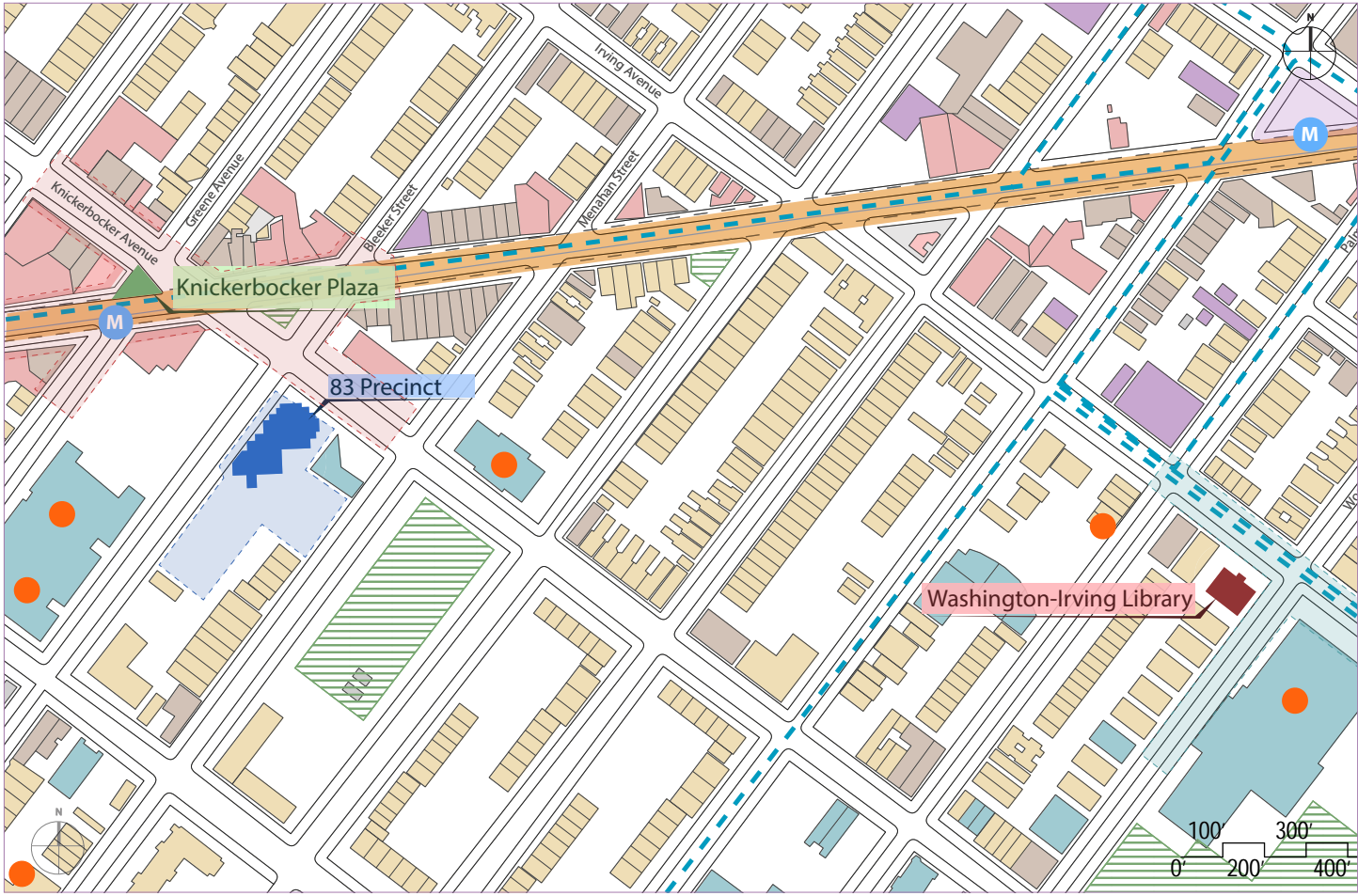
CONNECTIVITY SITE ANALYSIS
Bushwick, Brooklyn

- (M) Subway
- Commercial
- Park/Playground
- Institutions
- Residential
- Mixed Use
- Park/Playground
- Schools
- Industrial
- Bus

CIVIC INFRASTRUCTURE MAP
Bushwick, Brooklyn

83rd Precinct

1-33. Block Associations
34. Monthly Community Meetings
35. Community Board #4
36. Maria Hernandez Park
37. NYCHA Palmetto Gardens Senior Center
38. NYCHA Bushwick II (Groups A&C)
39. NYCHA Bushwick II (Group B&D)
40. NYCHA CDA Bushwick II (Group E)
41. Council District #37 Rafael Espinal
153. Wyckoff Heights Medical Center

**Brooklyn Public Library
- Washington Branch**

42-62. Public Schools
63-92. Universal Pre-Kindergartens
93-99. Head Start Program
100. Boricua College, Graham Center
101-121. After School Program
122-129. DOE/OACE
130-132. Percent For Art
133. Art Gallery
134-152. Day Care Centers
154. Summer Youth Employment Program
        Literacy Program

Knickerbocker Plaza

155. Myrtle Avenue BID (Precinct #104)

◉ **Subway Stations**
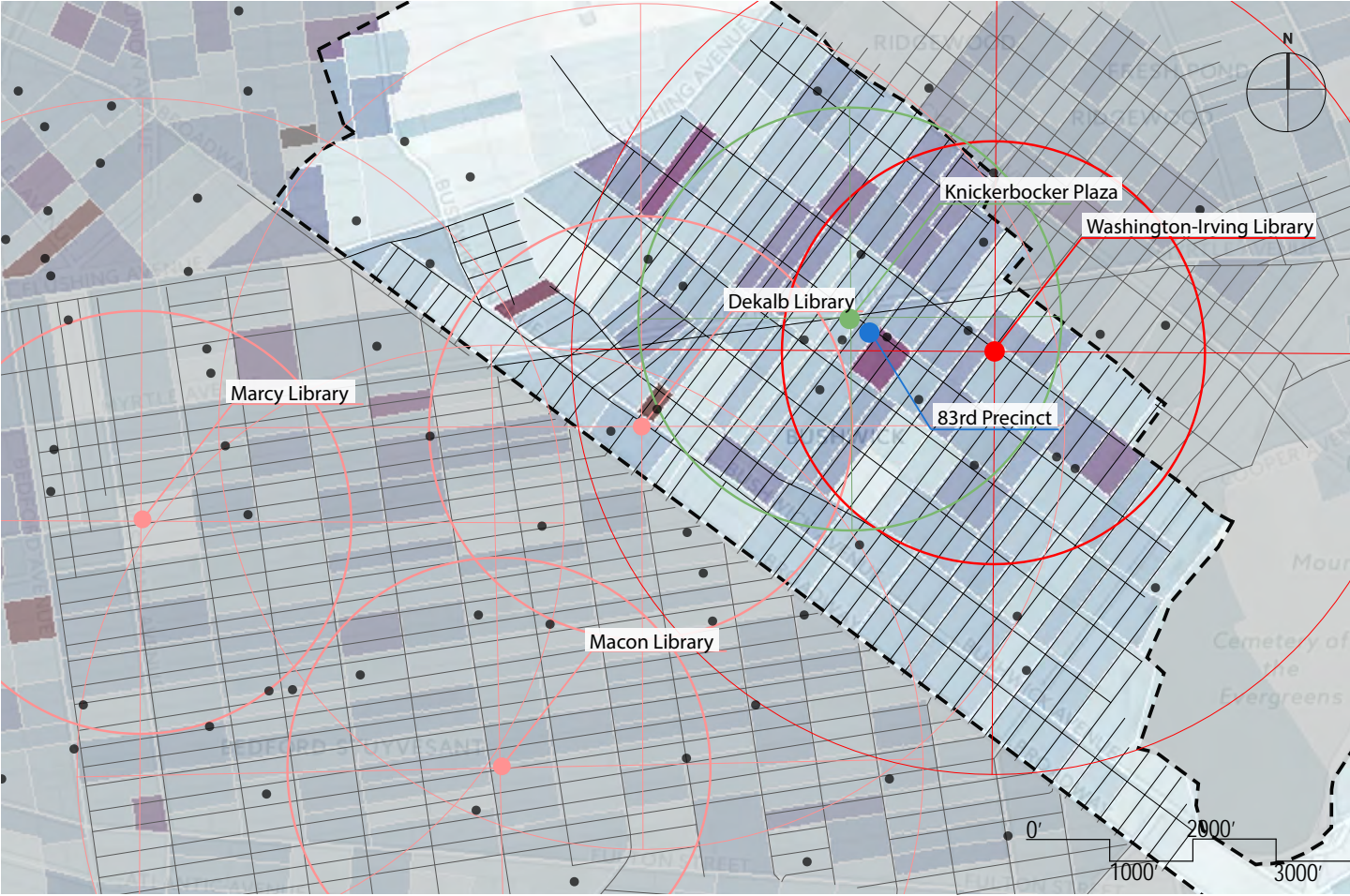
ANALYSIS
Bushwick, Brooklyn
Population Density (2000-2013)
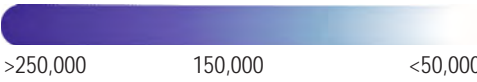
Libraries and other public facilities viewed within the 83RD Precinct's geographic boundary vis a vis demographic analysis based on **population density.**

>250,000   150,000   <50,000

1 Mile & 1/2 Radius:
⬤ Main Library Branch
⬤ Alternative Library Branch
⬤ Monsignor Del Valle

⬤ Schools
   (Public, Private, & Religous)
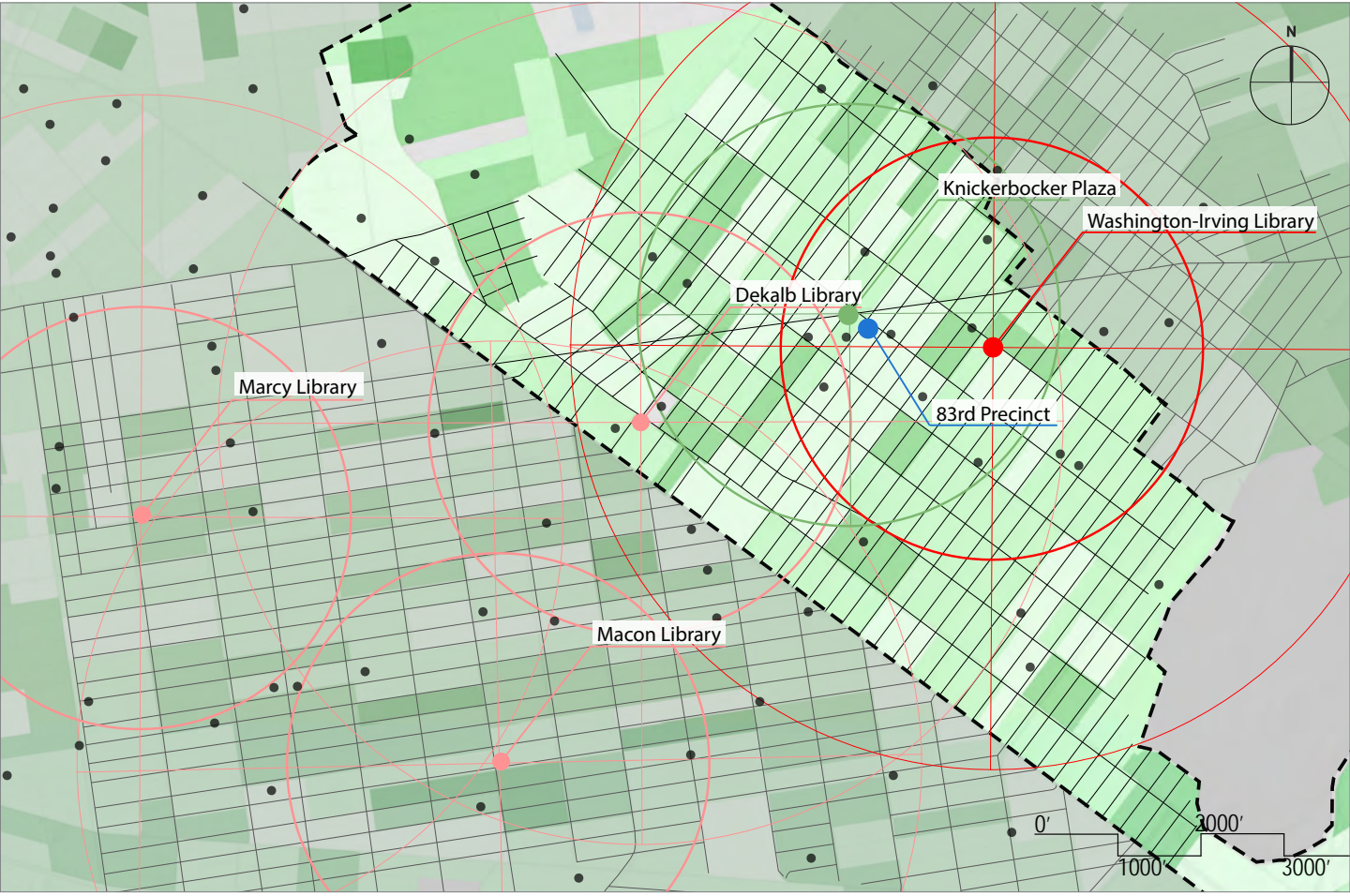
ANALYSIS
Bushwick, Brooklyn
Median Household Income (2005- 2009)

Libraries and other public facilities viewed within the 83RD Precinct's geographic boundary vis a vis demographic analysis based on **Meidan household income.**

<25 K   25-45 K   >105 K

1 Mile & 1/2 Radius:
⬤ Main Library Branch
⬤ Alternative Library Branch
⬤ Monsignor Del Valle

⬤ Schools
   (Public, Private, & Religous)

ANALYSIS
Bushwick, Brooklyn
Communities of Color (2005-2009)

100%   80-60%   20-.5%

Libraries and other public facilities viewed within the 83RD Precinct's geographic boundary vis a vis demographic analysis based on **communities of color**

1 Mile & 1/2 Radius:

◯ Main Library Branch
◯ Alternative Library Branch
◯ Monsignor Del Valle
● Schools
  (Public, Private, & Religous)

Libraries and other public facilities viewed within the 83RD Precinct's geographic boundary vis a vis demographic analysis based on **communities of youth.**

ANALYSIS
Bushwick, Brooklyn
Communities of Youth (2005-2009)

100-40%   20-30%   10-.3%

1 Mile & 1/2 Radius:

◯ Main Library Branch
◯ Alternative Library Branch
◯ Monsignor Del Valle
● Schools
  (Public, Private, & Religous)

Irving Branch Library

360 Irving Ave,
Brooklyn, NY 11237

The Irving Branch was a gift of Andrew Carnegie to the city of New York in 1923. This library was the 21st and final Carnegie library built in Brooklyn, NY.

Architect:
Edward L. Tilton

As one of the three Independent library system in New York City, Brooklyn Library system consists of one Central Library, one Business Library and 58 branch libraries. Viewed in the context of Brooklyn Public Library System, the Irving Branch is one of the 18 Carnegie Libraries that exist in Brooklyn. Irving Branch Library was one of the last built Carnegie libraries funded by the Carnegie Corporation grant, which

was negotiated during the turn of the 20th century and supported nearly 70 libraries throughout the city.

Located then in a less densely populated area of Brooklyn, Architect Tilton designed the branch library in line with the suburban Carnegie Library type. It is a free standing building in Classic Revival style on a corner lot on a less than 4000 square feet footprint. Elevated from the ground level, the main library space is the double story and has a symmetrical layout. Similar to other Carnegie libraries which were designed with making the most of daylight in mind, the room has large double story windows on either end of the building. The central entrance is flanked by two open reading rooms with a fireplace, one for adults and the other for children. The central bays are reserved for book stacks which in the past continued through the mezzanine level, which is now reserved for librarian use only.

The lower level, or basement, has seen minor modifications to meet

the building code requirements for handicapped accessibility. (We have received the original plans and were able to compare them to current site conditions.) An exterior ramp leads down to an entrance of the library's basement level from where a small elevator can take the visitors to the main library level. Although there is a restroom, a staff room and a community room (less than 500 sq ft) more than half of the area on this level is not accessible for public use.

PS: During our visit to this library on June 1st, 2016, we were told that the library was going to be closed for 3 weeks for interior renovation.

N

Woodbine Street

5′   15′

0′   10′

Original Cellar Plan

Irving Ave

N

Woodbine Street

5′   15′

0′   10′

Original First Level Plan

Irving Ave

Existing Cellar Plan

Woodbine Street

Irving Ave

5'   15'

0'   10'

ANALYSIS for PROGRAM and CIRCULATION

Existing Cellar Plan

Woodbine Street

Irving Ave

5'   15'

0'   10'

Accesible 58.6%

Inaccessible 41.4 %

41.4%   58.6%

- Stacks
- Community
- Mechanical
- Adults
- Tweens/Teens
- Children

- Staff
- Services
- Library User
- Staff
- Maintenance
- Community

Main Desk

Security

Woodbine Street

Existing First Level Plan

5'   15'

0'   10'

Irving Ave

ANALYSIS FOR PROGRAM AND CIRCULATION

Woodbine Street

Existing First Level Plan

5'   15'

0'   10'

Irving Ave
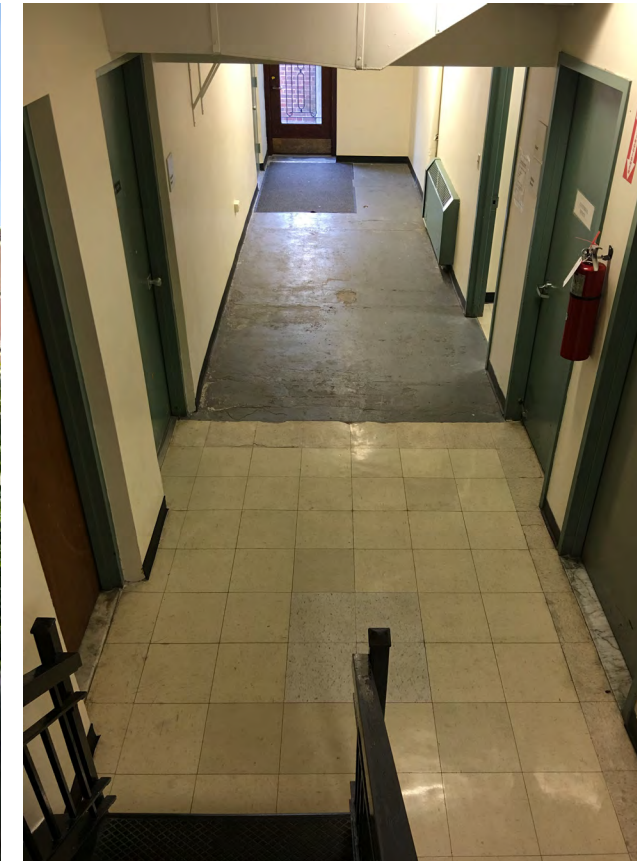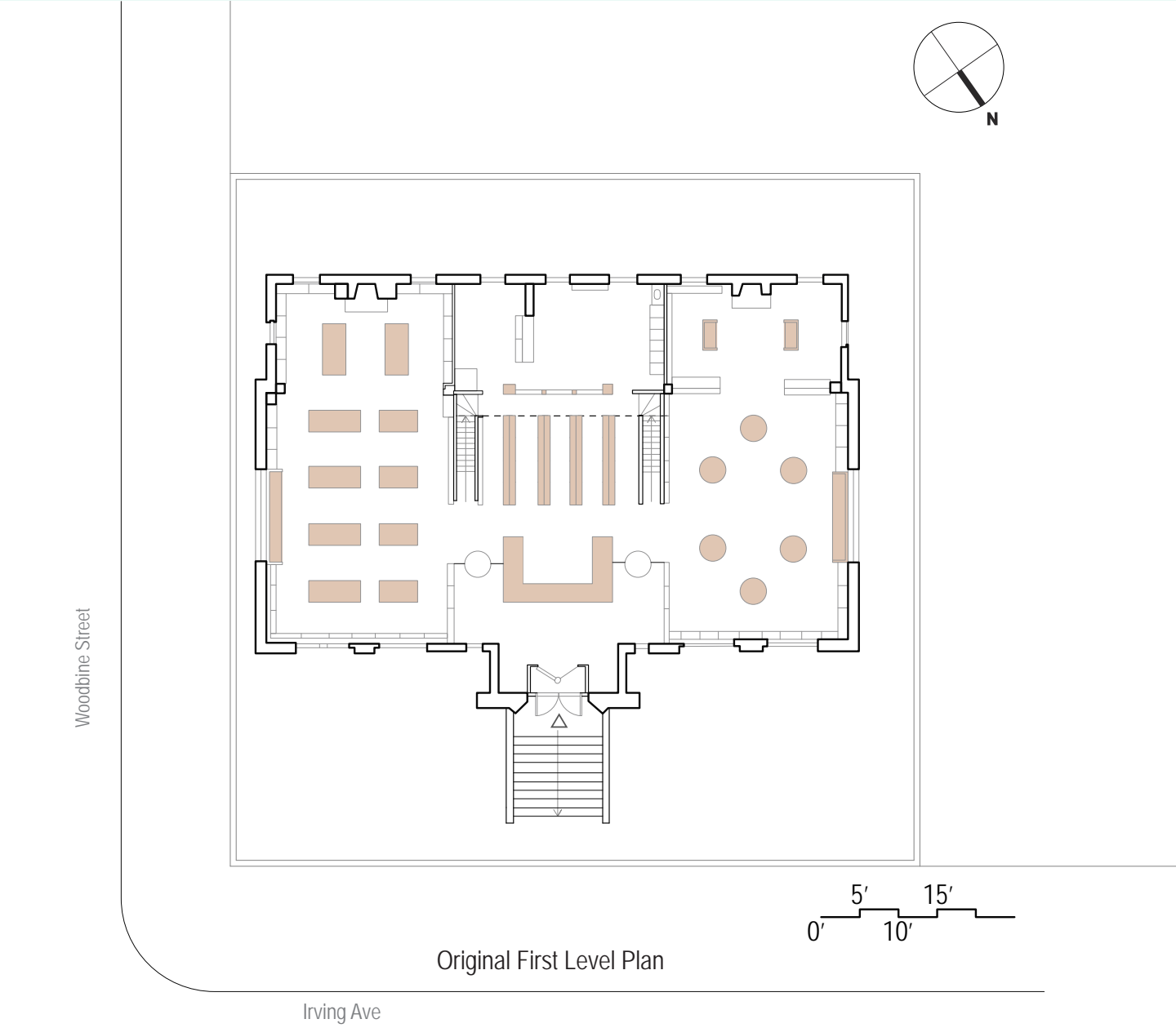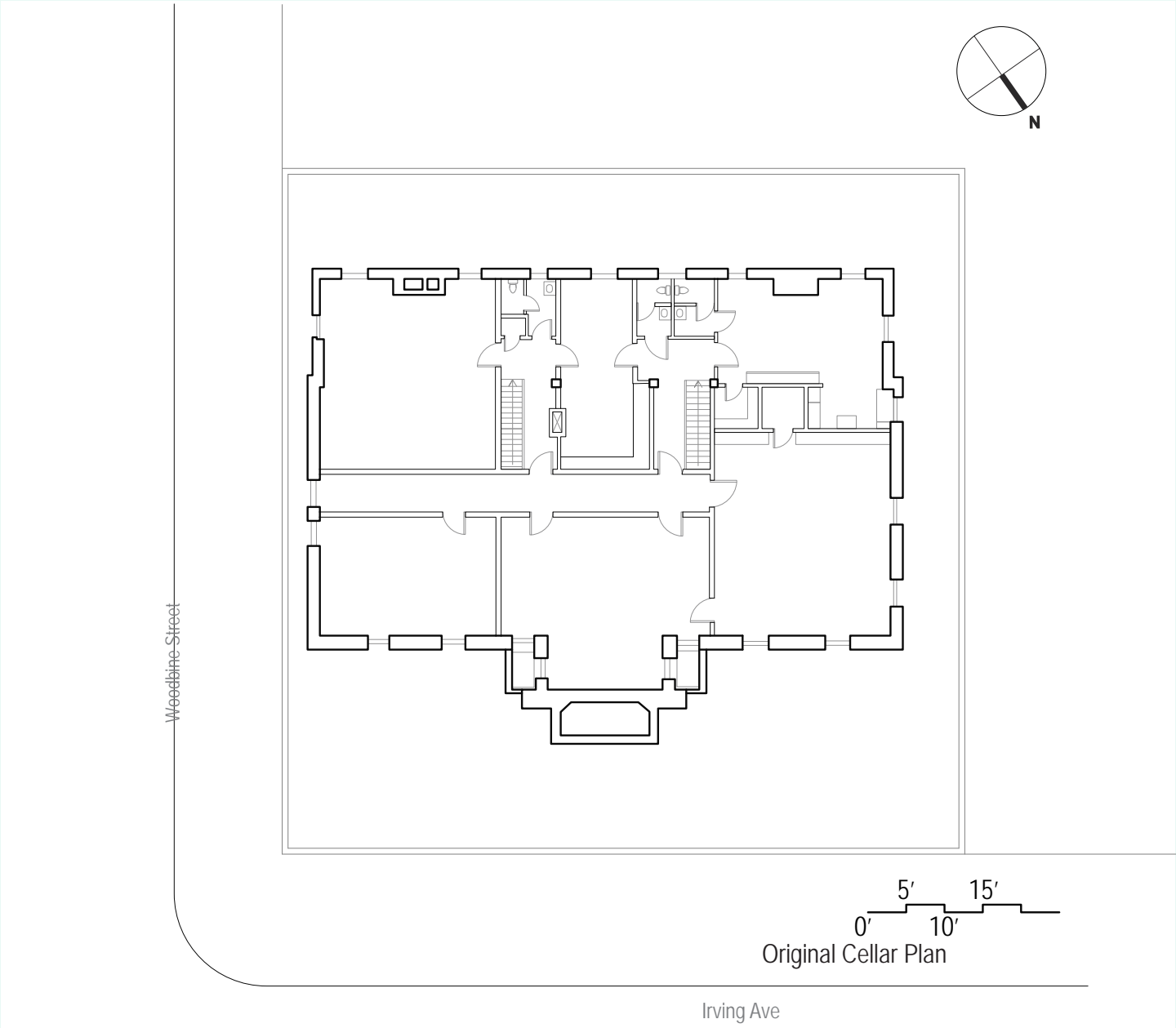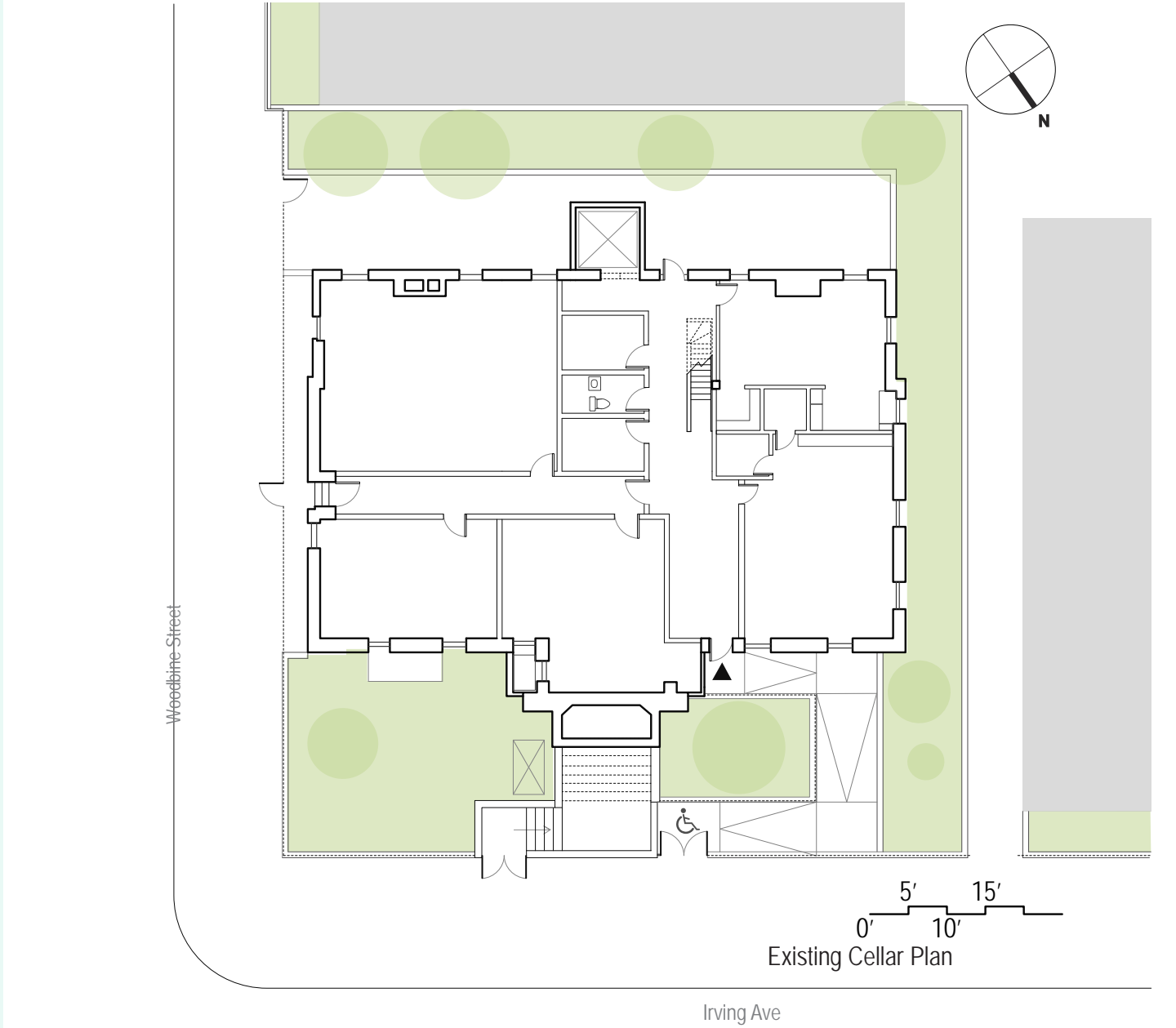
Accesible 58.6%

Inaccessible 41.4 %

Stacks
Community
Mechanical
Adults
Tweens/Teens
Children

Staff
Services
Library User
Staff
Maintenance
Community

83rd Precinct

480 Knickerbocker Ave,

Brooklyn, NY 11237

Architect:
Abraham W. Geller and Associates
Architects

The 83rd Police Precinct is located on the corner of Knickerbocker Avenue and Bleecker Street, steps away from the elevated subway line M and other bus routes, across the street from a high school and a middle school.

Designed by Abraham W. Geller and Associates, it seems that the precinct was built during the 1980's. The two story plus basement building

seemingly responds to the corner condition of a 1.18acres (nearly 50000 sq ft) lot, using the diagonal axis for the layout. The building's 11,000 sq ft footprint is covering approximately 1/5 of the lot, reserving the rest as a parking space for the police cars.

The buildings' programmed gross area of 32,000 sq ft is spread over two floors and a basement. While upper and lower levels are strictly for staff members' use, the Main Level has a public entrance in addition to the entrance from the parking lot. Both entrance ways meet at the central space/hallway, where the precinct staff, members of the community as well as the detainees all cross paths. The community room that resides on the main floor is accessed also from this central space and has only one door. The triangular shape makes it seem like a left over space that is utilized as a community room.

The main public entrance is located on the mitered corner of the building: a narrow doorway leads into a vestibule

with three rows of seating and a window: only upon communicating with an officer, the public is led into the central area where the information booth is located.

In general, the organization of the building suffers from the complicated geometric layout, namely the diagonal axis. There is little flexibility to allow alterations and making the building adapt to contemporary needs of a police precinct.

PS: During our visits to both police precincts, in Bushwick as well as in Hunts Point, we have observed that the holding cells are no longer in use. Citywide, the arrestees are immediately processed and sent to a judge for further prosecution in jail; they are no longer held overnight in holding cells.
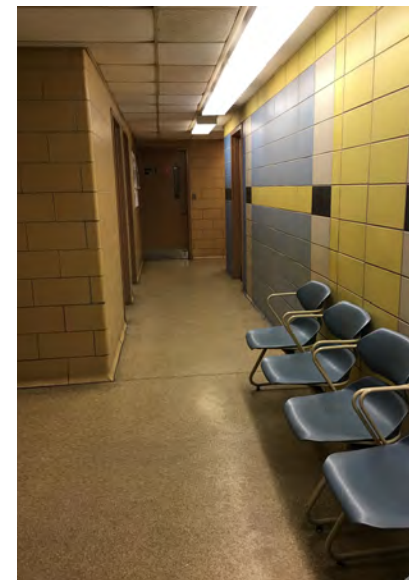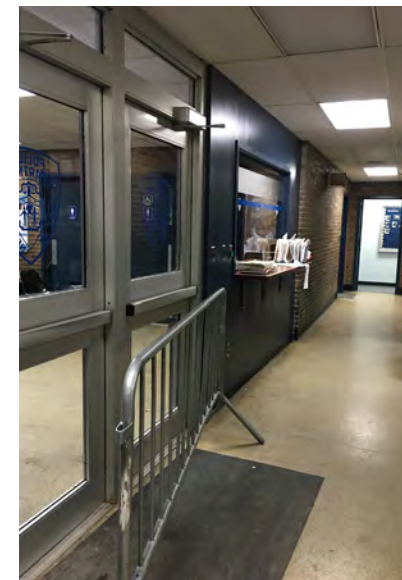
Top: Community Room

Borrom: Control desk, arrestee entrance, glass holding cell
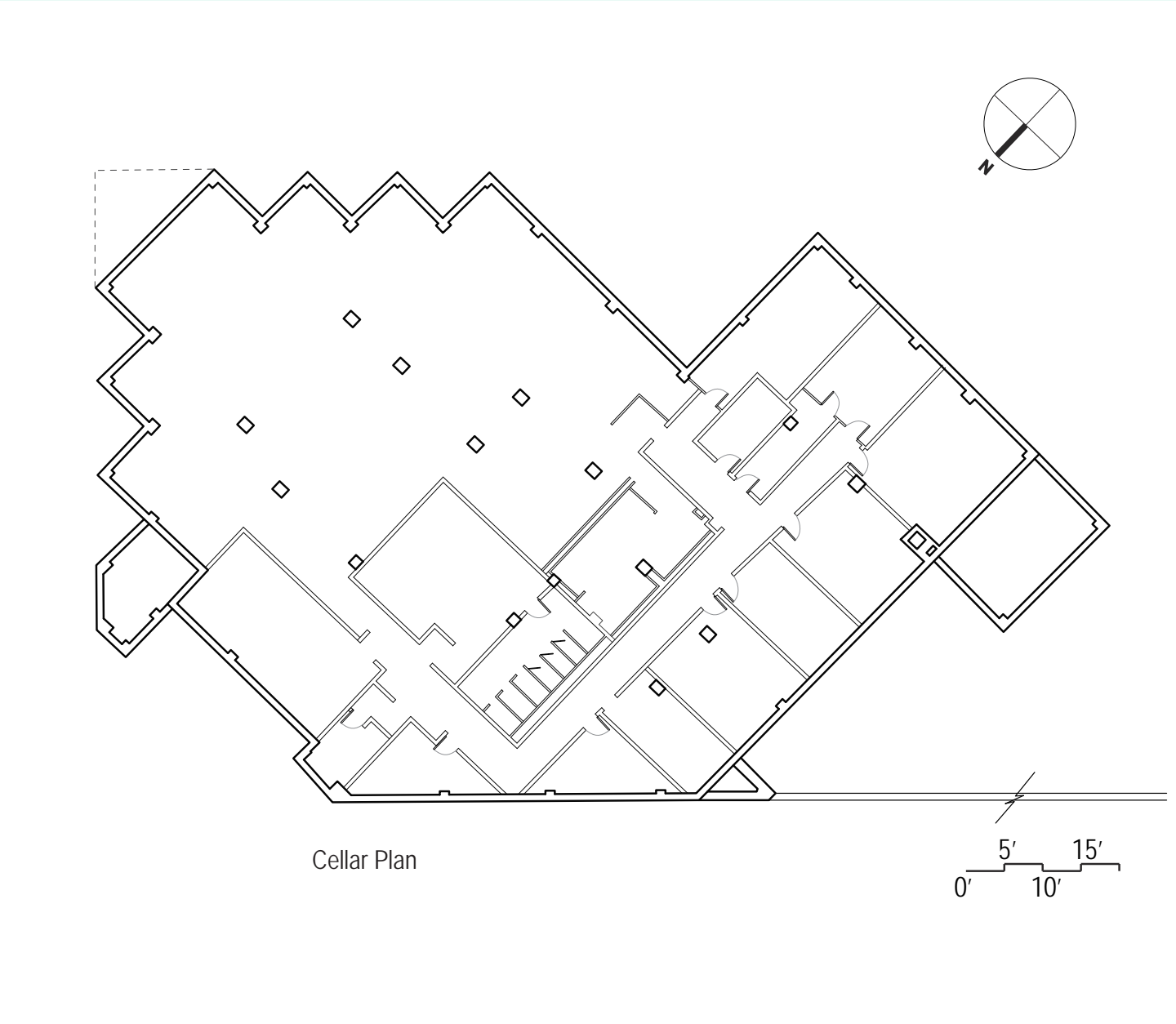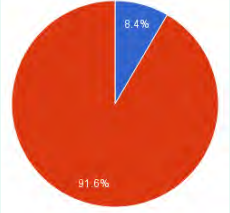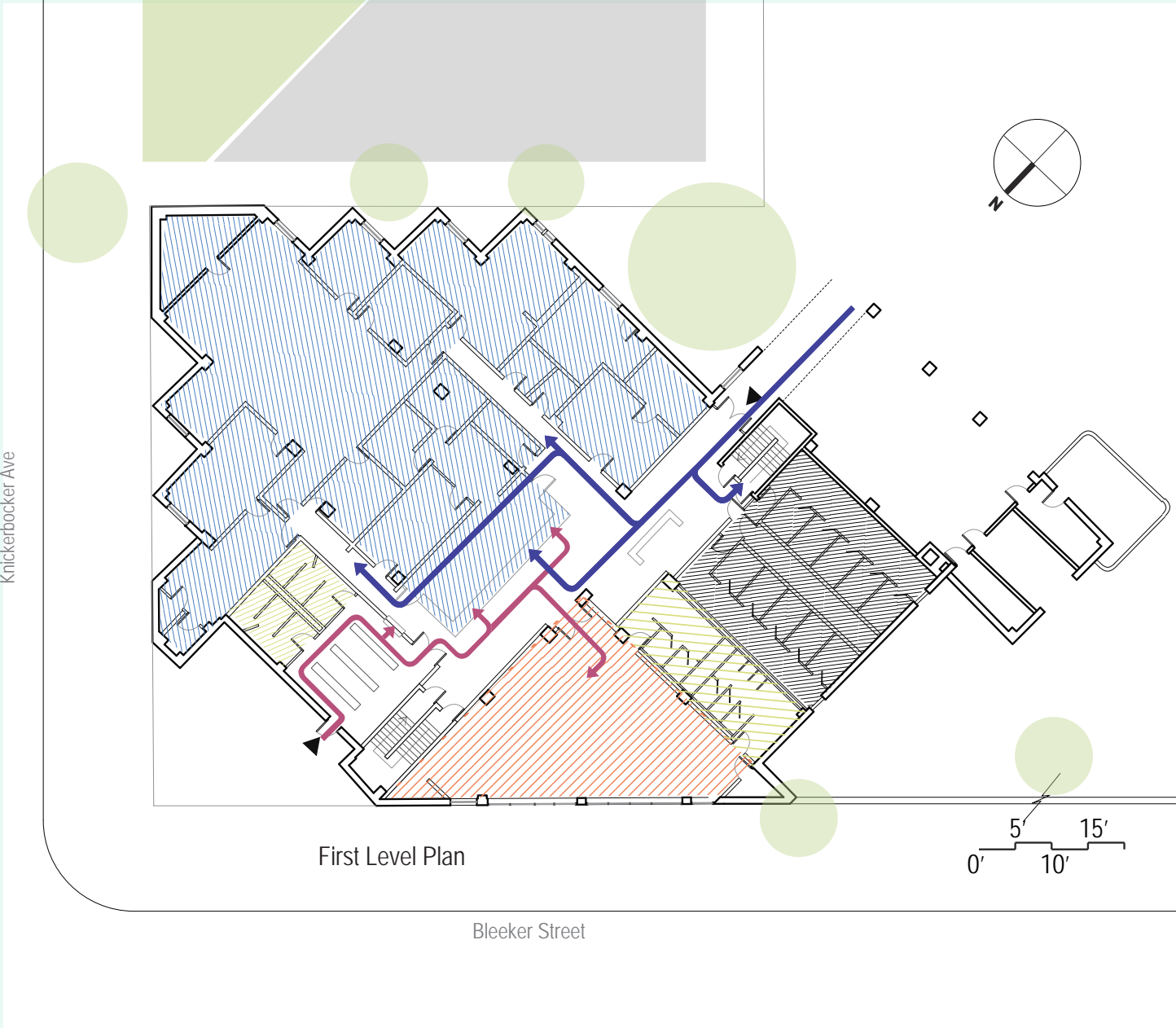
Cellar Plan

0'   5'   10'   15'

Knickerbocker Ave

Arrestee
Entrance

Glass
Holding Cell

Control Desk

Holding Cell

Community
Entrance

First Level Plan

Police Parking

Bleeker Street

5'   15'

0'   10'

ANALYSIS for PROGRAM and CIRCULATION

Knickerbocker Ave

First Level Plan

Bleeker Street

5'   15'

0'   10'

Accesible 8.4%
Inaccessible 91.6 %

Community/Muster

Holding Cell

Community

Police

Staff

Services

Second Level Plan

Knickerbocker Ave

Bleeker Street

5'   15'
0'   10'

ANALYSIS for PROGRAM and CIRCULATION

Second Level Plan

Knickerbocker Ave

Bleeker Street

5'   15'
0'   10'

Accesible 8.4%
Inaccessible 91.6 %

8.4%
91.6%
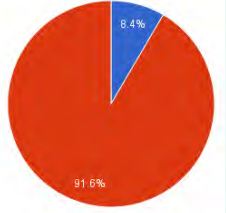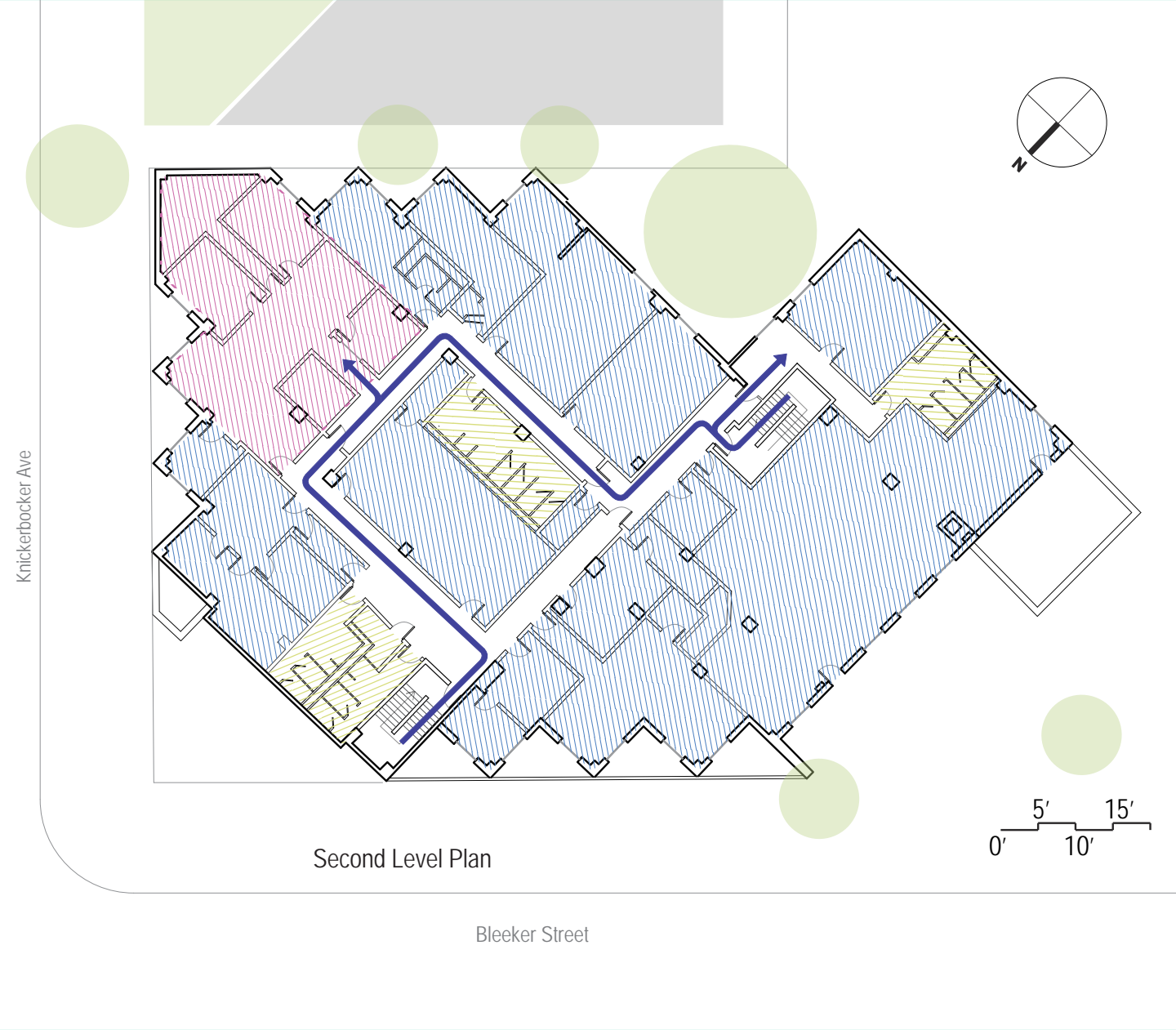
Community/Muster
Holding Cell

Staff
Services
Community
Police

Knickerbocker Plaza

1513 Myrtle Ave,
Brooklyn, NY 11237

Architect:
Abel Bainnson Butz, LLP

Knickerbocker Plaza is one the City's left over spaces that resulted from merging geometries while one axis continued across the adjacent oblique urban grid and triangulated some lots. This small urban plaza benefits a stop on a major, elevated subway line. Surrounded by local businesses, The newly designed and renovated plaza is surrounded by local businesses and provides seating for the urbanites with relief from the City's chaotic pace.

On the day we visited the plaza, we were surprised to see how well received it was: it was so crowded with people that one could not view the aesthetic value of the design. Although it was not part of the design, the elevated infrastructure hovering directly above was a welcome virtue that provided shadow on a hot sum-
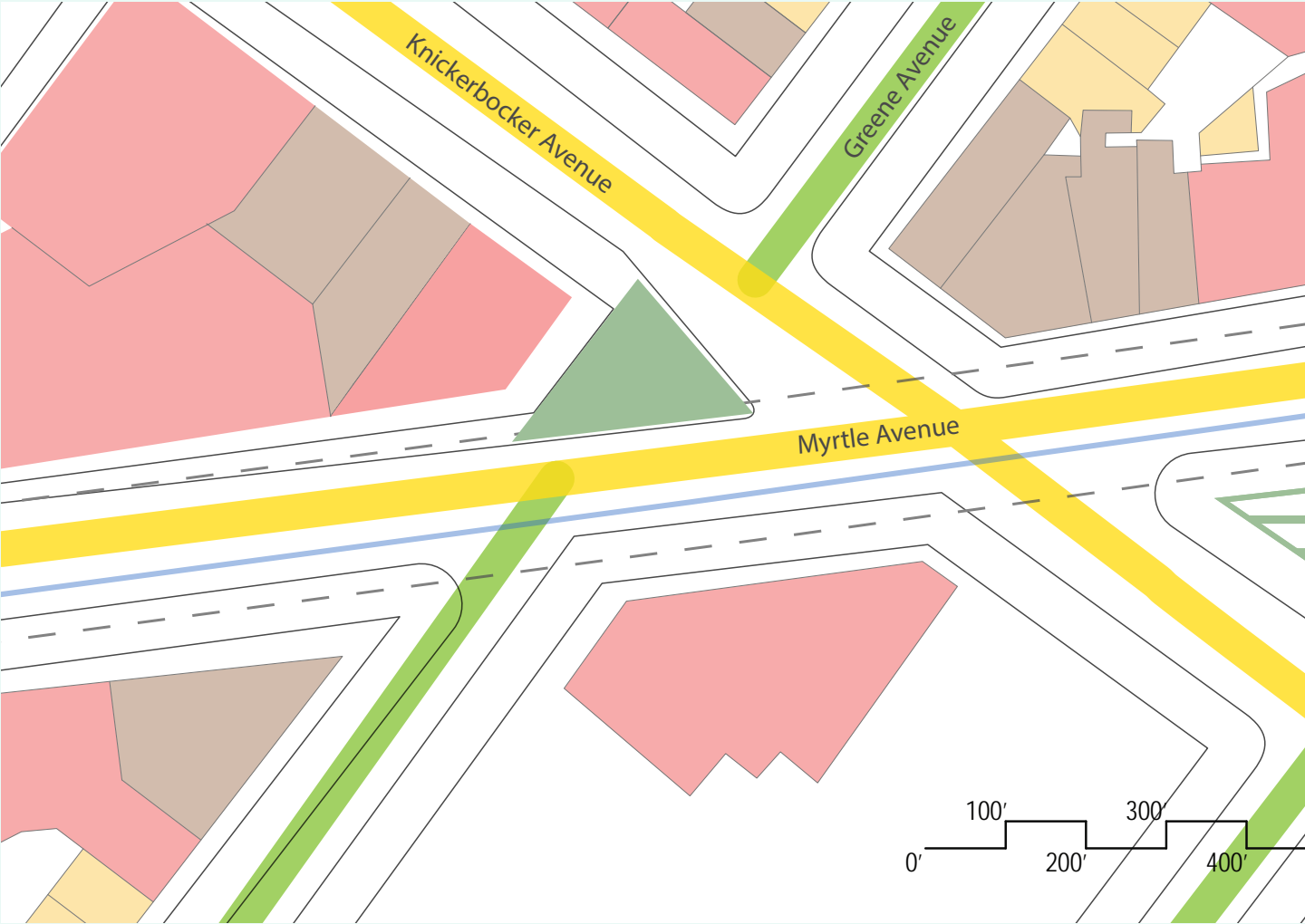
ANALYSIS

- ▬ High Load Traffic
- ▬ Medium Load Traffic
- ▬ Light Load Traffic
- ▬ LowTraffic
- ● Plaza
- ● Commercial
- ● Residential
- ● Mixed Use

Knickerbocker Avenue
Greene Avenue
Myrtle Avenue

0' 100' 200' 300' 400'

Commercial Corridor
Knickerbocker Avenue
Greene Avenue
Myrtle Avenue
Seating/Resting
Green Space
Public Gathering Area
Vending Area
Shade/Cooling

JUSTICE
SAFETY
SOCIAL WELLBEING
JOBS

N

0' 10' 20'
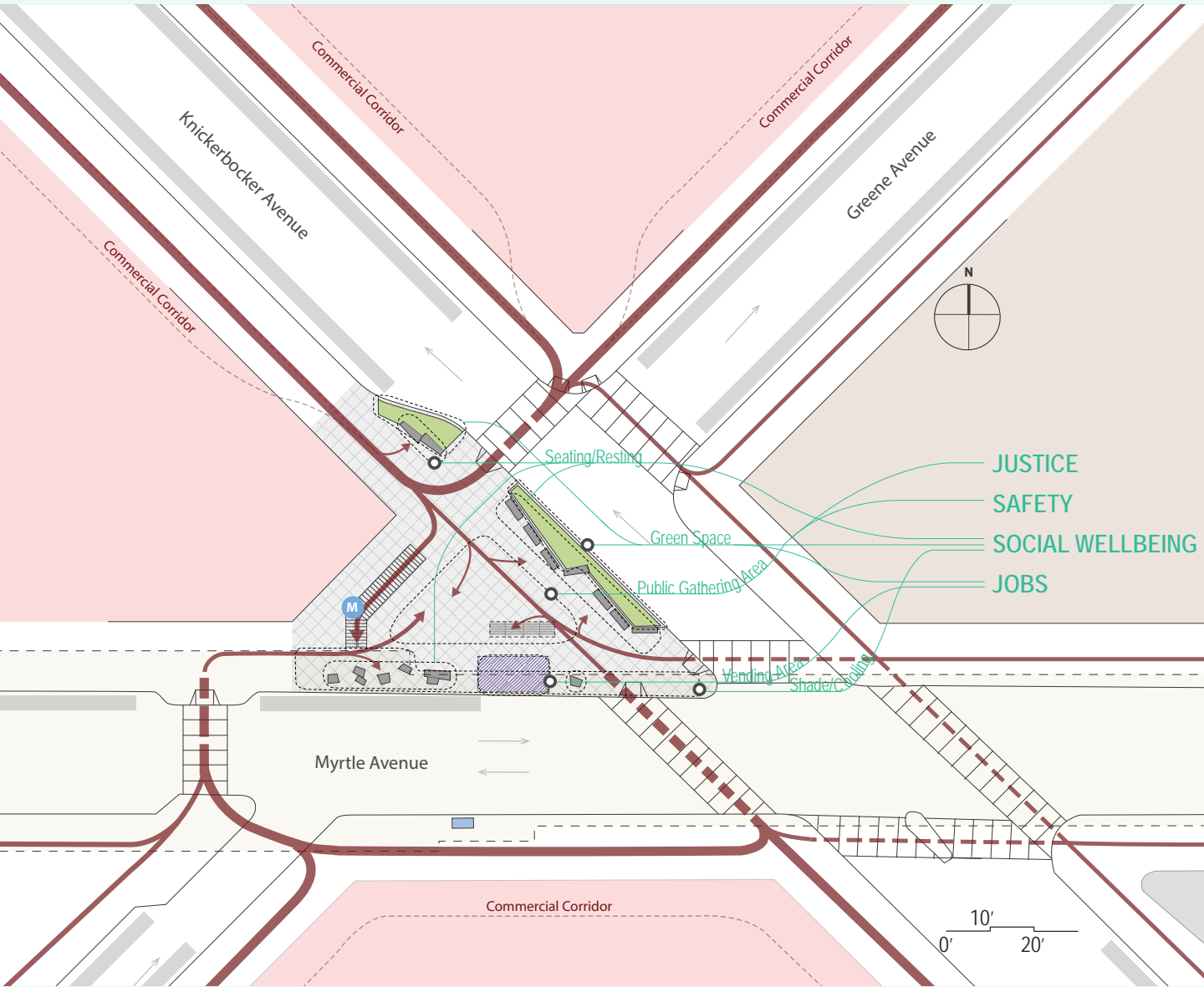
ANALYSIS

- ● Street Parking
- ● Bus Stop
- ● Institutions
- ● Green Space
- ● Commercial
- ● Street Parking

Hunts Point

**GEOGRAPHIC MAP OF DISTRICT
BOUNDARY FOR 41ST PRECINCT**
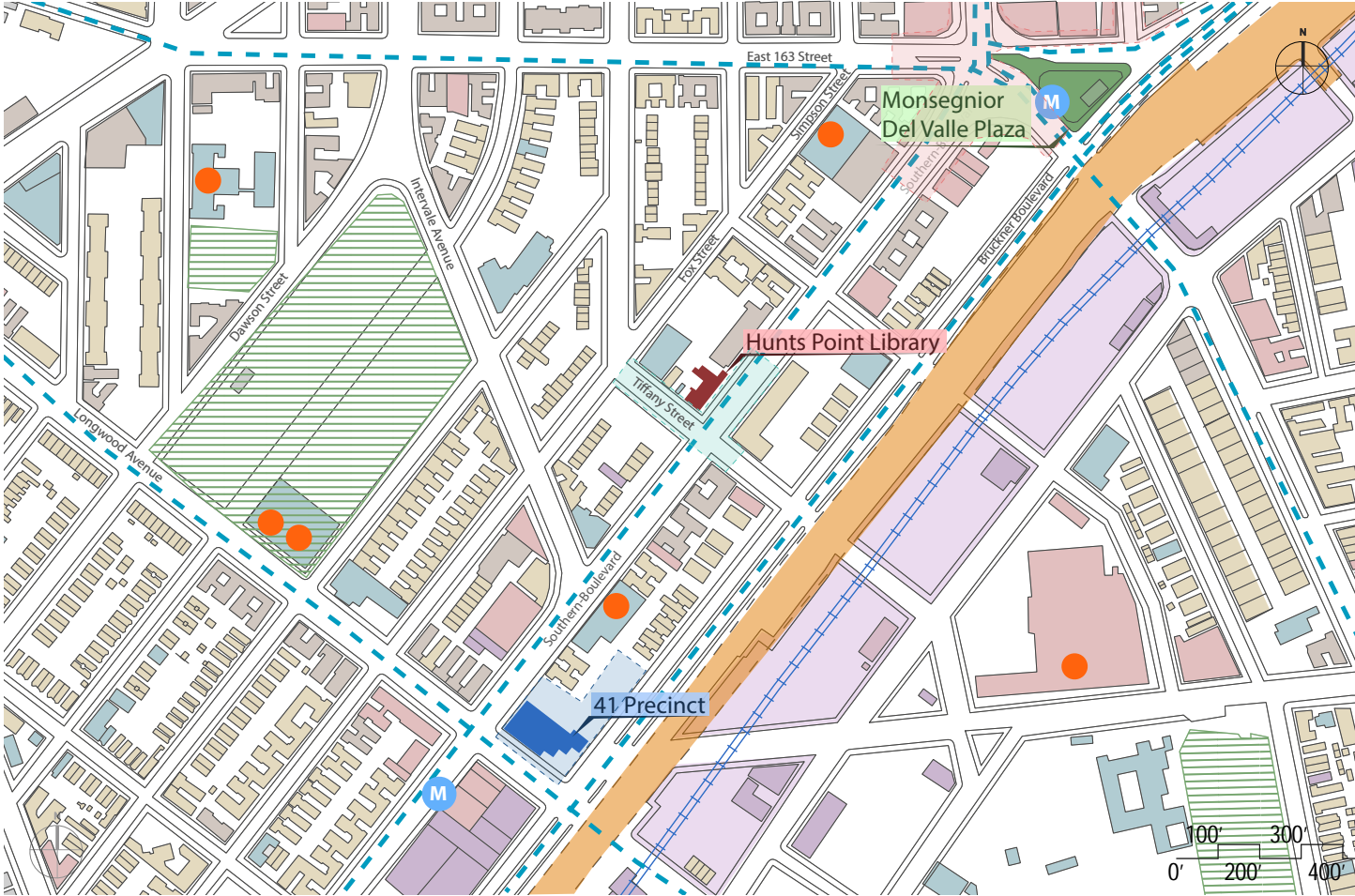
CONNECTIVITY SITE ANALYSIS
Hunts Point, Bronx

- Ⓜ Subway
- ⬤ Commercial
- ⬤ Park/Playground
- ⬤ Institutions
- ⬤ Residential
- ⬤ Mixed Use
- ⬤ Park/Playground
- ⬤ Schools
- ⬤ Industrial
- ▪▪ Bus

41st Precinct

1. The Point CDC
2. NYCHA - Hunts Points Av Rehab
3. Bronx Community Board 2
4 & 5. Police Athletic League
6. Food Bank for NYC
7. District #17 Office
8. Correction Service Center: Vernon C. Bain Center (VCBC)

**New York Public Library
- Hunts Point**

9. DYCD Summer Youth Employment Program
10. DOE/OACE P.S.75
11. DOE/OACE M.S.424
12. Percent for Art: Monica Banks
13-28. After School Programs
29-31. Head Start Program
32-42. Public Schools
43-58. Universal Pre-Kindergartens

Monsignor Del Valle Square

59. Southern Boulevard BID
(Small Business Service Workforce Center)

⊙ Subway Stations

CIVIC INFRASTRUCTURE MAP
Hunts Point, Bronx

Morrisania Library

Woodstock Library — Monsignor Del Valle Plaza

Hunts Point Library

41st Precinct

0'   2000'
1000'   3000'
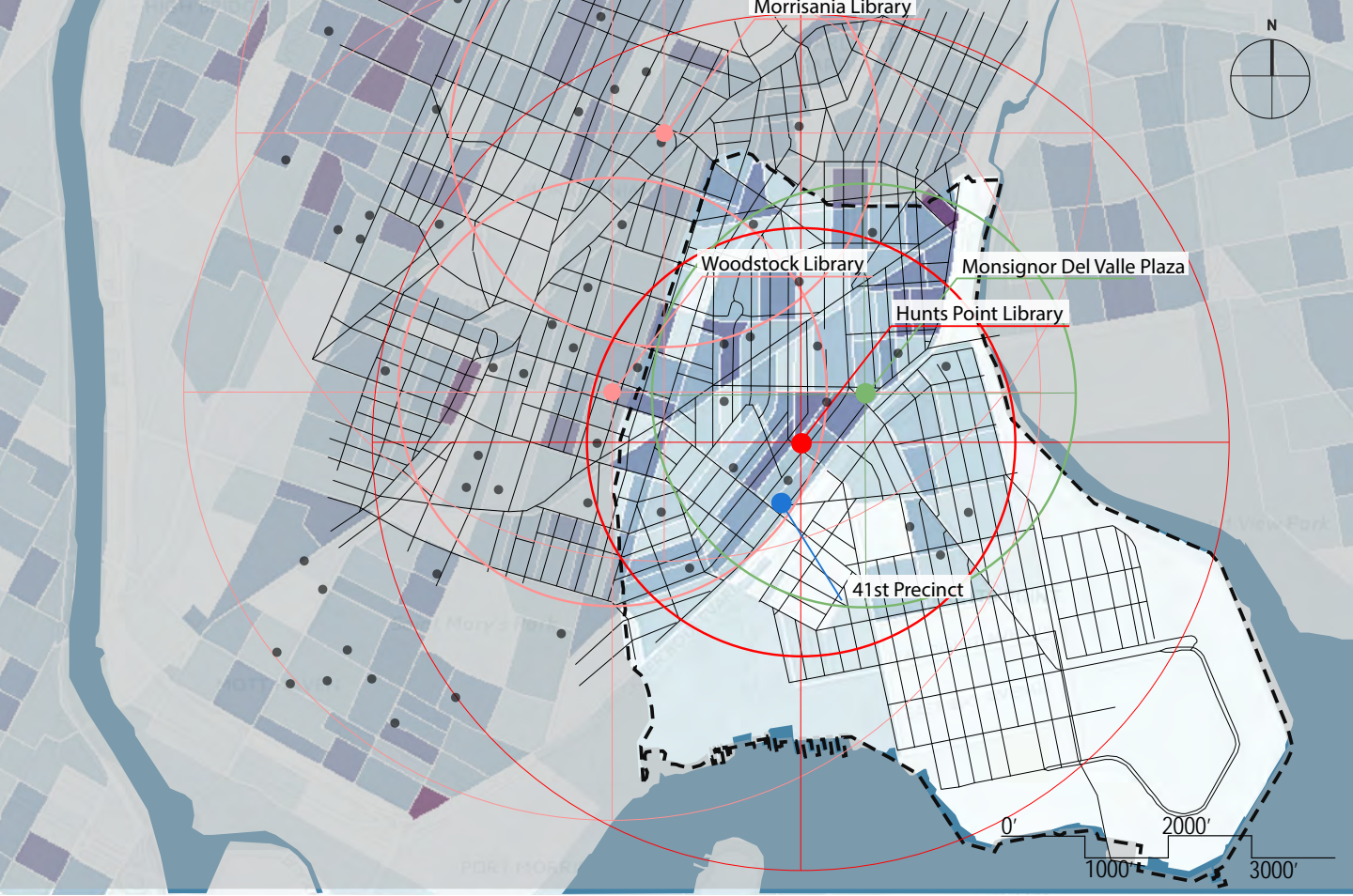
ANALYSIS
Hunts Point, Bronx

Population Density (2000-2013)
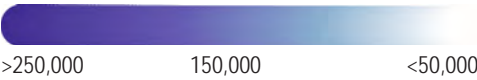
>250,000   150,000   <50,000

Libraries and other public facilities viewed within the 41ST Precinct's geographic boundary vis a vis demographic analysis based on **population density.**

1 Mile & 1/2 Radius:

◯ Main Library Branch

◯ Alternative Library Branch

◯ Monsignor Del Valle

● Schools
   (Public, Private, & Religous)

Morrisania Library

Woodstock Library — Monsignor Del Valle Plaza

Hunts Point Library

41st Precinct

0'   2000'
1000'   3000'

Libraries and other public facilities viewed within the 41ST Precinct's geographic boundary vis a vis demographic analysis based on **income.**
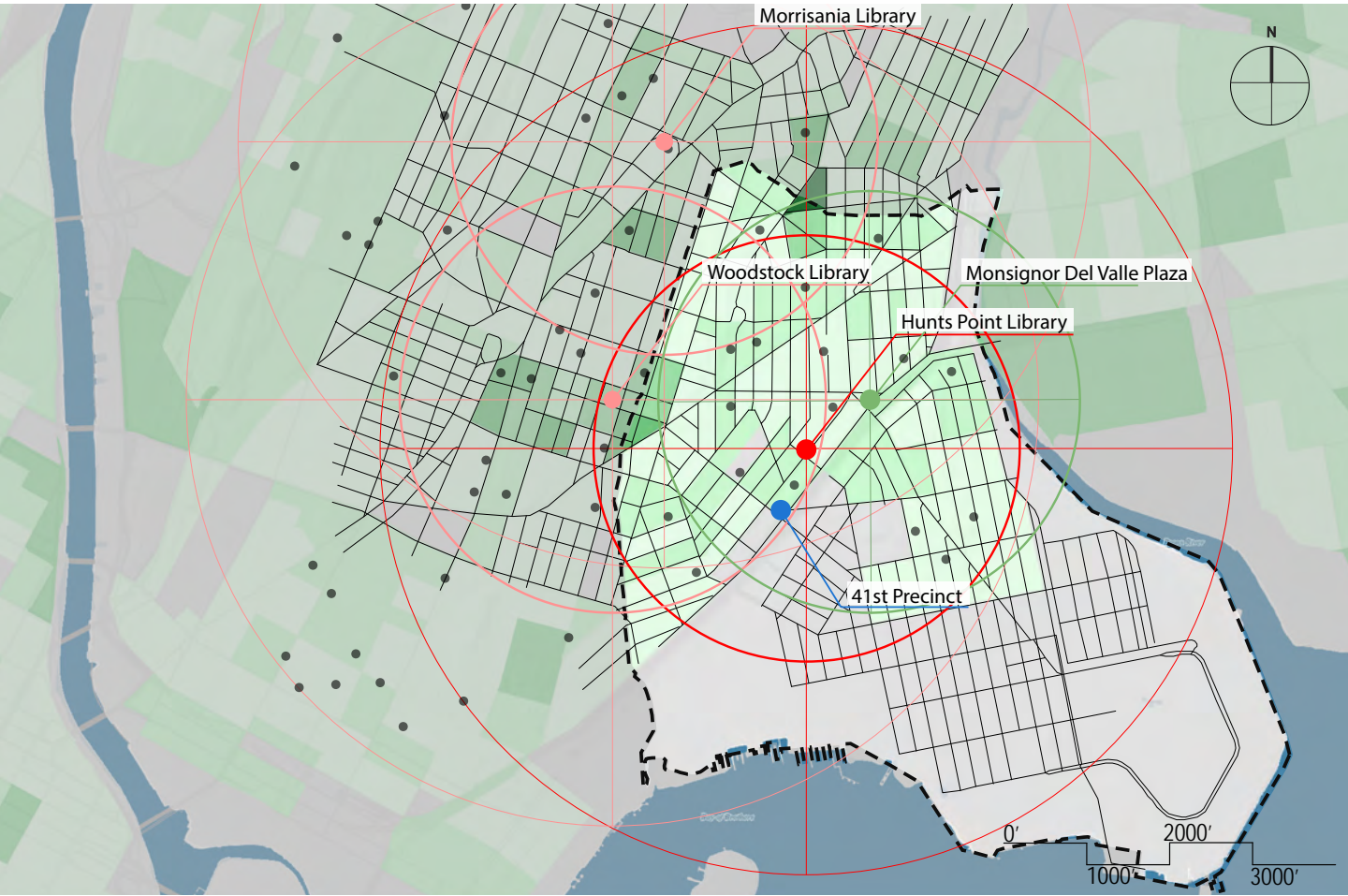
ANALYSIS
Hunts Point, Bronx

Median Household Income (2005- 2009)

<25 K   25-45 K   >105 K

1 Mile & 1/2 Radius:

◯ Main Library Branch

◯ Alternative Library Branch

◯ Monsignor Del Valle

● Schools
   (Public, Private, & Religous)

ANALYSIS
Hunts Point, Bronx

Communities of Color (2005-2009)

100%   80-60%   20-.5%

Libraries and other public facilities viewed within the 41ST Precinct's geographic boundary vis a vis demographic analysis based on **community of color.**

1 Mile & 1/2 Radius:
○ Main Library Branch
○ Alternative Library Branch
○ Monsignor Del Valle
○ Schools
● (Public, Private, & Religous)
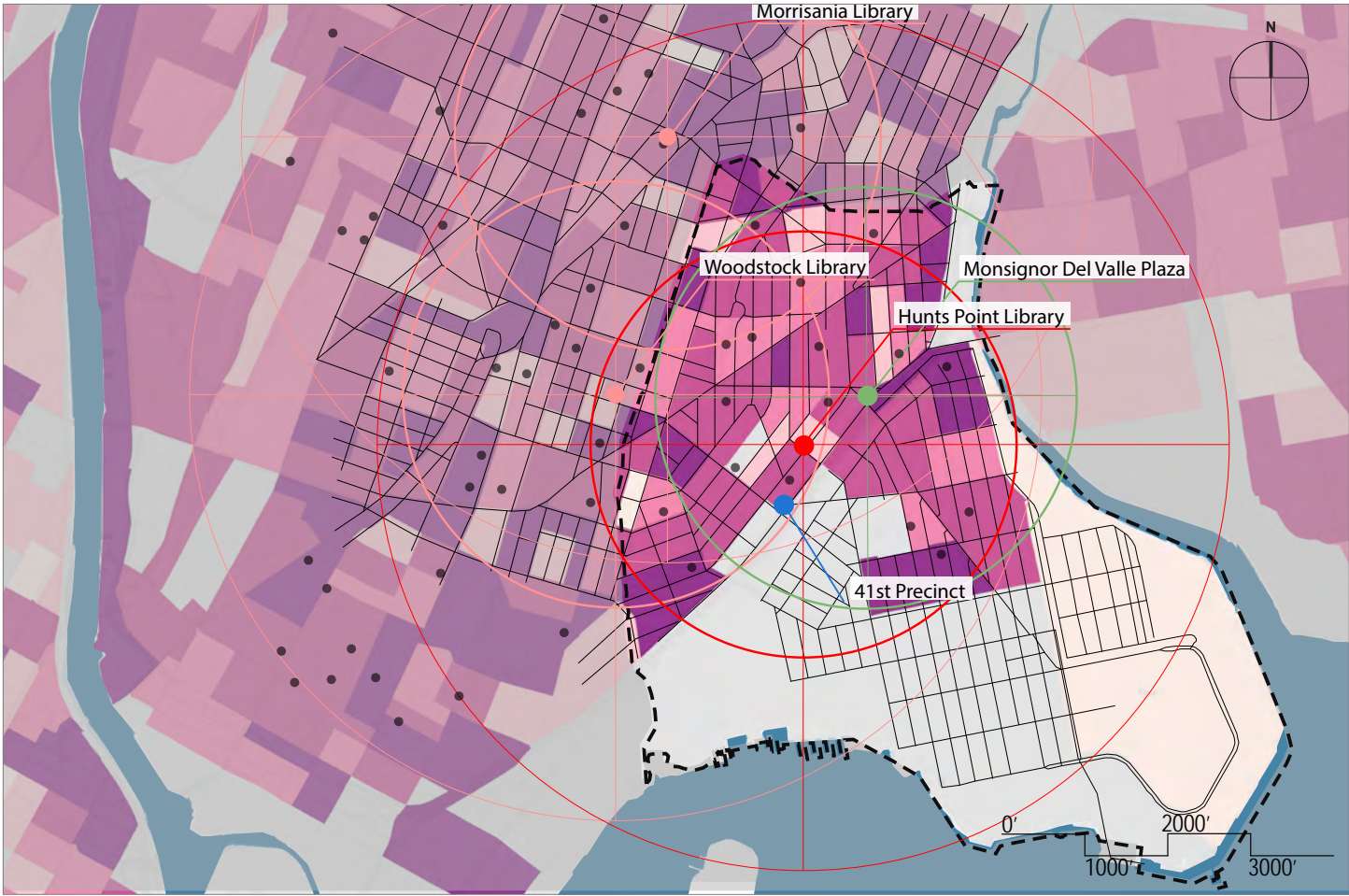
Libraries and other public facilities viewed within the 41ST Precinct's geographic boundary vis a vis demographic analysis based on **youth population.**

ANALYSIS
Hunts Point, Bronx

Communities of Youth (2005-2009)

100-40%   20-30%   10-.3%

1 Mile & 1/2 Radius:
○ Main Library Branch
○ Alternative Library Branch
○ Monsignor Del Valle
○ Schools
● (Public, Private, & Religous)

Hunts Point Library

877 Southern Blvd,
Bronx, NY 10459

Built in 1929, it is one of the last 93 Carnegie branch libraries.

Architect:
Carrere and Hastings

The Hunts Point Library is part of the New York Public Library system of 93 libraries. Hunts Point Branch Library is one of the 35 branch libraries that are located in the Bronx. It is also one of the original 9 Carnegie Libraries that were built in this borough six of

which are still in use, one is adapted to a preschool and two have been replaced with new construction.

Hunts Point Library was the last of the Carnegie Libraries to be built in New York City In 1929 by the Architects Carrere & Hastings. The building sits on a lot size of 8,000 sq. ft. (100' x 80') with a footprint of 6400 sq. ft. Combined building size is about a single story, a freestanding garage which is separated from the main building with a driveway was built for the 'Bronx Book Wagon', which circulated throughout the borough.

The two-story library had an expansion during 1935-38 with a two story addition in the back of the building for additional activity space. Later, in 1996 all windows were replaced and in 2002 the interior and the exterior were renovated. The building is a historic landmark since 2009.

The building is classically inspired and symmetrically organized wherein 1/3 of
the long side of the rectangular building is reserved for service areas, two staircases and librarian offices leaving the rest of the structure's interior space wide open.

While the lower level is for adult accommodation, the second level is reserved for youth imbued with workstations as well as reading and storytelling areas. Unfortunately, the publicly accessible restroom can only be reached by passing through the group study room. Which is not allowed when there is a program or group in session. During our visit we observed that the library was well attended and the circulation desk was busy. However, the security guard's presence was felt and the door from the ramp for handicapped access was closed/locked. Also, the lower level interior seems, although stately, too dark.

Top: Entrance and Closed off street next to library

Bottom: Second level, Bottom Right: View from stacks on level 1
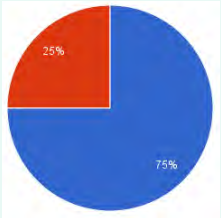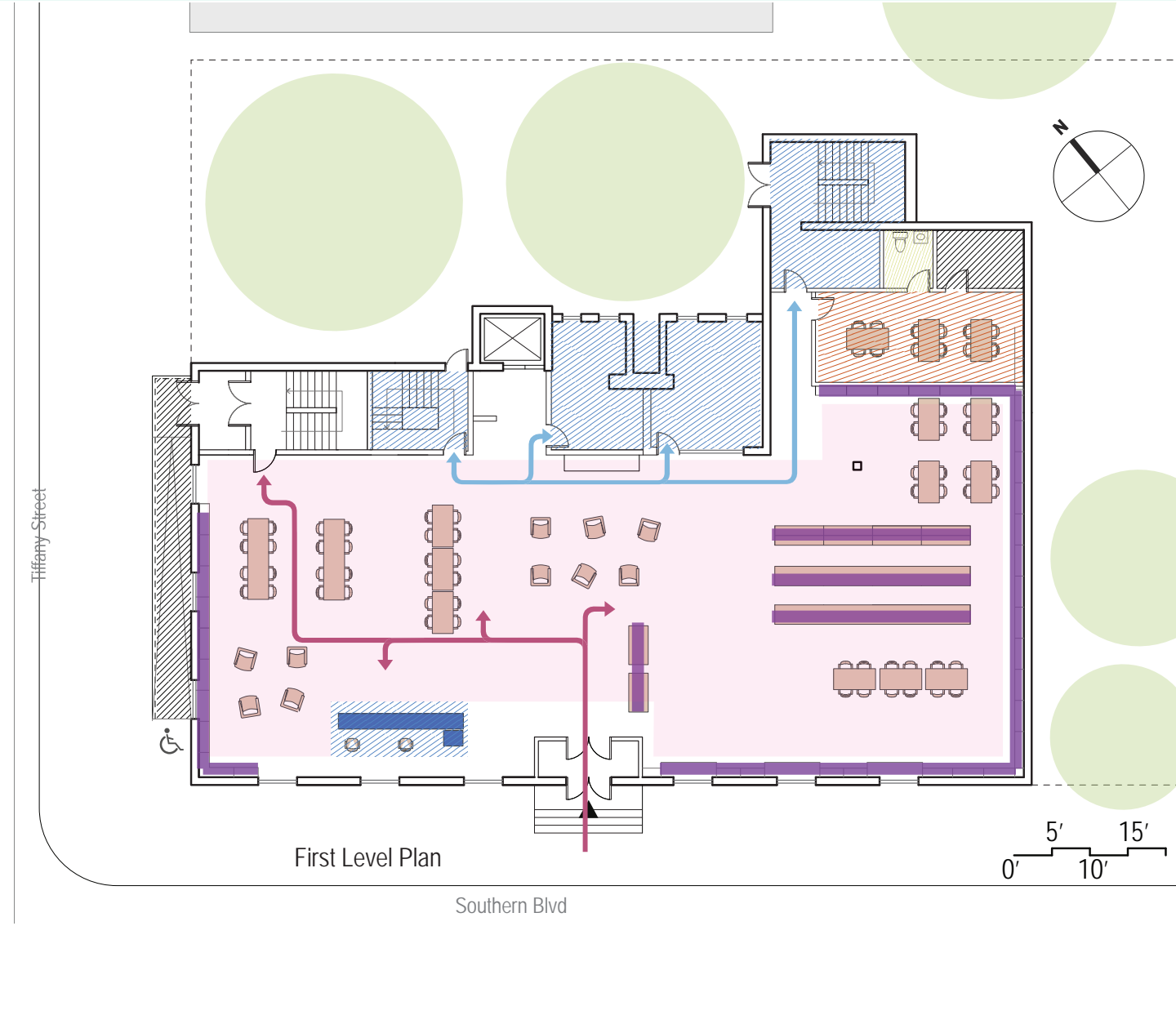
Tiffany Street

Main Desk

First Level Plan

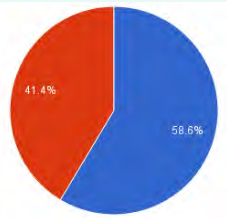Southern Blvd

5′ 15′
0′ 10′

Tiffany Street

First Level Plan

Southern Blvd

5′ 15′
0′ 10′
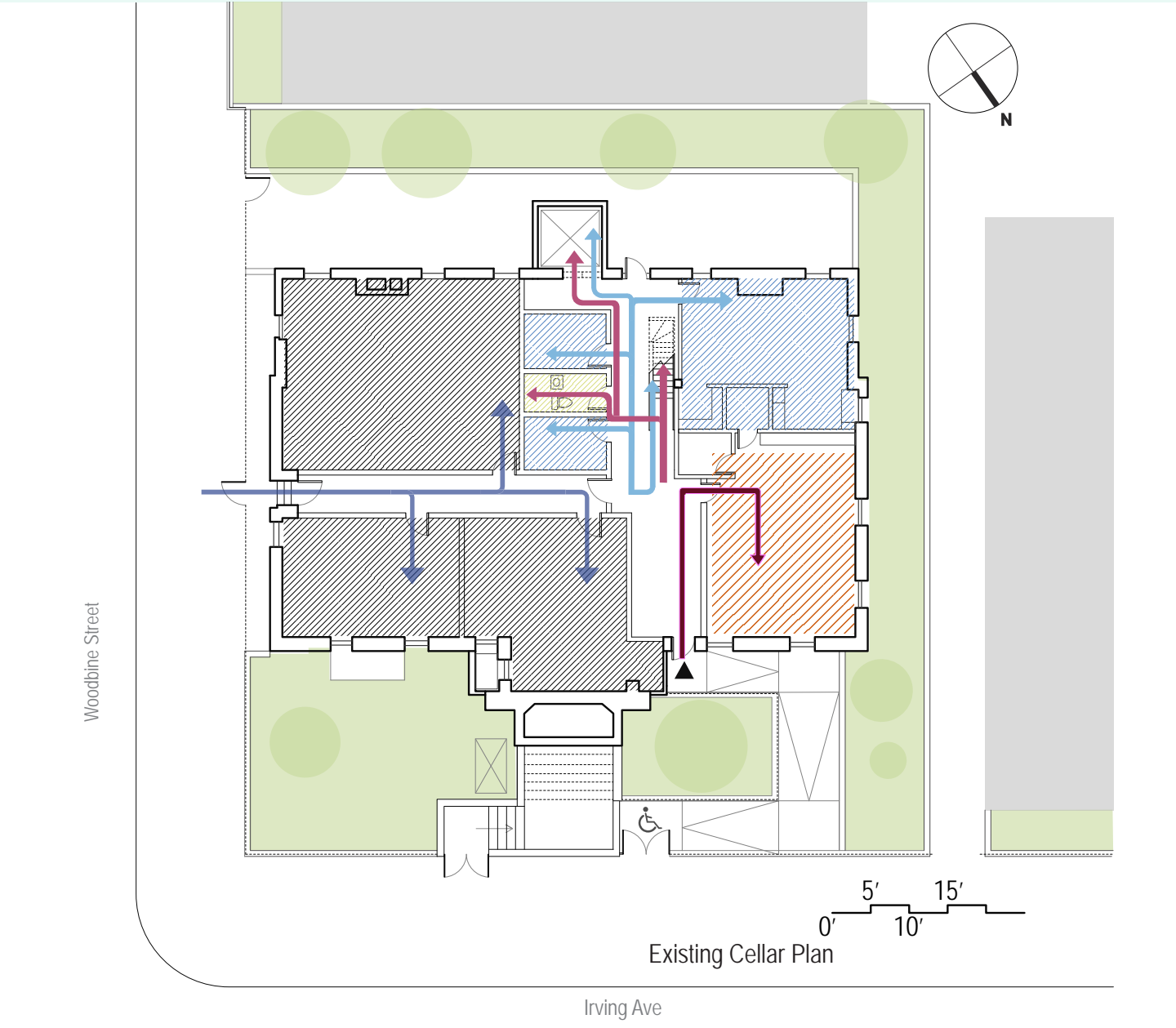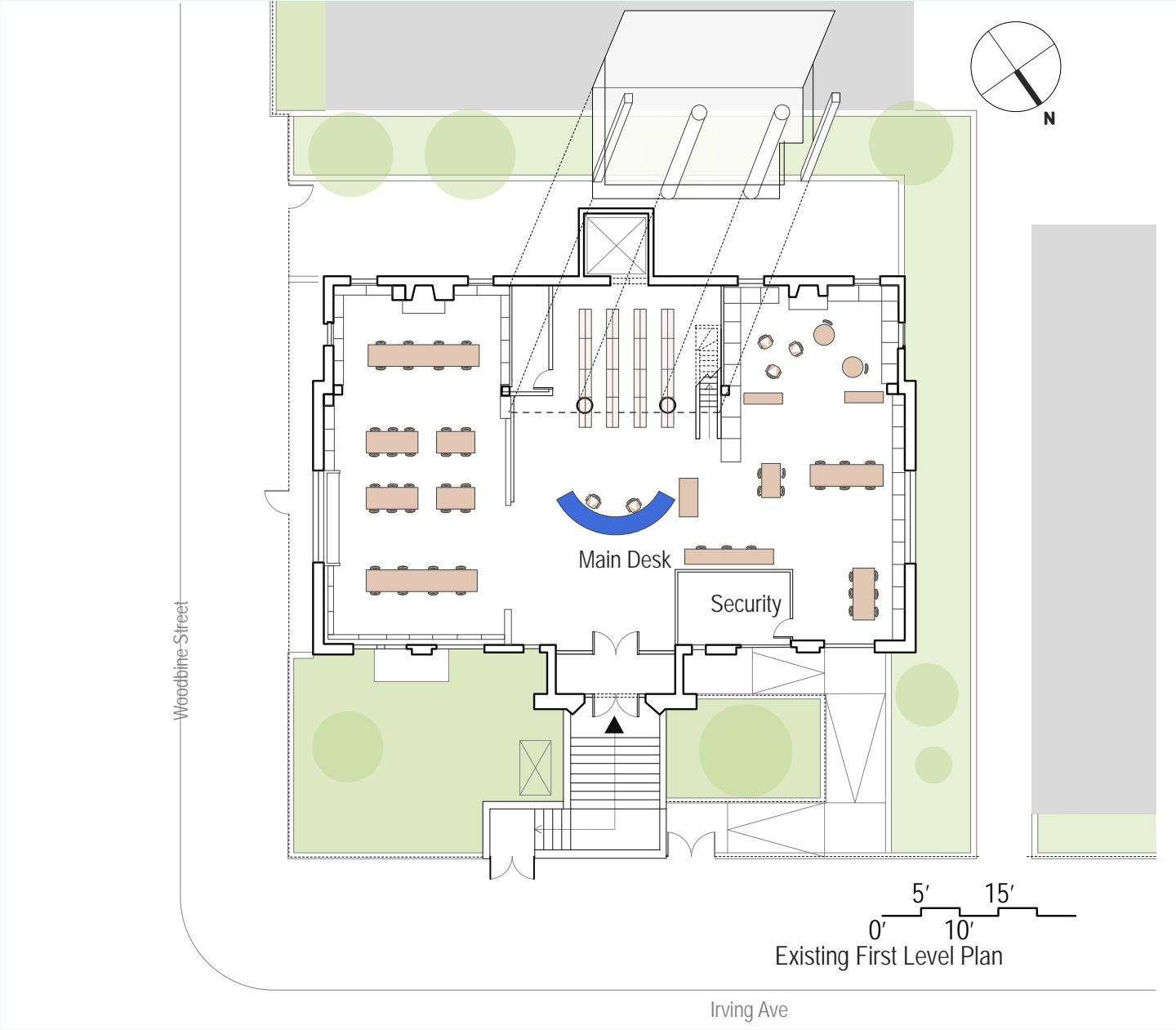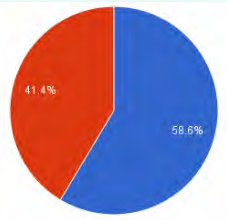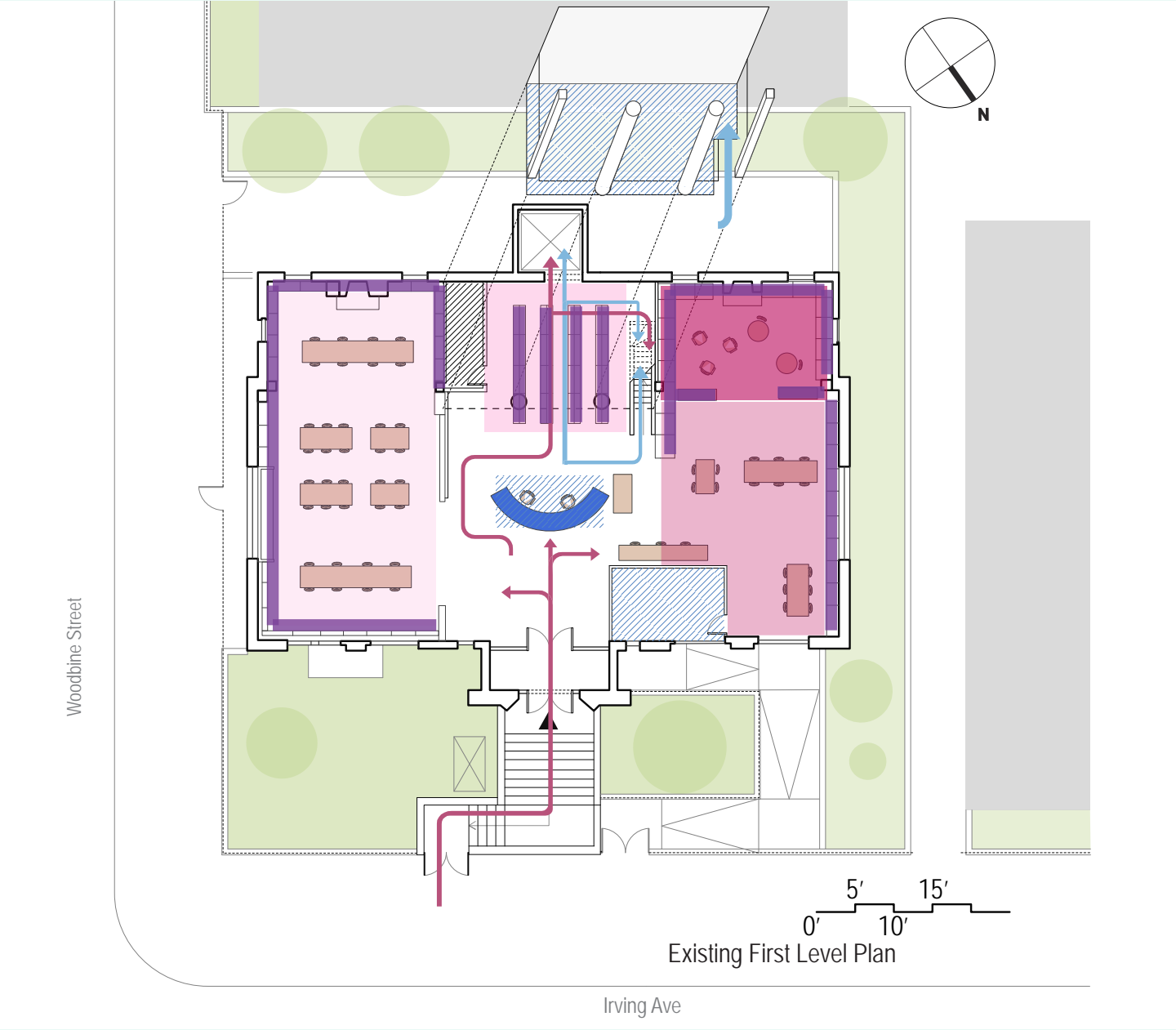
ANALYSIS for PROGRAM and CIRCULATION

Accesible 75%
Inaccessible 25 %

- Stacks
- Community
- Mechanical
- Adults
- Tweens/Teens
- Children

- Staff
- Services
- Library User
- Staff
- Maintenance
- Community

Second Level Plan

Tiffany Street

Southern Blvd

5'   15'
0'   10'

ANALYSIS for PROGRAM and CIRCULATION

Second Level Plan

Tiffany Street

Southern Blvd

5'   15'
0'   10'
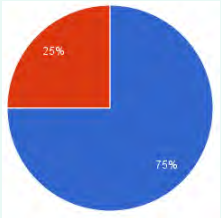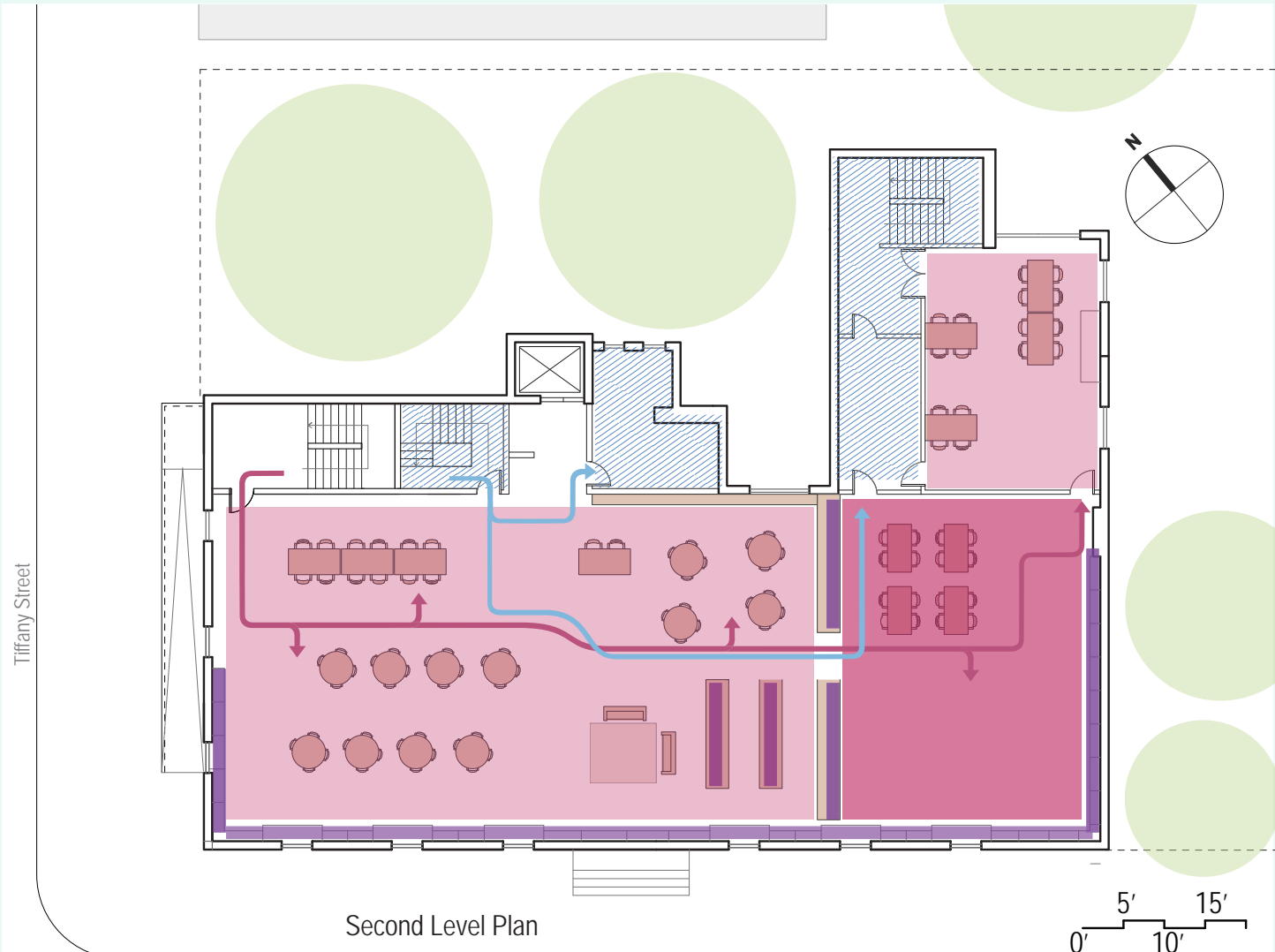
Accesible 75%
Inaccessible 25 %

- Stacks
- Community
- Mechanical
- Adults
- Tweens/Teens
- Children

- Staff
- Services
- Library User
- Staff
- Maintenance
- Community

41 Precinct

1035 Longwood Ave,
Bronx, NY 10459

Constructed: 1994

Architect:
Elemental Architecture, LLC

The 41st Police Precinct is located on 1035 Longwood Avenue surrounded by Bruckner Boulevard on the south-east and Southern Boulevard facing north-west. On the corner of Bruckner Boulevard and Longwood Ave, a deep setback creates a triangular plaza with mature trees from where a ramp and stairways give way into the main level, while the second floor hovers above on the exterior, protecting the entryway from the elements. This emphasis on the entryway to the police precinct was totally downplayed at our other study location in Bushwick, Brooklyn.

The L-shape building lot is extensive, taking up the entire Longwood Ave side with more than 1/3 of the block facing Bruckner Blvd. The parking lot is surrounded first by a brick wall, which is seamlessly continued from the building façade and blocks the view from the street into the parking lot activities.

The 41st Precinct was designed by Elemental Architecture, LLC and built in 1994. Although dated in style, it is well maintained.

Cellar Plan

N
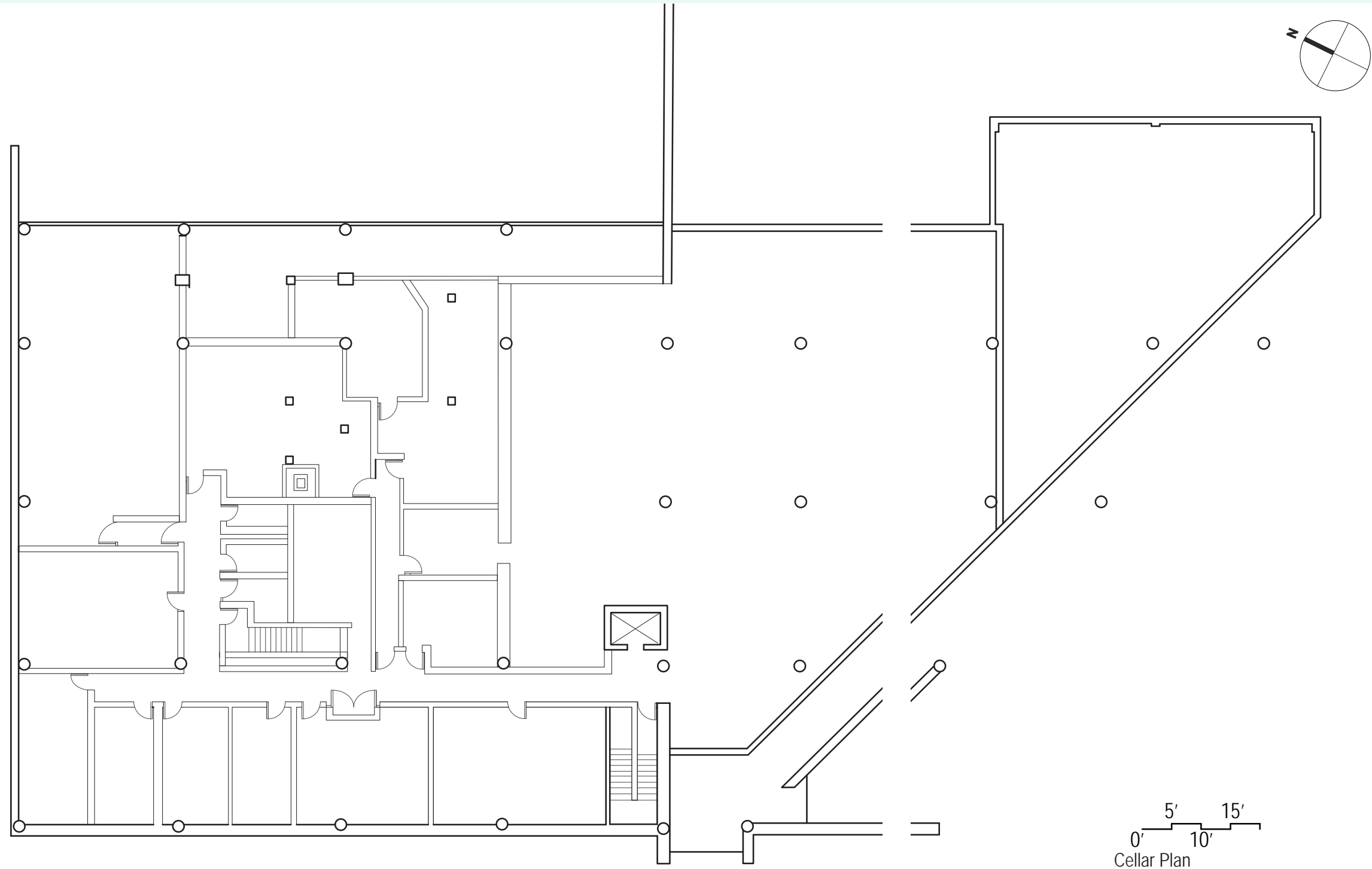
0'   5'   10'   15'

The interior organization of the building on main level as well as in basement can be viewed in two parts: the entryway runs from front to back cutting the building into two. The square half of the building holds many office rooms for accounting and operations which are accessed from a looping, interior hallway. The triangular, leftover space to the right of the entryway is appropriated for rooms with larger space requirements such as the muster room which also functions as the community room.

The area for nearly 18 holding cells is no longer in use and there are no plans in place for adaptive re-use of this space while the muster room is rather cramped in the back of a hallway. The second floor's geometry utilized the cantilevered footprint of the floorplan, extending hallways all the way from left to right integrating both sides of the building. Then Deputy Inspector Martine Materasso led us personally through the precinct;
we had access to every room and were impressed with the care and the upkeep. Since then we have heard that she has been transferred to a different precinct.

Police Parking

N

Muster Room

♿

Arrestee
Entrance

Control Desk

Glass
Holding Cell

Community
Entrance

Bruckner Blvd

♿

5'   15'

0'   10'

First Level Plan

M Subway

Longwood Ave

Bruckner Blvd

N

Subway

Second Level Plan

0'   5'   10'   15'

Longwood Ave

N

BBruckner Blvd

ANALYSIS for PROGRAM and CIRCULATION

Accesible 6.5%
Inaccessible 93.5%

6.5%

93.5%

5'   15'

0'   10'

First Level Plan

M Subway

Longwood Ave

Community   Staff

Holding Cell   Services

Juvinile Holding Cell   Community

Police

Second Level Plan

M Subway

Bruckner Blvd

Longwood Ave

ANALYSIS for PROGRAM and CIRCULATION

Accesible 6.5%
Inaccessible 93.5%

Community
Holding Cell
Juvinile Holding Cell

Staff
Services
Community
Police

Top: Full view of Monsignor Del Valle

Bottom: Subway stop entrance, Bottom Right: Approaching plaza from Southern Blvd.

Monsignor Del Valle

Bruckner Blvd,

Bronx, NY 10459

Named after Monsignor Raul Del Valle, an important figure to the community. He worked as a religious leader and the maintenance/repair of buildings.

Three blocks north-east from the 41st Police Precinct along the Bruckner Boulevard, 163rd Street delineates one urban grid as it cuts through another creating a triangular open space, where Hunts Point Avenue describes the third side of the Monsignor Del Valle Square. The radial pattern clearly accentuates that the plaza is not square shaped. The building for the NYC Department of Parks and Recreation marks nearly the center of the circular brick pavements that is further emphasized by a radial pattern and landscape steps… The building shields the square from the Bruckner Boulevard as well as the Bruckner expressway ramp. Riddled by bus and subway stops, the square is certainly crowded during rush hours becoming rather an un-enchanting environment to be considered as an urban plaza for community gathering.

East 163 Street

Simpson Street

Southern-Boulevard

Bruckner Boulevard

ANALYSIS

- ▬ High Load Traffic
- ▬ Medium Load Traffic
- ▬ Light Load Traffic
- ▬ LowTraffic
- ● Plaza
- ● Commercial
- ● Mixed Use
- ● Institutions
- ● Residential

Other than the landscape steps there is no urban furniture to create personable areas in the square. A handful of trees on the site are also in total neglect.

Commercial Corridor

East 163rd St.

Hunts Point Ave.

Bruckner Blvd.

Shade/Cooling

Green Space

Public Gathering Area

Seating/Resting

Commercial Corridor

JUSTICE

SAFETY

SOCIAL WELLBEING

JOBS

10′
0′ 20′
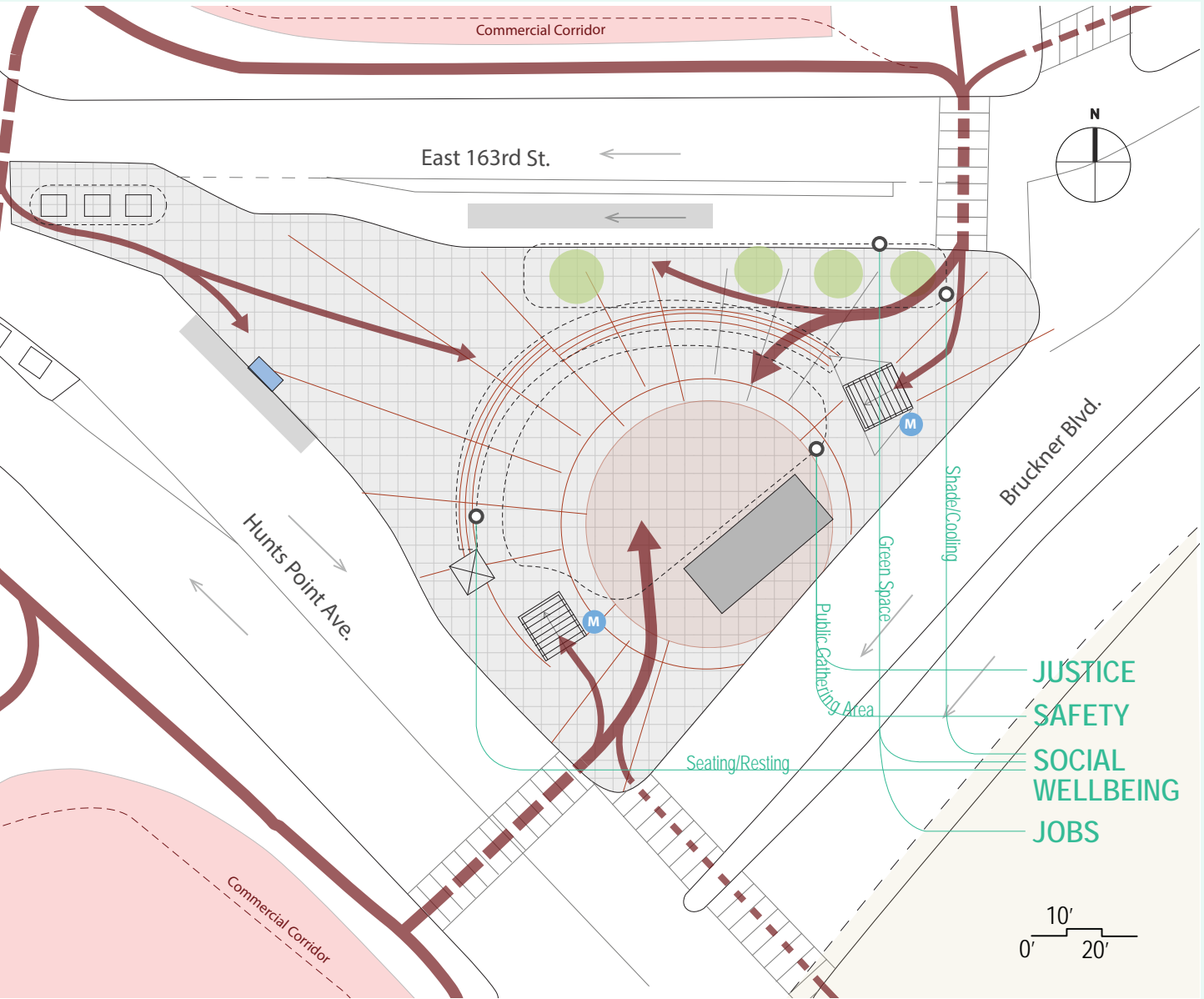
ANALYSIS

- ● Street Parking
- ● Bus Stop
- ● Institutions
- ● Green Space
- ● Commercial
- ● Street Parking

6. Public Facilities in NYC

Recent Collaborations with the Department of Design and Construction

One of the city's challenges is to address the existing to remain (facility) buildings as well as respond to ever growing population density and rising demands. In addition to the existing facilities, the city is building/developing new ones. We were interested to draw lessons from the City's approach to new construction and chose a few contemporary examples to review.

Elmhurst Public Library
8508 51st Ave. Queens NY 11373
Marpillero Pollack Architects

Queens Central Library
with the new addition of Children's Library Discovery Center
89-11 Merrick Blvd. Queens, NY
1100 Architects

Glenn Oaks Branch Library
256-04 Union Turnpike, Glen Oaks NY 11004
Marble Fairbanks Architects

40th Precinct Police Station
257 Alexander Ave. Bronx NY 10454
BIG (Bjarke Ingels Group)

Elmhurst
Library Branch

8508 51st Ave

Queens, NY 11373

Architect:
Marpillero Pollak Architects

Still Under Construction

The new Elmhurst Library is built in place of an old Elmhurst branch which apparently was a popular destination for generations with its gardens and resources. The new library with its 30,000 sf will double the size of the former branch, which was the second busiest circulating library within the Queens Library System. The library is expected to meet the contemporary demands with its' state of the art

technology and an interior that has invested in ambient comfort.

Mnemonic of the small scale historic (urban) fabric of the neighborhood, the library building is composed of volumes each referencing its surrounding. Although we were not able to enter the new library due to completion delays, (see image) one could see from the outside the intentions of the architect in designing both reading rooms (the Broadway and the Park Reading Room) as if they were part of outdoors rather than indoors. With the use of the structural glass and resulting transparency, the emphasis placed on the outdoor public space and the garden which reinforce this reciprocal relationship between inside and out.

More than the wall that is reconstructed by the reclaimed bricks from the

old library it is the few tall standing trees that are carefully protected and preserved as a living memory of the past times; they will offer welcome shade for future library goers or the passer by local visitors.

Elmhurst Library was our first stop during our 'recently built /contemporary public library excursion'. In preparing the list of places to visit we have reviewed the website of this branch library for the hours of operation (of the temporary library) and were taken by surprise that construction was ongoing. On the flipside, our spontaneous conversation with the onsite crew and their pride and enthusiasm about their new branch library was exciting to see.

ANALYSIS for PROGRAM and CIRCULATION
Elmhurst Branch, Queens

First Level Plan

- /// Green Space
- /// Staff
- ● Adults
- ● Tweens/Teens
- ● Children
- ● Stacks
- —— Library User

A Entry Plaza
B Community Park
C Carnegie Brick Wall
D Lobby
E Park Reading Room
F Monumental Stairway
G Main Circulation Spine
H Newsstand Kiosk
I Carnegie Room
J Main Stair
K Learning Garden

Marpiller Pollak Architects ∧

Glen Oaks Library Branch

256-04 Union Turnpike
Queens, NY 11004

Architect:
Marble Fairbanks

The 18,000 sf new Glen Oaks Branch Library replaced an old one in its place, 'one that did not have a single window onto the main street', remembers Scott Marble of Marble and Fairbanks Architects… The three story building was completed during 2013 and became immediately a neighborhood destination, rising from 26th place to 6th place for overall circulation material within weeks of opening its doors.

The library is located in an area where commercial, light industrial and residential zones come together. The adult reading room is located in the basement, extending/expanding its

boundaries to the lot-lines, while the building on the street level contracts, making room for public space over the reading room's green roof. Skylights that provide daylight for the reading area below alternate with planters and benches creating a wonderful expansive sidewalk garden.

The entrance is wonderful too, as it is pushed back into the building eliminating a visible threshold; one is already in the building/inside before passing through the front (glass) doors. A built-in bench in this covered entry nook is perfect for getting ready for the elements when leaving or waiting for the bus that stops steps away from the building.

The library is organized vertically for different age groups; the top floor is reserved for the children, the ground floor for the youth and the underground level is outfitted for the adult collection and reading.

It seems that making the building glow day and night and communicating through the façade was important

to the architects as there is a great deal of attention paid in designing its exterior skin. The word 'SEARCH' is projected through onto the front elevation while its translation in many languages covers the library's other floor to ceiling glass walls at the street level. The building's expansive use of glass allows a play of light and reflection which provides a fair amount of daylight in the interior.

The strongest lesson/image we took away from this building was the design strategy in squeezing the buildings footprint at the street level and using this space toward public and private landscaped gardens. Not only the use of this private and public space as gardens, but also the views that were created from the interior onto the greenery seem to be beneficial for the reader as well as the passer by.
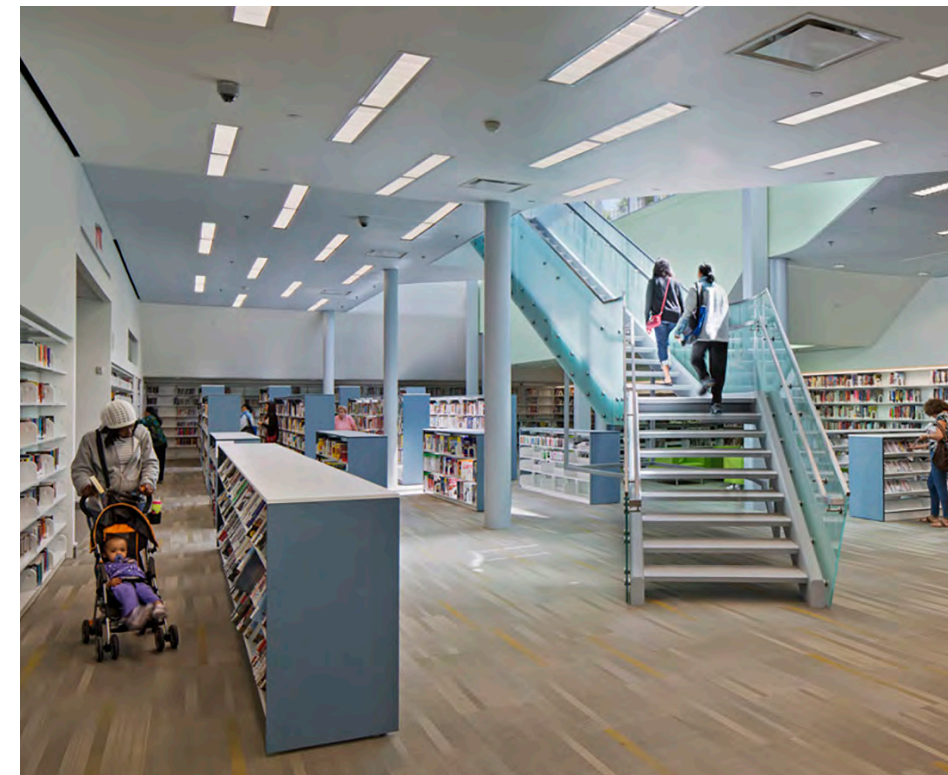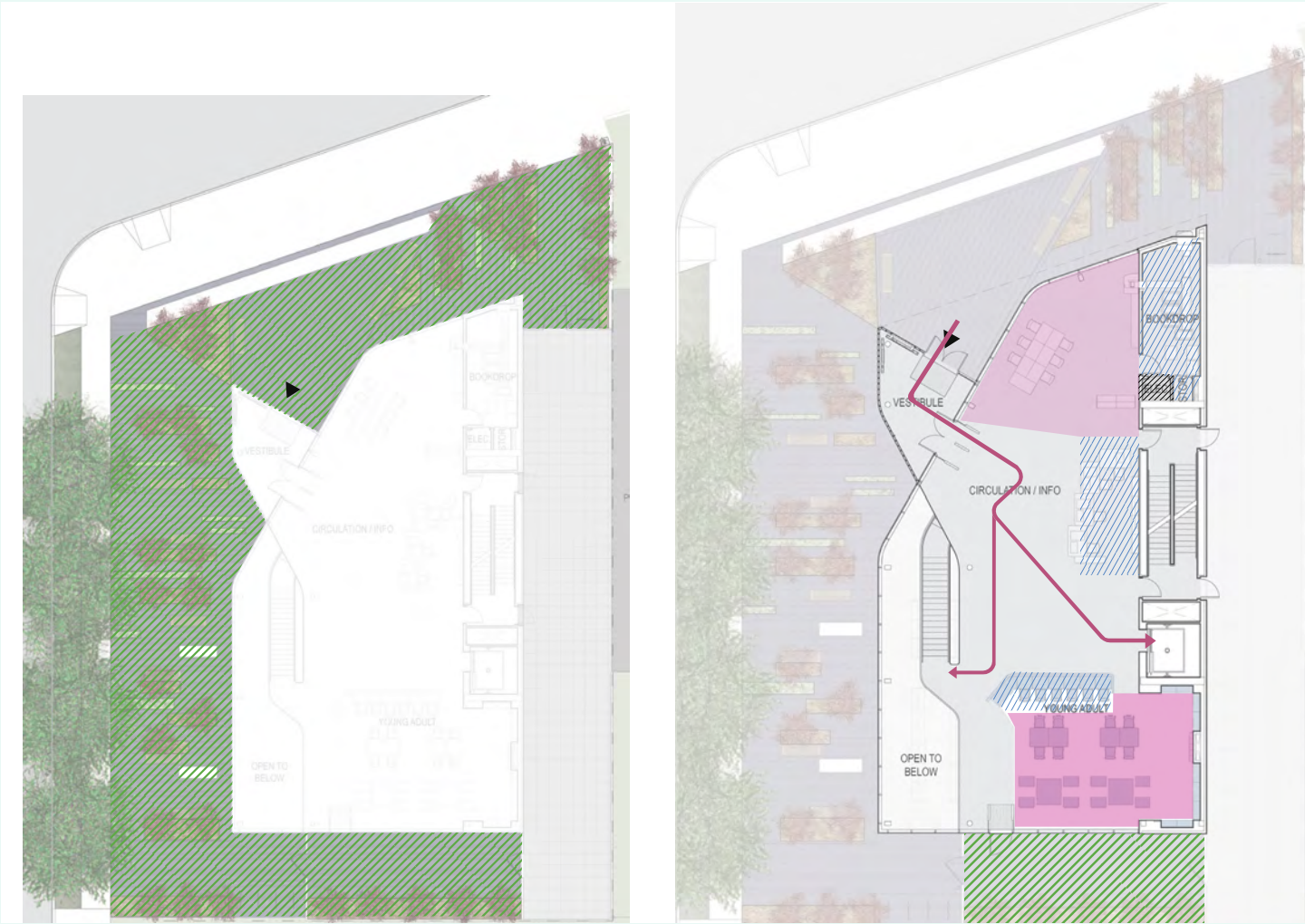
ANALYSIS for PROGRAM and CIRCULATION
Glen Oaks Branch, Queens

Landscape Plan, First Level
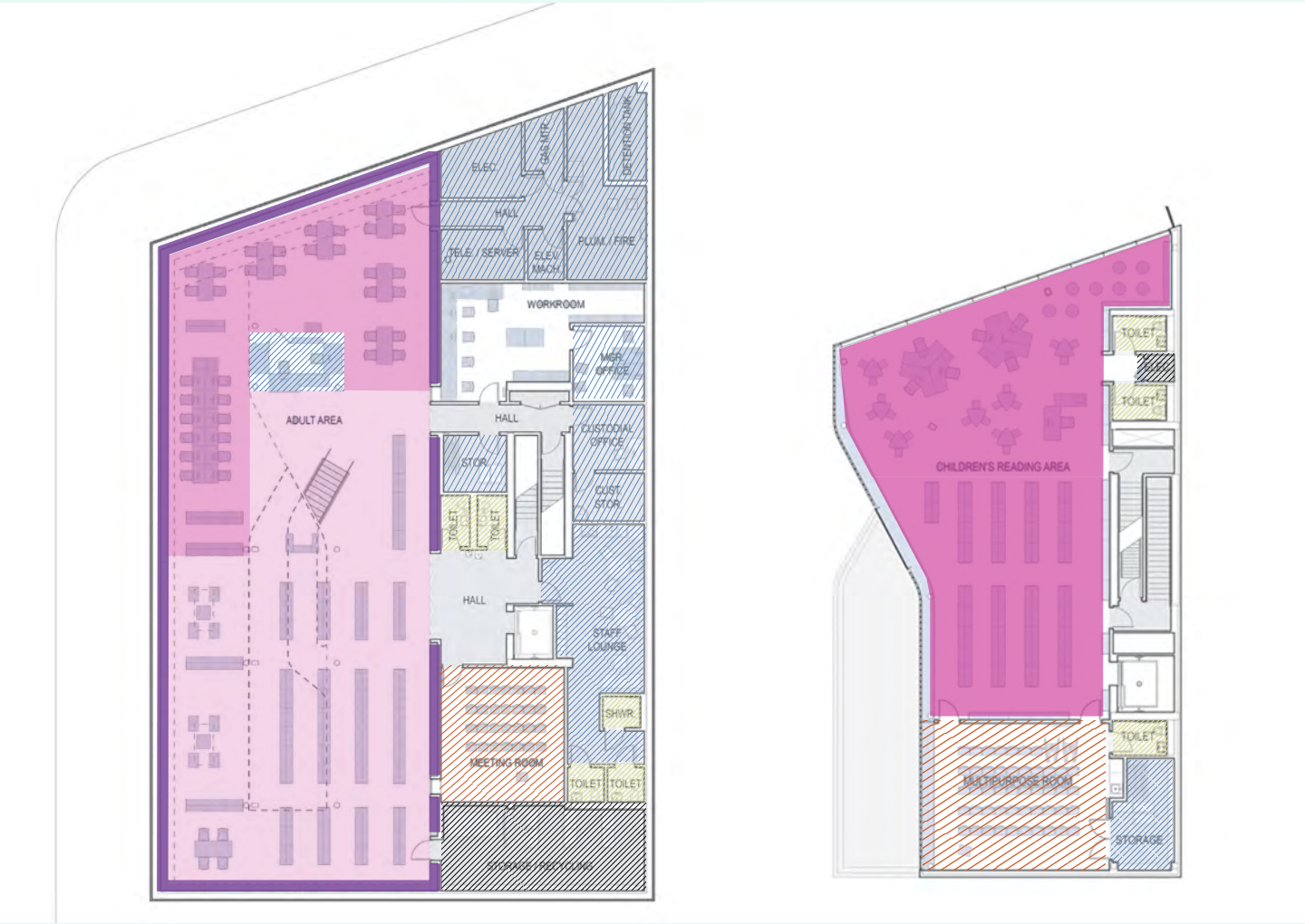
Second Level, Cellar Plan

Community
Mechanical
Adults
Tweens/Teens
Children
Stacks

Staff
Services
Green Space
Library User

Community
Mechanical
Adults
Tweens/Teens
Children
Stacks

Staff
Services
Green Space
Library User

Queens Central Library

89-11 Merrick Blvd
Queens, NY

Architect:
1100 Architects

The Children's Library Discovery Center is a 22,000 sf addition to the 275,000 sf large Queens Central Library. The addition, as part of the entire Central Library masterplan was completed during 2011's renovation of the existing building, which was originally built in 1966, continued through 2013.

The addition is a two story, light-filled open plan organized around a sculpted staircase, interactive exhibits on displays, a sizable aquarium, mobiles as well as an abstract floor map of the borough of Queens with major landmarks in a playful way for a kid-friendly experience.

It seems that the thickened perimeter wall with alternating transparent and spandrel glass façade is quite central to the design of this library addition as it is a bright spot in the neighborhood during day and night.
The exaggerated wall thickness is used to integrate seating alcoves for children to inhabit. This neither inside nor outside experience is intended to be part of the playful discovery.
The theme of discovery is further enhanced by the projects way-finding elements, iconic objects created by the Lee H. Skolnick Architecture + Design Partnership.

Juergen Riehm of 1100 Architects credits the OMA's Seattle Library and David Adjaye's Idea Stores in London is transforming the library typology from a quite place to a retail environment and how these ideas influenced their approach in designing this facility. The flexibility was emphasized to allow future change.

Visible upon entry, the curvilinear shaped information desk, emphasized by colorful lighting fixtures and floor pattern, marks a symbolic center in a large open lobby. Areas for different age groups that are spatially contained radiate out from this magnetic central space.

Although our visit was originally inspired by the new children's addition we felt drawn into the belly of the whale and the depths of the Central Library; midweek, midday the library was packed with patrons of all ages either lounging or reading. Here we found a vibrant living public facility which is hidden from the view behind the dull façade of the existing library building dating from the 60's.

The sublime beauty of the new addition, the dated exterior of the existing to remain building is perhaps not fine tuned into each other's existence but this should not take away from the successful blending of the old and new in the interior seamlessly. The sheer number of visitors is perhaps the best indicator of this library's performance.

Top: New addition to library

Bottom: Exterior and interior of windows nooks into children's area Bottom Right: Children's stacks
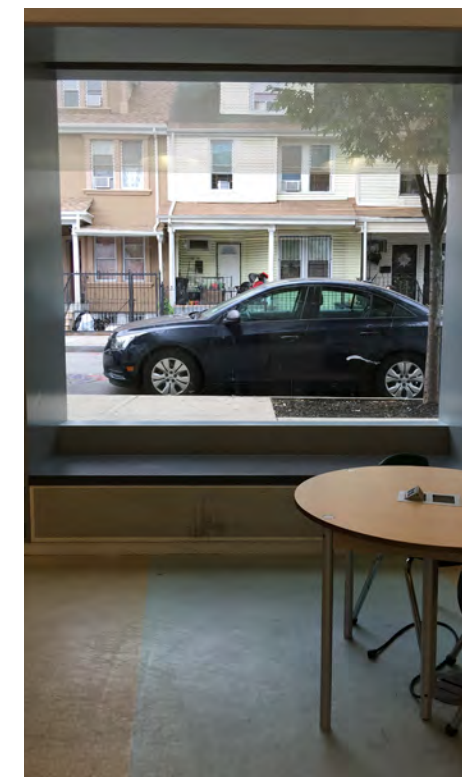
Queens Central Library
Site Plan
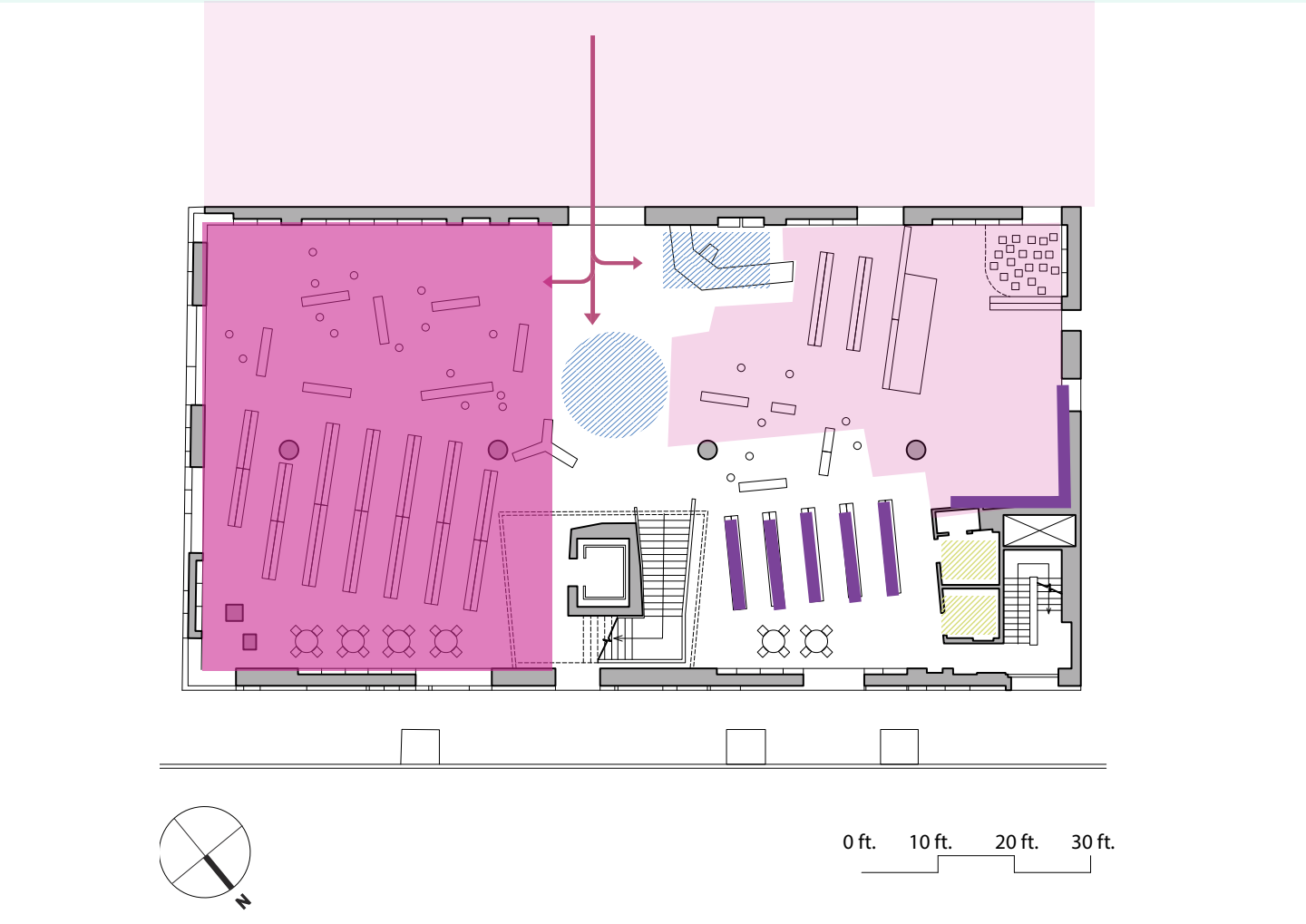
ANALYSIS for PROGRAM and CIRCULATION
Queens Central Library

First Level Plan,
Children's Section

Community
Mechanical
Adults
Tweens/Teens
Children
Stacks

Staff
Services
Green Space
Library User

40th Precinct

257 Alexander Ave

Bronx, NY 10454

Architect:
B.I.G. (Bjarke Ingels Group)

The new 40th precinct is commissioned by the City for the neighborhoods of Port Smith, Mott Haven, and Melrose of the South Bronx. Its 50 Million Dollar budget (or 70M as reported by CBS) will help develop/build the 43,000 sf building designed by Bjarke Ingels Group, also known as BIG.

It is challenging to write about a building or a concept that does not exist yet and has not passed the test of time however we can review the potential and anticipate the change that the project might accomplish through concept and design.

Beyond the promise of environmentally conscious design principles and sustainable building practices, how is this police station different from the others? With few exceptions such as the 121st precinct in Staten Island this is the first time in a while the City is investing in a new police station beyond renovating a few existing ones.

Timing of this project couldn't have been at a more critical moment where relations between law enforcement and communities of color are tender not only in the City but nationwide. It is a noble quest to look for remedies by creating equitable space where both parties can come together. Making a multi-purpose community room a major part of the street presence of the proposed police station, which will be directly accessible from the outside, is perhaps the greatest contribution of this design. Although several other police stations also have space allocated for community meetings as well as muster rooms, none were accessible directly from the outside; instead one had to enter the station, pass by the information desk (which is always in use!) in order to arrive at the community meeting room. It remains to be seen how this precinct will be received by its community when built.

Lastly we would like to touch on few details as it is highlighted in the designers' presentation, namely the exterior WALL. It seems that the exterior wall is an important building component that elicits an emotional response.

Diagrams of programatic development ∨   40th precinct site plan, Facade sections >
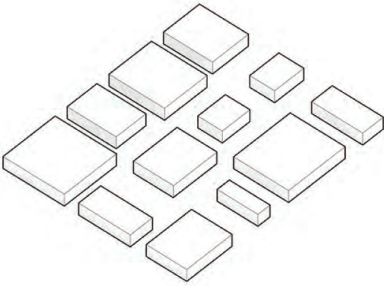
PROGRAM REQUIREMENTS

The precinct requires twelve separate program types.
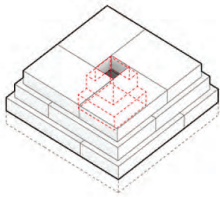
MASSING & PROGRAM ORGANIZATION

Programs are organized vertically to retain all required adjacencies and visual connections in a compact volume. Each program is represented by an individual volume, which is then stacked around a central atrium as an organizing principal.
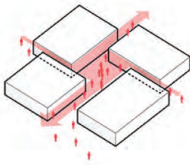
PRECINCTS WITHIN A PRECINCT

Volumes are grouped according to the relationship between each program. Separation of volumes accommodates circulation while defining each box as a separate entity within the structure. Internally, this provides individual spaces for the precinct's groups, forming an urban plan at the scale of a building. Setbacks emphasize entrances and create clearances between the precinct and adjacent buildings.
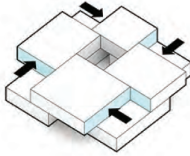
SETBACKS & WINDOWS

This system of separation and setbacks is repeated on the upper floors. The setbacks push the volumes inwards to create space for windows that are removed from the street, increasing privacy and security. They also accommodate mandatory mechanical and zoning requirements.
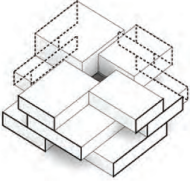
BRICKS

From the outside, the program volumes resemble a stack of boxes, unified through material expression. They can also be read as bricks, referencing the rusticated bases of early NYC precinct station houses. Rather than evoke the notion of fortification, the bricks of the 40th Precinct Station reference the various police and community functions that the building serves.
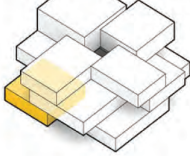
COMMUNITY

A separately accessible community room will be the first of its kind in the city. At the street-facing façade, small circular perforations in the concrete panels call attention to the special function of this particular programmatic block, allowing for transparency that is essential to the NYPD's plans for this new kind of public space.
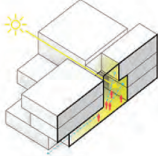
ATRIUM

All program areas, entrances and circulation routes are oriented towards the central atrium. This allows for complete oversight from the main desk while maintaining visual relationships between all floors. Clerestory windows at the upper level bring daylight into the building's core.
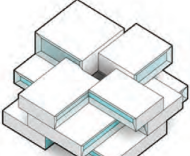
PERIMETER FAÇADES + SETBACK FAÇADES

All perimeter walls are kept solid in sandblasted, pre-cast concrete panels, while setback facades are composed of polished concrete and reflective materials to contrast the solid perimeter walls. Angled panels surrounding the windows are tapered to continue the notion of 'pushing in.' Where mechanical equipment must be set back from property lines, glass is replaced with perforated metal to conceal equipment while allowing for airflow.
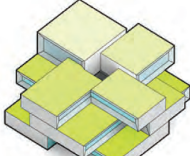
GREEN ROOF

The 40th Precinct will be the first in NYC to have a green roof. Each roof will have a unique sedum covering, visible at each level from the office interiors.

Source from B.I.G. website

E. 149TH ST.

ST. ANN'S AVE.
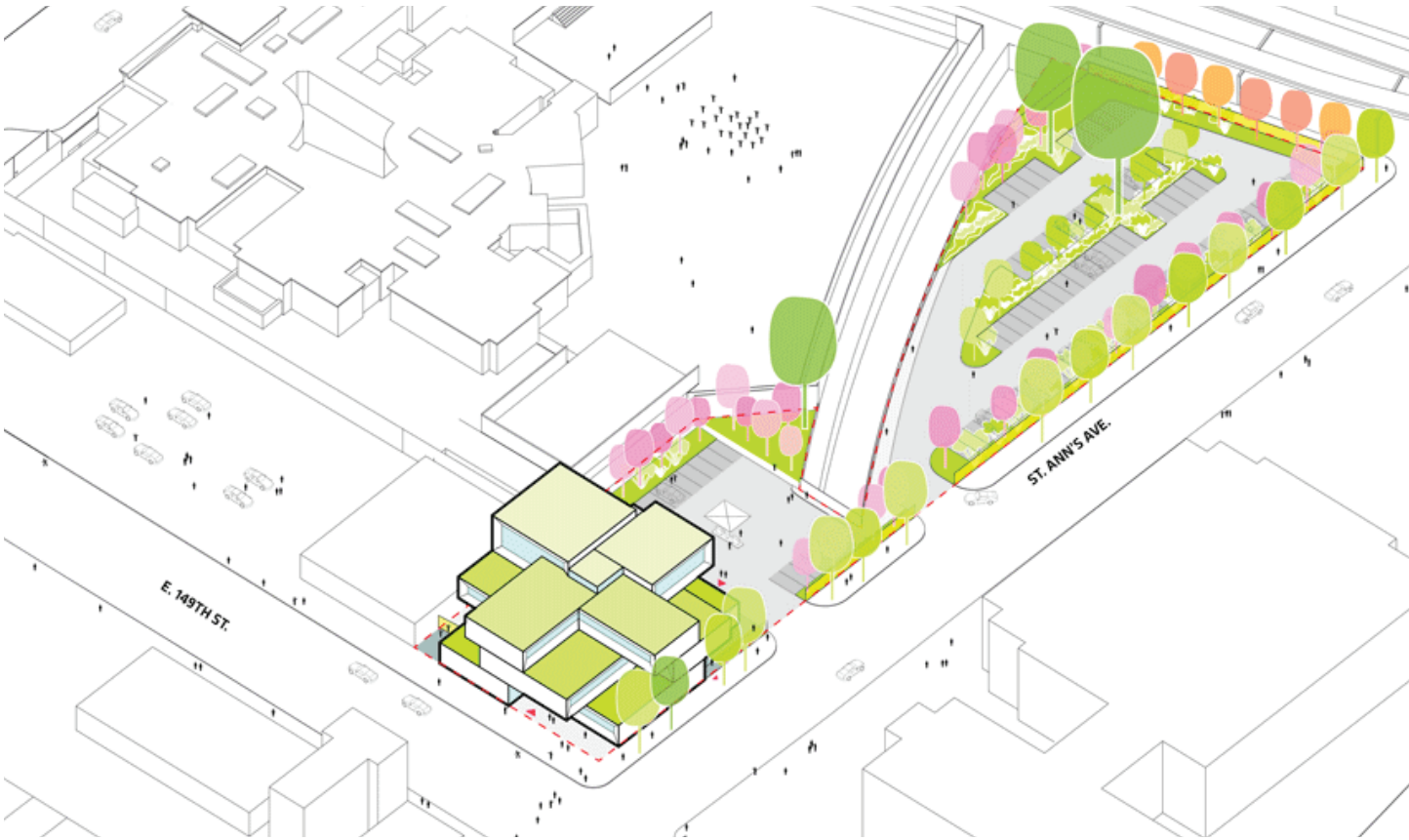
STACKING   **OVERHANG**   **COMMUNITY**

5. Best Practice Interviews

In order to understand the term 'Equity' in relation to public buildings and public spaces we began looking for references and related text. The urban/civic infrastructure is defined in its simplest form as 'the basic facilities, services, and installations needed for the functioning of a community or society, such as transportation and communications systems, water and power lines, and public institutions including schools, post offices, and prisons'.

Perhaps the utilitarian/hard infrastructure that is necessary for transportation and communication has a greater longevity then the soft/civic infrastructure since the latter is directly related to the society/community it is designed for. Public facilities, like the ones that are the core of our study, are civic infrastructures, providing services in the urban, public life for social wellbeing, continued education, safety and social justice and in some instances, are the only lifelines for the underserved communities.

The present challenge identifying the pressing needs of urban life lies in the component of our cities as it is constantly evolving. There is a need to develop an understanding of how to respond to the demographic, cultural and ideological changes.

In order to unpack the full potential of the term EQUITY on our built environments for our study we shifted our focus to design disciplines in addition to the social sciences and began interviewing a select group of architects. Our select group of designers have worked on public buildings and some have recently collaborated with the Department of Design and Construction.

Also, to facilitate informed conversations with our guests we gave a brief description of 'Equity' as how we understand the term in relation to the research project.

We have acknowledged that 'Equity' in the context/realm of public facilities of urban living is access to essential civil/social services involving social wellbeing, safety, education and social justice. As a directive coming from the mayoral office, free of specificity in regard to age, gender, race, socio economic backgrounds and immigration status, EQUITY could be interpreted simply in two ways: Equality and Equity. The notion of equality may refer to giving everyone the same whereas the notion of equity is recognizing that there are disadvantaged communities and making sure that their needs are met.

"Cities are the summation and densest expressions of infrastructure, or more accurately a set of infrastructures, working sometimes in harmony, sometimes with frustrating discord, to provide us with shelter, contact, energy, water and means to meet other human needs. The infrastructure is a reflection of our social and historical evolution. It is a symbol of what we are collectively, and its forms and functions sharpen our understanding of the similarities and differences among regions, groups and cultures. The physical infrastructure consists of various structures, buildings, pipes, roads, rail, bridges, tunnels and wires. Equally important and subject to change is the 'software' for the physical infrastructure, all the formal and informal rules for the operation of the systems"

Robert Herman and Jesse H. Ausubel,
'Cities and Their Vital Systems: Infrastructure Past, Present and Future' (1988)

Designers / Planners / Implementors

Katie Sheehy
City of Seattle, Office of Community Planning & Development

Michael Jenkins
Director, Seattle Design Commision

David Burney
Director, Urban Placemaking and Management, Pratt Institute

Deborah Gans & Jim Garrison
FAIA of GANSstudio + Jim Garrison of Garrison Architects

Jonathan Kirschenfeld
Founder of the Institute for Public Architecture

Jonathan J. Marvel
Marvel Architects

Interview Questions

Part I

When designing a public facility, who is your client? Who do you think has the most influence on shaping the facility?
We have found that public facilities, such as those under study, are directly tied to community needs.
In your practice, how are community needs identified and how do they inform your design?
Can this process of community need identification be enhanced?
Do you see a role for DDC and the Design for Excellence program in bridging the community and the designer?
How do you differentiate the culture that exists in each facility type and how do you try to provoke that culture as it relates to the end users, i.e. the public?
Is equity expressed differently in each public facility?

Part II

How do you perceive "equity" as it relates to the built environment?
How does equity manifest itself as spatial organization or spatial formation?
What is your current approach to equity in designing public facilities?
Can you give an example of an equitable space?
How does design further equity?

In Conversation with

Seattle Design Commission

Katie Sheehy
City of Seattle
Office of Community Planning & Development

Michael Jenkins
Director, Seattle Design Commission
Office of Community Planning & Development

The City of Seattle has, for 10 years, been spearheading a racial equity initiative aimed at eliminating racial disparities and achieving racial equity. RSJI, The Race and Social Justice Initiative, began in the City's Office of Civil Rights and has grown to a citywide agency directive to "end institutionalized racism and race based disparities in City government". They have developed a Racial Equity ToolKit "designed to assist departments to analyze the racial equity impact of policies, programs, initiatives and budget issues".

When reaching out to the Seattle Office of Civil Rights, Brenda Anibarro, their Policy Manager directed our inquiry to the Office of Community Planning & Development (OCPD) and the Seattle Design Commission. Brenda's office identified these offices as key racial equity partners who could offer thoughts on how the City of Seattle is "carrying out" RSJI.

Katie Sheehy a City Planner has been implementing RSJI in the planning for neighborhoods. Ms Sheehy helped to develop the City's comprehensive plan with racial equity in mind. She stressed her interpretation as design guidelines being different and separate from planning & policy work but felt her comprehensive plan work provided good context for the Design Commission's work.

Michael Jenkins, Director of the Seattle Design Commission evaluates any capital project requiring City approval and is primarily focused on new projects. As such he is responsible.

for evaluating capital projects through the lens of equity. He expressed challenges overseeing and keeping up with the capital projects of all departments. Positioning the Design Commission within OCPD is helpful as they have knowledge of projects at the conceptual and planning phases. Allowing for the equity review to take place very early on in the development of a public facility.

Michael mentions how the Design Commission has been getting involved in the design of RFP's, architect selection, pre design and review at 15%, 30%, 60% and 90% design.
He expresses that the underpinning of projects is where issues of equity lie.

The Design Commission, under Michael's leadership, began asking a series of questions to assist them in their initial equity reviews: When creating public places how are you designing with equity in mind and how do you measure that? How do they bring an equity framework to their work? How do we even get our hands around equity?

As an answer they looked to the City's foundational directive of racial equity and made a decision to also lead with race. To answer the questions surrounding their own contributions to ensuring racial equity, they began reviewing some of the designs they had evaluated which had become realized projects. They began thinking about how they measured equity in terms of the physical improvements generated by the realized projects.

Next step was to hold a workshop in which designers, elected officials and City employees with three invited guest speakers including Justin Garrett Moore from NYC's Public Design Commission, an academic who writes on equity and landscape and another whose research is focused on the intersection of culture race and landscape. Collectively the group looked at 3 recently completed parks through a charette style site evaluation. Teams reported back on their perceived equity of the site.

Michael reflected on the workshop, stating that analysing the sites post completion/occupancy enabled the design commission to reflect on design elements which were successful and those that had been "co-opted" and had not achieved the intended outcome.
Michael expressed the Commission's resistance to creating actual design guidelines. He finds them very compelling in some ways but is also concerned about the line they draw and the potential loss of flexibility that comes with dictating them.

As an alternative, they have currently opted to create a policy document which is used to both assess a design as well as evaluate an existing site. According to Michael, this site evaluation gauges how could or would the broadest number of people interact with the space and how would they get there.

The Commission as a whole seeks for projects to be more up front with their engagement strategies. Engagement is one fundamental policy the Commission has been clear about when first reviewing a design…."it is not just simply was their community engagement, not just who was engaged but how did the designer engage, when, for what and in what manner did they engage and how did that engagement affect the program, the building and the site'. The Commission asks designers to demonstrate the design outcomes of their engagement at the first meeting and throughout design.

Within this context of engagement, Michael referenced the design and eventual stop of the Seattle North Precinct. He reflected on the Commission's perceived importance and appreciation of the design elements and programming not associated with the operations of the precinct; the large open space lawn, community room and adjacent open amphitheater. The Commission thought these elements were important to better the community's perception of the police. However, due to community push back rooted in the Black Lives Matter movement and an emphasis on a ballooning budget, the project has been put on hold. Michael laments….."Every architectural theme about transparency was there…..but yet..."

"Seattle's Office of Community Planning & Development is focused explicitly on race as the foundation of equity."

Katie Sheehy, City Planner, Seattle's Office of Community Planning & Development

…."it is not just simply was their community engagement, not just who was engaged but how did the designer engage, when, for what and in what manner did they engage and how did that engagement affect the program, the building and the site".

Michael Jenkins, Director, Seattle Design Commission

In Conversation with

David Burney

Pratt Professor, Program Coordinator
M.Sc. Urban Placemaking & Management
Former Commissioner, NYC Department of Design & Construction

David Burney, currently a colleague at Pratt Institute, served as Commissioner for the Department of Design & Construction (DDC) for over 10 years. During David's tenure under Mayor Bloomberg, DDC created and implemented the Design and Construction Excellence program. Introducing quality based selection criteria for the procurement of design services. The following text is an aggregation of several conversations the research team had with David over the course of this study.

David offered the following thoughts on equity writ large in the City's built environment: "There is no doubt that there is a strong bias in the equitable distribution of quality and quantity in the built environment - poorer communities get less attention. They get fewer resources and generally less attention on design."

Considering the public facilities under review in this study, David reflected on the immense change of public libraries over the past 2 decades. Changes which can be seen in the services libraries now provide. No longer just a repository for books, libraries have become community centers featuring adult education, english classes, internet access and cooling during excessive, high heat days. Many of these changes manifest in the design and interior spaces of new or newly renovated facilities corresponding to these services, such as teen rooms, a central desk and computer work stations. How did these changes come about? Certainly they were due in some part to technology shifts expanding the way in which we access information but perhaps more significantly these

changes were derived from a dialogue between the community and the library. In David's view, shifts in the built environment of our libraries stemmed from the client agencies themselves (either Brooklyn, Queens or NY Public Library) in response to the demands of their constituents.

David described DDC as the project delivery organism for the City. "The first problem is that DDC's involvement is too far downstream of the equity process to have an impact on equitable distribution of resources". He stressed how DDC is brought into the public facility planning, location and program process too far downstream, at a point when many decisions have already been made. Additionally, he offers that the mechanisms for making such decisions of renovation or creation of a new facility are "completely siloed" and based on each client agency's criteria, they are not always made within a neighborhood context nor are they necessarily based on community needs. Upon further reflection, David offered: "Design & equity is really about service delivery. Not all communities have the same needs...the extent they get the resources they need empowers and strengthens them ."

Two themes persisted throughout our conversations. First, the process by which a public facility comes to fruition, more specifically, the interrelated roles of the client agency, DDC and the architect providing design services. Second, the theme of community analysis and the role which measurement of community assets, resources, vulnerabilities and needs plays in equity. Distribution of resources in response to community needs emerged as a core component of equity within the built environment.

Arguably, there are agencies which are receptive and even solicitous of community needs such as Queens Public Library. Engaging with the (equally important) organized communities capable of conveying library service needs

such as Elmhurst, Queens. However, not all agencies and communities are the same and as of now, DDC who is orchestrating the design and construction of (some but not all) public facilities has no mechanism for assessing community/facility stakeholder needs. We discussed opportunities to bring DDC into the genesis of a public facility earlier and to make adequate time and space for community needs to be gathered.

"There is no doubt that there is a strong bias in the equitable distribution of quality and quantity in the built environment - poorer communities get less attention. They get fewer resources and generally less attention on design."

"Design & equity is really about service delivery. Not all communities have the same needs...the extent they get the resources they need empowers and strengthens them ."

David Burney, Program Coordinator, M Sc.Urban Placemaking & Management, Pratt Institute

As Commissioner, David attempted (and still believes there is an argument for) the creation of a comprehensive, high level planning process which happens prior to each individual agency putting in their ask for the capital plan. This comprehensive planning process would be community centered and enacted outside of any one client agency's criteria providing a mechanism through which each client agency's proposals (and criteria) for capital projects are refined to meet community needs. This process could also provide a mechanism to assess the equitable distribution of resources citywide. To provide precedence of this concept, David referenced the Neighborhood Planning Playbook, a recent initiative of the NYC Housing Preservation and Development's Office of Neighborhood Strategies*. The Playbook is a planning process steeped in neighborhood analysis created to help meet Mayor DeBlasio's Housing New York: A Ten-Year Five-Borough Plan. The goal of the Playbook is to…."develop a set of tools that would enable city agencies to more effectively partner with communities to plan for the future".

In Conversation with
Deborah Gans + Jim Garrison

FAIA, GANS Studio
+
Principal, Garrison Architects

Deborah Gans and Jim Garrison graciously agreed to meet with us at Pratt Institute's School of Architecture on October 31st, 2016.

After a brief meeting and greeting we began what turned out to be a lively dialogue on Equity. It became clear that Deborah and Jim, in their academic life as well as in practice, have been deeply engaged in the aspects of urban life and thought about 'equity'.

As our conversation meandered between process and product, it was questioned whether amplified bureaucracy would help reinforce ideas of Equity in a public facility. For Jim, anytime an Architect/design team takes on the responsibility of making a public building/facility, their commitment should be considered as an act of equity. Here, he was not only referring to the constraints of the public work but rather concerned that the creativity would be restrained. (in the light of later comments on 'the gift' a book on creativity and the 'community capital' his concerns about regulating creativity was better understood…)

Both architects were in agreement that the way in which buildings inspire a population would or could not be captured by standardized approach or by square feet, (namely not quantifiable). Instead it is the artistic ability of the architect to interpret and respond to the needs of the people/community in a unique way…

"Just because a building serves justice does not mean it will be a good design; yet good design is essential to its equity."

Equity in addition to design excellence initiative as well as the question who the client really is, steered our dialogue towards the role of the DDC in working with the City. It was mentioned that DDC is involved beyond managing the 'process' and is contributing to 'design'. The client is the city, not the people.

Both Deborah and Jim had worked with and for the city on several occasions and they used their projects as a catalyst to share their experience, for example, the Community Connection Pavilion for the 73rd Police Precinct in Brownsville, Brooklyn.

As a Town and Gown Project, 12 graduate students under the supervision of Deborah and Jim engaged in a project to further ideas of integrating police with the public during the spring semester of 2015. Because it was a student/academic project/research, the process was liberated from guidelines and restrictions regarding whom to contact; the students interviewed community leaders, activists and of course the police and later made presentations.
The resulting Community Connectivity Pavilion is to be located outside of the police station, on the sidewalk in a NEUTRAL ZONE and included ATM machines

as well as room for seminars. The main feature was the LOW DESK instead of the high-overpowering FRONT DESK of the classic police station. For the community, this pavilion could have been placed in the park across the street, for the police men and women it was outside of their comfort zone where they did not have full control.

The Community Connectivity Pavilion became a point of reference when Deborah and Jim went through a list of their other experiences working with the city as real-time, real-life projects such as the Staten Island Animal Shelter, Roberto Clemente Plaza (in the Bronx) and the East Elmhurst Branch Library (in Queens).

Throughout these projects, they stated, as an architect one is several steps removed from the communities with the exception of the Roberto Clemente Plaza in the Bronx: there was some community engagement but not established as part of the process. It also came up not only if the community engagement should happen but also when it should happen:

*'It is hard to show an almost completed design to a community and expect them to embrace it. It almost generates negative energy. In the programming stage before there is a line on the paper would be best. It is more useful and less contentious if you meet the community before design, before anything is drawn.'
-DG*
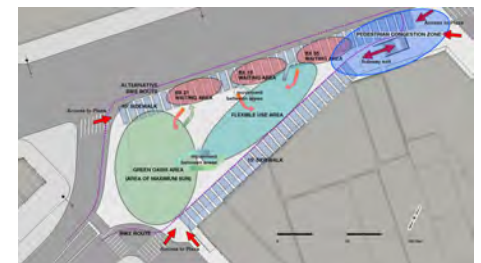
As to how architecture could/would inspire people to engage with the building differently or in fact, if the (building) design could make a positive impact on the relationship between the users and the service providers, in other words, people who work there. This prompted the question: How do you differentiate the cultures that exit in each facility type? How do you try to provoke that culture as it relates to equity?

Conversation continued acknowledging the existing cultures in the public facilities and agencies and that there is a genuine interest in possible change. It was mentioned how proud the DDC is about the emerging idea of the library as an institution and how it is transforming itself in response to the changing needs of the population. For example, one of the things that library can address as an institution is acknowledging the needs of immigrants and giving them a place for English as a second language among other outreach programs.

'The Police, one of the most defensive of its culture and habit, are apparently also listening… They have community liaisons in their precincts and meet up with their community on a daily basis. But, they are bound by their traditions and the way they think about their role in the society: of command and control.' - JG

Jim reiterated their Town and Gown grant project and their findings regarding the role of the front desk and said:

'it is the place where power emanates; you walk up to it and it is oppressive. The front desk is always the center of activities. Now, the precincts have violent criminals, coming in from the other side to the same desk as the community. Incarcerated people are at the same front desk to drop their cell phones. This piece, which used to be for the civil society is now really tough!'

Deborah continued emphasizing NYPD's awareness of the built-in problems in the police stations and the desire for change. Apparently, the community connection pavilion would become a place to test out other uses, specifically the other scenario with a low desk that has computers for community use and where the interaction between police and community would not be as tense.

Although this development is encouraging, both parties, the police and the community, remain skeptical; they do not know what to expect and to what extent such fundamental change a pavilion could bring. Discussions are ongoing about the police identity and their desire to assert absolute control on their domain. So, whether the community connectivity pavilion should be positioned on the police ground or in the park next door the proposal sparked a healthy discussion.

We inquired whether through architecture/form one could influence people's interaction with the space/the facility in order to explore the possibilities how the idea of equity could shape the future of public facilities. The topic of the conversation shifted from examples to an overall review of the status quo and how opaque the city's process is. That the city's vision is inherently politically based and the Department of Design and Construction sees themselves in the architects' role wherein the architect becomes the mere executor…

Apparently, there is a budget and a program but they are not developed or considered in tandem. It was said that 'Equity is also about money and influence; in other words, the process of allocation.'

Since the budgetary complications were not our main focus we pivoted our attention back to the spatial interpretations and manifestations of equity. For example, how does/would a guideline for equity possibly look? Deborah responded:

'One thing acknowledged by the DDC is what you started out saying: Equity means addressing the needs of the people who are going to be making use of that building... A library in Spanish Harlem looks vastly different, vastly different from the ones in Upper East Side and Queens. That understanding of fundability and differences programmatically is essential. And of course, that kind of specificity makes for a great/better architecture. That kind of specificity will benefit architecture, a great range of architecture: one reading room is completely digital and the other perhaps has magazines on the tables... I do not think that these kinds of differences are read as equity but read as architectural quality. 'Generic' is not necessarily a friend of architectural quality…' -DG

Our conversation made a full circle when Jim referred to a book called *'The Gift: Creativity and the Artist in the Modern World'*. According to his understanding/opinion, the Gift is an artistic act, which is a gift giving; that it cannot be compensated and it cannot be regulated… It comes from the spirit. He continued:

'You have to access the cultural capital of the community in order to do these things. You cannot put them in a box. You cannot make them generic, and you cannot put too many strings around them.' 'One has to give them (the cultural capital) the latitude of work and defend them.'- JG

Jim went on explaining what he meant when he talked about 'capturing the capital' as

'It means using the best of your architects and resources. We see the default for the public agencies involved in construction. The default is something unassailable from either: it causes no great harm, and it costs no great capital or it goes down a middle line.'

The riveting conversation ended on a note that a real engagement, wherein everyone is participating, is necessary to make every project to exceed a leveled mediocrity. For example, the Grand Central Station, more over the new subway station by Grimshaw Architects is not a testament to any particular set of micro expressions of the culture but feeds peoples' aspirations. It was concluded that commitment to great public architecture is equitable.

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Deborah Gans is a Professor at Pratt Institute, in The School of Architecture and the Principal of GANSstudio, in Brooklyn New York.

James (Jim) Garrison is an Adjunct Professor at Pratt Institute, The School of Architecture, in the Graduate Architecture Program. He is also the Principal of James Garrison Architects in Brooklyn New York.

In both of their practices, there is ample emphasis placed on research and rethinking of changing environments.
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In Conversation with

Jonathan Kirschenfeld

Founder, the Institute for Public Architecture

The meeting with Jonathan Kirschenfeld took place in New York, at a coffee shop near his office. Not only as an architect for public-low income housing but as the founder of the Institute for Public Architecture (IPA) he has greatly contributed toward raising awareness for the difference that public architecture makes in urban life and its future development.

We began our candid conversation with a synopsis of our work/research on 'Design Guidelines for Equity' and reiterated our interpretation of the task order, namely how we understand 'equity' in two-ways: equality versus equity… While 'equality' in the context of our research may refer to equal distribution of social services throughout the city, 'equity' as a term is more complex/open ended and acknowledges that there are underserved areas. We then posed our questions and let him respond in no particular order.

Jonathan, who has dedicated his work to 'public architecture' talked about his interpretation of equity:

'We work for not for profit developers, specifically in the social housing realm. That choice in and of itself is about Equity. Architects need to know who they are working for and need to choose who they are working for and direct their energy to.' and continued:

'IPA's mantra is that good design is a right not a privilege; it should be a right for rich or poor… It does not come with socio economic class. It needs

to be the standard. ' 'If I choose to work for housing that I think is critical for the folks with disabilities, mentally handicapped, for battered people who are sleeping on the street, that is a political decision I make. I forgo working for clients that would compensate differently perhaps in much more generous ways… I am taking on a different part of architecture.'

We inquired who he thinks his 'clients' really are when he is working on 'public housing project' and how he knows what their needs are:

'I am the architect and I am the client and I depend on my empathy in creating and using every last drop of energy to design; I look for every single, small opportunity to make 'nuanced architecture'. I work for the people who do not have a voice. I put myself very much in the place of someone who does not have a voice, who cannot say: 'when I come in, I want the apartment to look this or that way...'

He said that his approach is based on how architecture can elevate the forgotten, neglected members of the community and integrate them back into the city/ community. He is making sure that the units, although very small, appear spacious and that the hallways are wide and daylit… Although these are not part of the requirements, these spatial qualities are for the residents an invitation to social interaction. In his own words, Jonathan continued:

'I know that people who have lived on the street are fragile enough to want to stay in their own unit. I have to make that transition for them, to really pull them out into the world from their shell, from their protective, private unit. And that space, the hallway, has to become a beautiful space that is safe and where they can interact. If the hallway is too narrow and does not have natural light or there is no space for a bench next to the elevator or

there are no series of spaces as part of the public realm, then they are not going to go out to the hallway or they are going to keep their head down, run into the elevator and they are going to get out. Courtyards and gardens… the connective tissue of the urban building, making a city in a building…'

After talking about the in-between (interstitial) spaces that are inside but do not belong exclusively to the interior of the building and the teachings of Michael Dennis as well as Aldo Rossi, we pivoted onto the question of equity and the space that resembles it most: Not surprising to find out that for Jonathan the space that comes to mind when thinking of 'equity' is the 'street', where 'there are no doorkeepers'…

When viewed in the context of the 'street', Jonathan's attention to detail and material selection becomes self-explanatory. He went on explaining in great detail how by specifying 'Norman brick' which is longer and more elegant in proportion than the regular brick, the architect can articulate openings (windows) with deeper shadow lines and improve buildings' appearance… The attention to detail reinforces his argument for making strong architecture for the city! He stressed that the programs change the ethnic groups change but the architecture does not change.

'I am aware that I am building a building that is permanent in New York, that is part of the street-wall… it is helping to make the equity of that street.'

Later, the topic of existing cultures in public facilities came up and we asked whether the architecture can engage in or ameliorate existing conditions/tensions that exist/rise in some. After touching on library reading rooms and how they should be connected to other public functions (like in a 'Nolli map'), Jonathan elaborated his experience working for public architecture especially in the realm

of public housing. He shared that the IPA is working together with the Major's Office of Criminal Justice along with the Attorney General's Office in high crime in NYCHA communities.:

'We are trying to have a kind of more informal way to connect spatial solutions, in the way of 'micro place making', with this issue of how security and safety works for the four hundred fifty thousand people living in public housing. During the last 10 years, safety and security has been the number 1 issue… How do you feel safe when the leftover spaces in NYCHA communities are so ripe for illegal activity because they are not activated, they are not architectural, they are not surrounded by people or eyes?'

He emphasized the potential that resides in the 'leftover spaces' within NYCHA communities and how these interstitial spaces, if left alone are an invitation to illegal activities but could be transformed if populated with temporary interventions and temporary programs. He hopes that activating these pockets of space would lead to improved ground condition and beyond.

'Can you ameliorate the typical ubiquitous gatherings of illegal activity? Can architects somehow collaborate with residents who are understanding why things happen and where and provide some kind of solution?' JK

The conversation ended on an inspiring note when Jonathan shared with us his aspirations. He said that he more or less knows about the nature of the work he will still be doing as an architect for some time to come but as the founder of IPA, he was excited about the difference he could be making towards a healthy urban environment while involving the next generation architects… For him, the IPA becomes the 'clearinghouse', a platform of sorts, where the younger architects are given an opportunity to be part of the team, who would otherwise

not qualify for the city's procurement process, which is weighted towards larger firms. The young architects either have not worked long enough nor experienced or big enough and probably not have gone through the approval process…

Jonathan believes that 'architects', not just big firms but emerging (young) architects who are not afraid of daring, innovative solutions, have to partake in the making of the future urban environment to work for everyone. Through IPA he can invite and involve the next generation professionals by sharing his experience in working with the public sector, spreading his network connections and providing the framework to benefit everyone collectively.

'What I really want to do is to have your students, getting your students excited about public architecture.' JK

Jonathan Kirschenfeld AIA, is the principal of Jonathan Kirschenfeld Architect PC and the founder of The Institute for Public Architecture. He has widely taught in Metro New York area. www.kirscharch.com/

Marvel Architects

Jonathan J. Marvel
FAIA, Founder and Principal of Marvel Architects

Select Architecture Team:
Ruth Benjamin, Martha Bush, Danielle Haynay-Cerone, Erik Chu, Ruben Hernandez-Correa, Scott Demel, Tim Fryatt, Zach Griffin, Annya Ramirez-Jimenez, Anne Ketterer, Josh Schecter, Lissa So, Andrew Torres, Dennis Vermeulen

On November 14th 2016 the research team held a lunch meeting with Marvel Architects at their Manhattan studio on Hudson Street. Due to their position within the DDC's Design for Excellence program, the team originally reached out to Marvel Architects' Principal and Founder, Jonathan Marvel seeking a 30 minute phone call in response to the interview questions. After a very brief description of the research, Jonathan recognized the value of the inquiry and suggested a larger and longer discussion with his full team. We had the pleasure of a two hour discussion with Jonathan, his partner Lissa So and 13 members of the Marvel Architects team. During our discussion each member of the team offered their interpretations of equity and reflected on projects which offer a manifestation of equity in both process and product and are representative of how Marvel Architects operate for the public good.

Annya Ramirez-Jimenez: "Public work is designing for users and the users drive the architecture."

Zach Griffin: "The challenge in a lot of the work we do is negotiating between the multiple different demands of the program, client and site. Unless we choose to make equity a priority it is not necessarily going to be one. We push an agenda that is aligned with our client but is also infused with our own sensibility to focus on public space and the public good. We try to think about the broader context that our buildings will operate within and the people that will interact with them even if they never step foot inside."

Tim Fryatt: "We try to be an arbiter that can expand the potential of the project by addressing its limitations."

Ruben Hernandez-Correa: "What interests us is the space and sequence between points a and b (the program) and how you start adding program in the space between to make it more equitable."

Scott Demel: "If the issue is about resolving inequity or making equity…..we are resolving inequity through adding more program and diversity of programming. The architectural challenge is making this program fit...then making it equal in the design moves."

Danielle Haynay-Cerone: "In thinking about how we approach RFP's…..Marvel often bids on projects with community facilities and will partner with an engaged community organization to respond. They are already there and have a stake and some equity within the community."

We started the conversation with a few provocations:

1. Equity is access to the basic social services of Social Wellbeing, Education, Safety and Justice.

2. Precincts, Plazas and Libraries are integral components of the civic infrastructure which supply these services.

In reflecting on equity as access to essential services and public goods Erik Chu offered a point of clarification by stressing that the facilities under review (plazas, precincts and libraries) do not constitute all of the public goods which exist within our built environment. Grocery stores, schools and hospitals were offered as just a few examples of the facilities (not under this study) whose services are also considered public goods. He emphasized that it is the distribution of these facilities throughout the City which is representative of equitable access.

As an interpretation of our provocations our host asked a series of questions aimed at placing the designer's contribution within the greater context of facilitating the delivery of public goods.

"How do we evaluate the work that we do through the lens of equity? Is it in the programming of spaces? The spatial relationships we create between walls, lighting and interior elements? Is it the sense of not just physical access for ADA compliance but also transparency from the street- in and from the interior space-out? As architects, we are trained to work for the public good. We are always putting our clients second and operating for the public."

Jonathan Marvel

In several conversations throughout this research, we have heard Grand Central Station mentioned as an equitable space. When asked what spaces and places are equitable and why, Marvel Architects also expressed fondness for the New York City icon. They offered a bit of detail as to why. For Anya Ramirez-Jimenez the design of Grand Central allows for the perception of free and self determined movement through the space.

"The sense of equity (in Grand Central) comes from you making your route through the space. What I want to do in the space I can do and there is nothing preventing me from doing so….this is perceived in how we design the spaces."

Erik added that Grand Central's magic is a mix of both design and programming which elicit a sense of public ownership.

"The reason Grand Central works is not just getting from point a to b, it is the program of the space. At Grand Central you get a great hall with wonderful detailing, and that is a gift to the City. They also have a wonderful programming aspect that involves holiday shopping or other types of arts groups that do their programs in the space. It is active year round and (the activity) is just as important to make the people embrace the space as their own."

Shifting the focus, we asked the designers to explain how they perceive or elicit equity in their own projects. The following is an assemblage of their thoughts on current and completed projects. All projects were positioned as having design challenges and budget or program limitations. They emphasized the role of the designer to creatively address the project limitations through design.

Pacific Park Building 15

A public middle school (School Construction Authority project) at the base of a private residential tower within the Atlantic Yards/Pacific Park development. Marvel joined the project after programming meetings had already taken place. They did however have the opportunity to meet with community groups and present their design. Community members were concerned with several factors including; schedule for completion, materials, scale and location of the public school entrance. The developer wanted to maximize the private entrance which presented a design challenge as this was in opposition to providing the safest entrance for the public school children. The designers conveyed the tension that exists in designing shared space (public & private) and the challenge of creating a safe public entrance to a private building. Their move to place the public school entrance in the safest and most prominent location was viewed as equitable in that it prioritized the children and public good over the private benefit. Dennis Vermeulen described how the public/private project placed limitations on the School Construction Authority's (SCA) ability to dictate their standard designs. He described this condition as "a release valve for SCA" allowing them (and Marvel) more flexibility in design. He expressed the value of trusting the designer to make the right decisions for the client, and the larger community. He felt that design guidelines could also serve this function and give "cover" to those that have to check the boxes on program and design standards.

New York Stock Exchange: Financial District Streetscapes and Security

A post 911 security challenge. For the client, the New York Stock Exchange, the program was all about security. The project site was a public area with millions of tourists and other uses/users outside of the client's functions. The design challenge was to create friendly public space which was also secure.   The client wanted clear site lines for security and the temporary (private) security measures they put in place in the aftermath of 9/11 were creating choke points in the public realm. Tim Fryatt offered: *"(The challenge was) How do we solve a security challenge and create a welcoming public space?" Can we promote transparency, openness, clear site lines and desire lines in a secure environment? (We used) Subtle tricks/tools of design; depth and materiality…..there are no formulaic solutions (no guidelines) to these challenges."* He went further to emphasize that trust and communication between the client and all users allows for the designer to solve/find the design solutions.   In this particular case, the equitable move was adding more to the public space (seating, allowing for public flow through) so that the public realm was activated and the overall design was pushed to be more than just security for the Exchange.

McCarren Pool & Bathhouse

The client (NYC Parks Dept) had many operational restrictions based on the type of user (pool, gym or community facility) and their main emphasis was also on security. The design move was to treat the entrance as an equal experience for all users and then separate them via circulation based on the various programs. Scott Demel reflected how: *"Equality and equity are different terms…..We talk about the experience or design quality as equal….equity is prioritizing one thing over another design wise."* In this project they viewed the common

entrance as a gesture of equality. Martha Bush added: *"Just having guidelines that we can bring up in our design meetings is so helpful. In the case of McCarren Pool every design presentation that we made was analyzed just in terms of security, to the detriment of the design. If we could have pointed to guidelines of equity being just as important we could have expanded the design."*

280 Cadman Plaza West: Brooklyn Public Library
A Masterplan for the 21st Century Library with a residential tower and public school.   The site and project were contentious from the beginning, a former library branch sold by Brooklyn Public Library to a residential development. The design process included a series of public workshops held at the existing branch and meetings with the Community Board.   They included facilitated discussions in which stakeholders were asked what kind of library and services they wanted to see in the new facility. A big "post it" note board was also kept at the existing library branch to collect community needs and desires from members that did not attend the workshops. In the resulting design, the library sits at the base of the residential tower with large tall windows, its own cornice and own defined volume, separate from the residential tower. Interventions which make the library and its entrance highly visible and distinctive. The library "holds its own" in the architecture of the tower.   Also the most prominent corner of the building is dedicated to a library amphitheater with space for impromptu gatherings and flexible use. Its flexibility, daylight, street view and moveable furniture which can be transformed overtime…. are all responses to community requests.

Marvel Architects >

Marvel Architects ∨

Bedford Union Armory in Crown Heights

A multi programmatic project with a mix of affordable and market rate residential. The design and program challenge of this project was accommodating the needs of all users. A historic structure converted to a recreational facility and community space open to the public, which serves Bedford Avenue and the Crown Heights neighborhood. The second level serves as a satellite space for the adjacent Medgar Evers College a direct request from community stakeholders. Stakeholder/Users' needs were heard through open communication between the client, BFC Partners, and the community. Monthly outreach efforts were facilitated by the client. Anya expressed the importance and challenge of conveying to the public how all users' needs manifest in elements of design which complement each other. Scale was a concern of the community's from the project's beginning, the inclusion of Medgar Evers, assuaged the arguments against raising the building's height.

Rockaway Affordable Housing

100% Affordable residential development (3,000 - 5,000 units) at the "gateway" of Rockaways. Joining the end of the A train line to the local Long Island Rail Road station, the project provides a conduit between the two transportation systems. The masterplan inserts itself into a community which is challenged by poverty and disinvestment. The

design challenge was to balance out the affordable housing with sufficient public space. The project will create a main street with retail at the ground floor. All the building lobbies will face the main street which will serve as the anchor public space. The main street becomes the activated space for public gathering and human interaction. The project is still in the design phase now and is developing elements to animate and activate the main street such as opening up the lobby and making it feel like public space by extending benches to the sidewalk as well as making the lobby entrance glass and double height.

Marvel Architects ∨

Ingersoll Senior Residences

100% Affordable housing tower with a community center at its base. Ruth Benjamin reflects on how the client/developer BFC teamed with SAGE (Services and Advocacy for GLBT Elders) to create a senior GLBT community center at the building's base. *".... it fit and it really enriched the building that was extremely private and was turning its back to the community. SAGE gave a way of opening up the ground floor and turning it to the community to create an active public realm."* She added that at times the project experienced tension between social wellbeing and security. The design team grappled with the challenge of creating a realm that is both separate yet engaged with the surrounding community. Creating a welcoming entry that is also safe for the user, a vulnerable population.

Well over an hour into the discussion, we asked the team to share their thoughts on creating guidelines to address the challenges of designing for equity? Assembled below are a range of individual comments ranging from a desire to have a guideline of equity as a tool for talking with clients to a plea for less prescriptive and more aspirational principles.

Ruben Hernandez-Correa: "Having principles is also limiting in the sense that there is not one that is more important than the other. It is more a road map, you need a set of ideas that are shifted around depending on the scope or idea of the project."

Lissa So: "I think just having this set of guidelines, to speak toward when discussing the design with your client is invaluable. It opens up the conversation to say there is a criteria for equity and we still need to solve for it."

Anne Ketterer: "Design is different with every client and that is why the challenge of creating guidelines is so difficult."

Erik Chu: "During the programming phase it would be useful to prescribe stakeholder outreach ."

Josh Schecter: "Just the discussion of equity is a guideline in and of itself. Listening to the sequence of problem solving in each project is helpful."

Andrew Torres: "Successful public space….is a building that is built for flexibility and designed for any potential use but still maintains the identity of the Institution. For the community space at St Ann's you are not trying to solve for an immediate need but intentionally creating a space that is able to serve or facilitate any number of things that can happen in the future. Strict guidelines to do this would be challenging, aspirational principles are more helpful."

In closing, Jonathan stressed:

"It is all about the program, as a design process the program is the driver. Who's writing the program is really in the driver's seat"

Upon further thought he offered a reflection on a current parks project in which they were engaging the community to shape the program. He added that their partner, an African American landscape architect, spoke of a sense of victimization in communities of color throughout the City. He reflected "on this victimization as an experience of inequity which is perhaps at the root of the current thinking that community betterment is not a resource for the existing community but a harbinger of displacement. To conclude he added

"When reaching out to community groups that have suffered victimization... they are often projecting hurt and it is the designer's role to elicit a more utopian vision for the future. Doing the outreach skillfully to bring out the best and not the experience of victimization is a challenge."

6. Interpretations of Equity within the Built Environment

Spatial visualization of EQUITY is not easy. When asked what comes to mind as the most equitable space, majority of our colleagues, students and professors responded -'the street': the most ubiquitous public space. But with the given complexity surrounding the term, there have been numerous attempts to understand what makes a space equitable.

Aldo Van Eyck
Playgrounds in Amsterdam (1948 - 1976)

Herman Hertzberger
Centraal Beheer in Appeldoorn, Holland (1968 - 1972)

Gunther Behnisch
'Zentren der Macht- Parlaments und Regierungs Gebaude' in Bonn (1992)

OMA / LMN
Seattle Public Library (2004)

David Adjaye
Francis Gregory Library (2012)
William O. Lockridge Neighborhood Library (2012)

Ralph Erskine
Office Landscape

Is Equity about equal access to information (capacity building)?
Is Equity about equal availability?
Is Equity about equal distribution, standardization, social idea, quality or quantity or both?
Is Equity about equal distribution of environmental benefits or burdens: Healthy indoor environments involving daylighting (stimulation) and natural ventilation, and energy use?
Is Equity about equality? Since Inequity and Injustice and Prejudice are listed among the antonyms of 'Equity' perhaps it is worth trying to visualize them as spatial conditions.
Is Equity about fairness?
Or, inequity, injustice, unfairness, prejudice, favoritism, discrimination, grievance, malpractice, oppression, partiality?
Or is Equity responsive to parity, identity of the community or the unique needs of the community?
Is Equity about ownership and identity?
Is Equity about Race?

Aldo Van Eyck

Post-Second World War, the City of Amsterdam was shrouded by urban challenges propelled by rising population. This placed obvious pressures on the existing built environment. Although the City had done playgrounds, many of them were located on private grounds requiring membership. In other words, the spaces were not accessible to the public. The Department of city Development, in coalition with local associates, therefore, sought to provide every neighborhood with its own playground. This was accompanied by placing the playgrounds in the existing vacant lots within the neighborhood.

Aldo van Eyck began his spatial experiments in the city of Amsterdam by converting urban vacant lots into neighborhood playgrounds. He used this opportunity to experiment with ideas on architecture, relativity and imagination. *"Relativity in the sense that connections between elements were determined by their mutual relationships rather than by a central hierarchical ordering principle. Instead, all elements were equal."* (Aldo Van Eyck and the city as Playground)
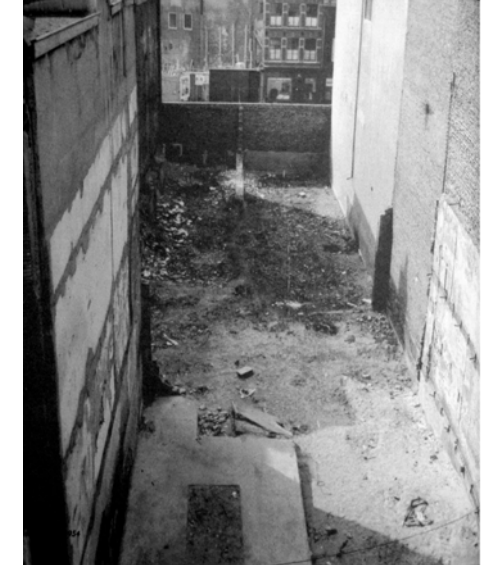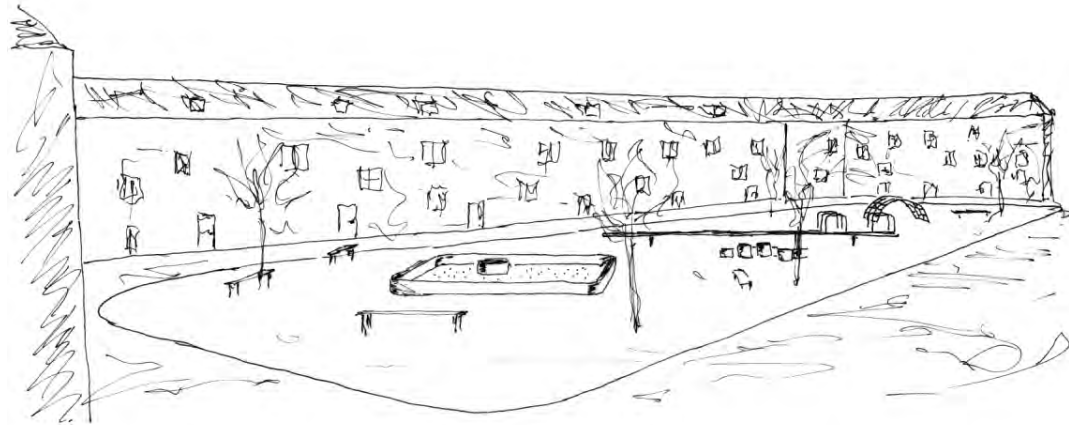
He designed the playground equipment with the intention to stimulate minds of the children.

Over the course of 3 decades (1947-78) Aldo Van Eyck designed nearly 700 playgrounds. While most of the playgrounds were designed for the Department of Urban Design, he later designed few for the municipality. 96 of these playgrounds still exist. This was the first instance where a bottom-up organization was led by an architect.

Aldo Van Eyck once stated in an article published in Dutch magazine FORUM:

"Functionalism has killed creativity, it leads to a cold technocracy, in which the human aspect is forgotten. A building is more than the sum of it's functions; architecture has to facilitate human activity and promote social interaction"

Herman Hertzberger

Centraal Beheer in Appeldoorn, Holland (1968-72)

"The originality of Centraal Beheer lies at its interfaces, particularly three: between Street and building; between architecture and interior design; and between individual and corporations. Analysis of these three thresholds of originality shows that each is partly the product of particular and local circumstances that are opposite of universal."

Architects journal, 13 January 1988, UK

Centraal Beheer is undoubtedly one of the most innovative office buildings. It is composed of 56 spatial units as basic building blocks each measuring 9m x 9m to accommodate various programs. Visual relationships within the building are stimulating with unobtrusive visual and spatial linkages like the landscape outside. The space is often described as an open framework rather than cellular, compartmentalized private offices. This open spatial planning of Central Beheer symbolizes democracy.
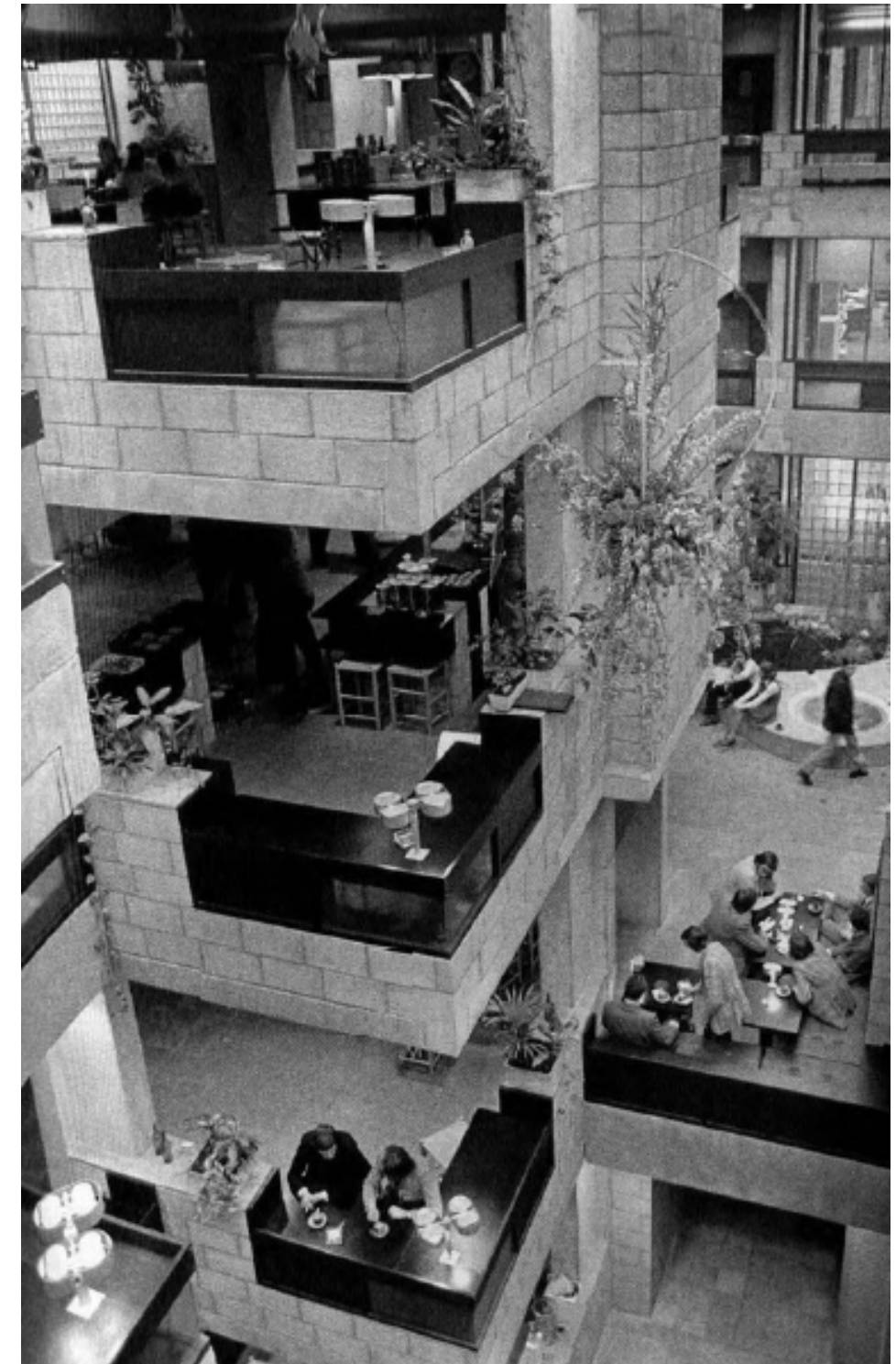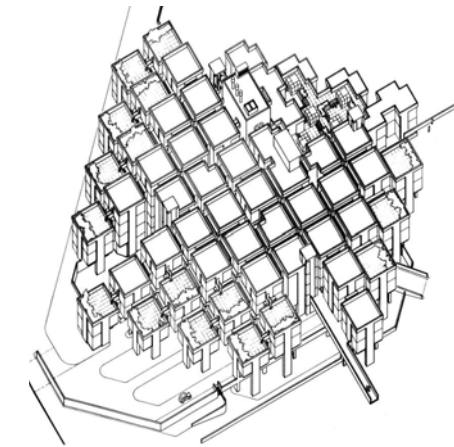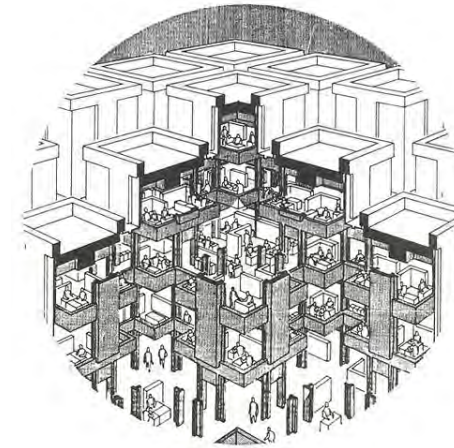
Upon completion of the building, the employees were asked to bring their own furniture and to design their own workplace expressing their individual identity. This proved to be remedial in a time of uncertainty where retention and motivation of an efficient staff was challenging.

The construction of Centraal Beheer marks a special era in history before the concepts of security and terrorism were realized. The all-inclusive democratic spirit is celebrated in the open circulation and easy penetration from the street to the building. Built during the 70s, the building also signified an era where people were clear and money was cheap rather than the other way around.

Perhaps Central Beheer is no longer conceivable in our current complex urban environment. Yet it represents a utopia for an everyday working environment that celebrates relationships and social connectivity.

PS: 15 years later H. Hertzberger had another commission for another office building, this time for the Ministry of Social Welfare of Netherlands. Although entirely different in spatial organization the element of democracy was integrated through giving voice to the people who were going to work here. The workers/users were very involved, they formed/appointed a committee and wrote very precisely their requests to the design team. For example, they requested for operable windows (not air-conditioning), spacious rooms, and good lighting measured in lumen.
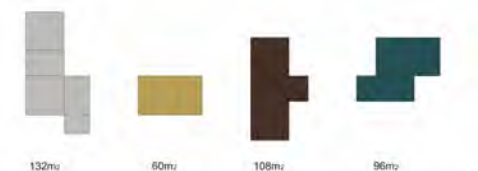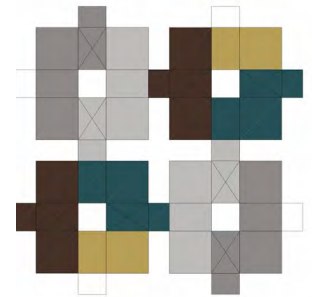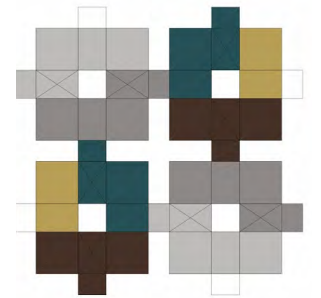
Gunther Behnisch
'Zentren der Macht- Parlaments und Regierungs Gebaude' in Bonn

Gunther Behnisch was a keynote speaker in a symposium organized by Zehra Kuz with her colleague Deborah Gans during 1999. As the title of the symposium reveals, Deborah and Zehra were interested in tracing present trends of an idea that emerged simultaneously with the (first-generation) modernism but was more humanist. Striving for democracy, German intellectuals therefore embraced a new approach to design that denied all forms of authority. This spirit of formlessness highlighting a shift from established symbol of authority to 'form-finding' for a singular client, site and securing a specific function became an expression of democracy.

Gunther Behnisch was a second-generation architect who evolved during the transitional era in Germany. While speaking of his work and how his office was run: he once referred to the design process of the Parliament Building (1992) in Bonn. He explained that his team consisted of several designers with various responsibilities. For example, one member designed the monumental stairs while another person designed the reflected ceiling. Yet another member designed the chandelier, ands on and so forth. In this manner, everyone on the design team contributed personally to the grand mosaic called the Parliament. This for Gunther was a democratic process.

OMA/LMN
(Rem Koolhaas and Joshua Prince-Ramus), Seattle Public Library

The original Seattle Carnegie Library with its own dedicated facilities was built on Fourth Avenue and Madison Street in 1906 in Beaux-Arts style designed by Peter J Weber. To cater to the demands of the growing population, the original 55,000 sq ft building was replaced in 1960 by a much larger building of 206,000 sq ft. Although the structure underwent numerous remodeling and revamping during the seventies, the building was already cramped by the nineties with more than two-third of its contents placed in the storage, inaccessible to the public.

A competition was held for a select number of invited architectural firms. While Seattle Public Library System's Chief Librarian, Deborah Jacobs became the client representative, Betty Jane became the president of the Library Board.

original program   blue = books   program consolidation   program reshuffle

TRADITIONAL:

LIBRARIAN =
PATRON =

SEARCH TIME ELAPSED: 16 MINUTES

MIXING CHAMBER

SEATTLE:

LIBRARIAN =
PATRON =

BOOK SPIRAL

SEARCH TIME ELAPSED: 7 MINUTES

Seattle library is a central library, hence the scale. For a building this size it has achieved an informal organization, which allows seamless transition from area to area, leading users to move over sloping surfaces and stimulating them in every way. This vertical continuation of space also allows natural light to enhance the architectural splendor. Needless to say, Seattle Library is an all inclusive social cradle for surrounding communities.

The 11story tall building designed to house more than 1.5 million books was conceived to celebrate the quaint idea of a book printed on paper in the digital age. Seemingly continuous, the building is vertically compartmentalized into various zones to accommodate books and often functions of the library such as the meeting room, the reading room and designated areas for children and staff. For example, the non-fiction collection is displayed without breaking up the classification onto different floors through a spiraling ramp system.

Of course, this building, like any other major architectural statement, has been criticized for its shortcomings. For example, its negligence in emphasizing site-specific relationships or not embracing the surrounding sidewalks and streets. But the critics also need to acknowledge that this library, since the very day it opened its doors to the public, was visited by millions of people and continues to generate new economic activity for its surrounding urban neighborhood.

David Adjaye

Francis Gregory Library (2012, Washington D.C.), William Lockridge Library (2012, Washington D.C.)

A popular name often associated with equity is David Adjaye. During his short yet prolific career, Adjaye has designed more than 10 public buildings and published a book on 'Making Public Buildings' sharing his unique approach to design which includes 'Specificity, Customization, Imbrication'.

David Adjaye was born in Tanzania to Ghanaian diplomat parents and grew up living in parts of Africa, Saudi Arabia and England. He studied architecture in London where he has an office. He has two other offices, one in New York and Accra making his practice tri-continental. He has an impressive list of projects among which is the recently completed Smithsonian National Museum of African American History and Culture. Prior to the museum, Mr. Adjaye had designed two public neighborhood libraries in Washington DC.

Although Francis Gregory Library and William O. Lockridge Library were both completed in the same era with similar area and budget they could not look more different from one another. This speaks volumes of the creativity of the architect in responding to the local content be it the physical attributes of the site or the intangible character of the community. Both libraries are a testament to his commitment to empowering respective communities.

'Communities need empowering buildings – and this neighborhood library is all about the creation of a strong beacon for its community. The primary act of public architecture is to create spaces that are socially edifying and socially liberating – using design excellence as a social force that makes good. this is at the heart of my work, so it is very exciting to see this building welcome its community through its doors.'

– David Adjaye
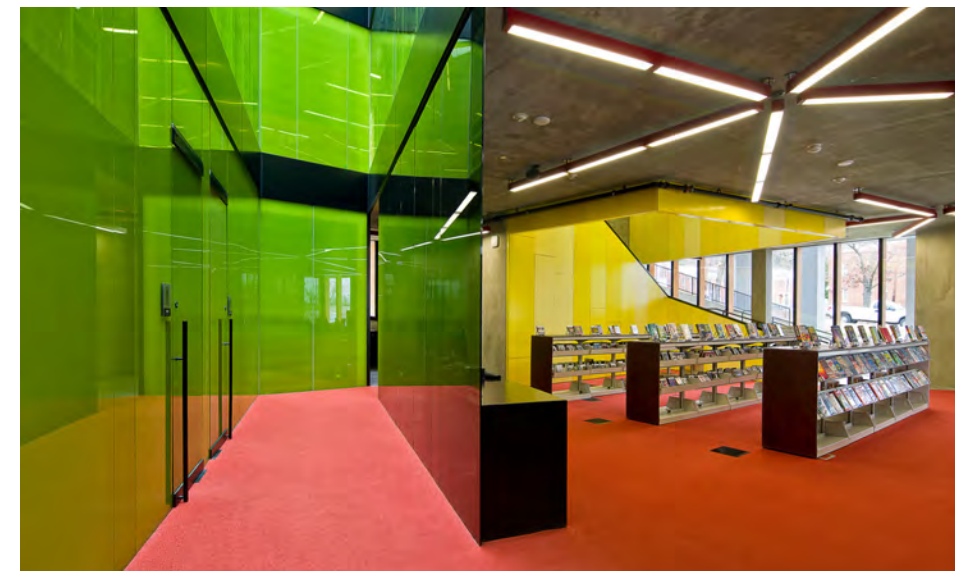
William Lockridge Bellevue Library

115 Atlantic Street SW, Washington, DC 20032
Area: 22,500 Square Feet
Budget: 13 M

William Lockridge Library is located on a challenging site that is relatively small and steep. In order to negotiate the slope, the architect divided the building mass into smaller volume pods. On the ground level near the entrance a continuous the covered space stretches the between the street and the library making the transition from outside to inside seamless/ nuanced.

Once inside, these volumes are matched with programs appropriate for their size and location within the library. For example one of them becomes a reading room for children.

Here, the rather rugged exterior of the building does not prepare the visitor for the exuberant and brightly colored interior.

Francis Gregory Neighborhood Library
3660 Alabama Avenue SE, Washington, DC 20020
Area: 22,500 Square Feet
Budget: 13 M

Located in a wooded area in the District of Columbia, Francis Gregory Library exudes simplicity and complexity at the same time. The wall is not a boundary but a space in itself. The exterior curtain wall of the building at 24 feet high and 1'-3" deep, is surprisingly inspirational in its transformation from day to night. During the daytime it is a monolith, reflecting its surroundings. Lit from within, the night time emphasizes the walls diamond shaped solid and void pattern, creating a play of light and shadow within the peripheral circulation zone.

South Facade, Wall Section
Scale 1:20

In a conversation 'On Architecture and Authorship' together with Nikolaus Hirsch and Jorge Otero-Pailos with David Adjaye questions came up regarding the architect's role in cultural production… Is the architect an author or a service provider? Architect as an artist or a community social worker with social responsibility?

Adjaye responded:
"Broadening this issue, we want to talk also about how communities relate to buildings and the city. How do you build, why do you build, who do you build for? How does a building affect the way a community works — if it does at all? These questions have guided our teaching at Harvard, at Penn, and at the Architectural Association. This is a provocative investigation, because we get into ideas about how art and community connect to the practice of architecture."

and continues:
"We are in an era when it is impossible to make architecture with a master-planner mindset. The city, which is in a continual process of making and remaking, already offers so much to engage the idea of community; inserting more systems would be a deeply problematic way of intervening. In this sense, for designers, the problem of the city is to constantly catch up to where the people are, to where the community is. And this is compounded by the fact that there's always a delay, as the city works to keep up with itself, to absorb all the making and remaking. So, to make architecture in the city always involves negotiating the multiple processes of remaking, readjusting, re-figuring. The new preservationist thinking is essential here."

"When I say a building becomes a public space [I mean] that a building re-enacts the confidence of the users into feeling that this is a space for them on their own terms"
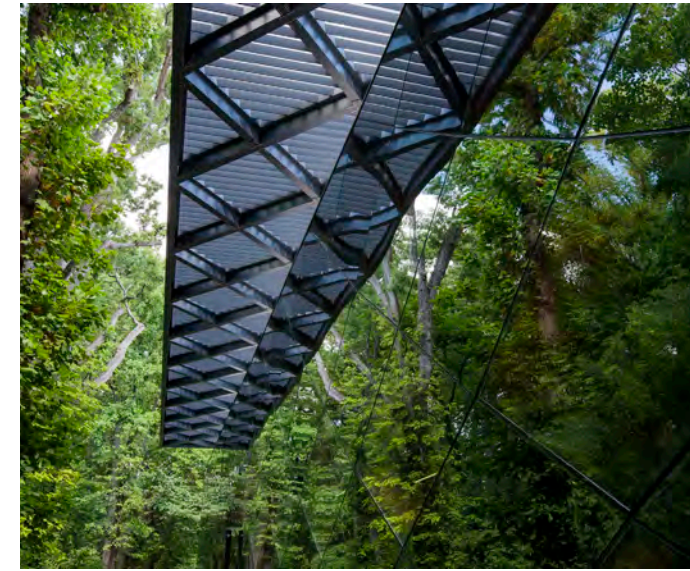
It seems that Adjaye's writings on architecture are more relevant than his projects for our topic under investigation here as one of his critics explains that 'there is a tendency for the story behind the design to outrun the realization". Perhaps it is fair to say that David Adjaye, has the sincerest intention to make the building serve the people in it. Sometimes he relies on things, such as the escalator that has to bring people from the street into the library that never runs properly.

Ralph Erskine

Office Landscape

Social concern that reigned in the 60s gave way to an approach to design which was very preoccupied with users' wellbeing and believed that the right physical environment would help create a better society. Through all party collaborations architects aimed to make 'space' where social engagement would unfold. While degrees of private and public enrich the experience of the users, there would be room/opportunity to express ownership and identity…

A housing project is one of the most challenging programs for an architect as its success relies on the very personal reception by the people who live in them. is Byker redevelopment in Newcastle, England by Ralph Erskine (1970-81) is one such project. With the onset of initial planning Erskine took over an abandoned space near the project site as a make-shift office as well as a community meeting space and opened his doors to the residents who would be moving into the new housing after the completion. Few members of his team moved into the neighborhood in order to make it possible to work in collaboration with the Byker residents to be.

These numerous meetings were not only important during the exploratory phase of social behavioral patterns that existed in the neighborhood before the preliminary design phase but continued to help reduce the anxiety of the people who were about to move into a more or less unfamiliar environment.

Byker was a success and admittingly nearly impossible to repeat the process in the current phase of mass-production. However, there is immense value in learning from Erskine's approach and in applying these lessons in designing current public projects/facilities if we can accept the relation between the physical environment and social activities.

Erskine's success was not only in designing housing projects. He continued to apply his philosophy in designing other building types such as working environments. He believed that 'humans are social, active and creative creatures' and suggested that there should be a checklist for basic human needs. Beyond recommending that the humane values should be the basis of any design, he suggested that architects should always work in participation with the representatives appointed by the users if working with them directly is not feasible.
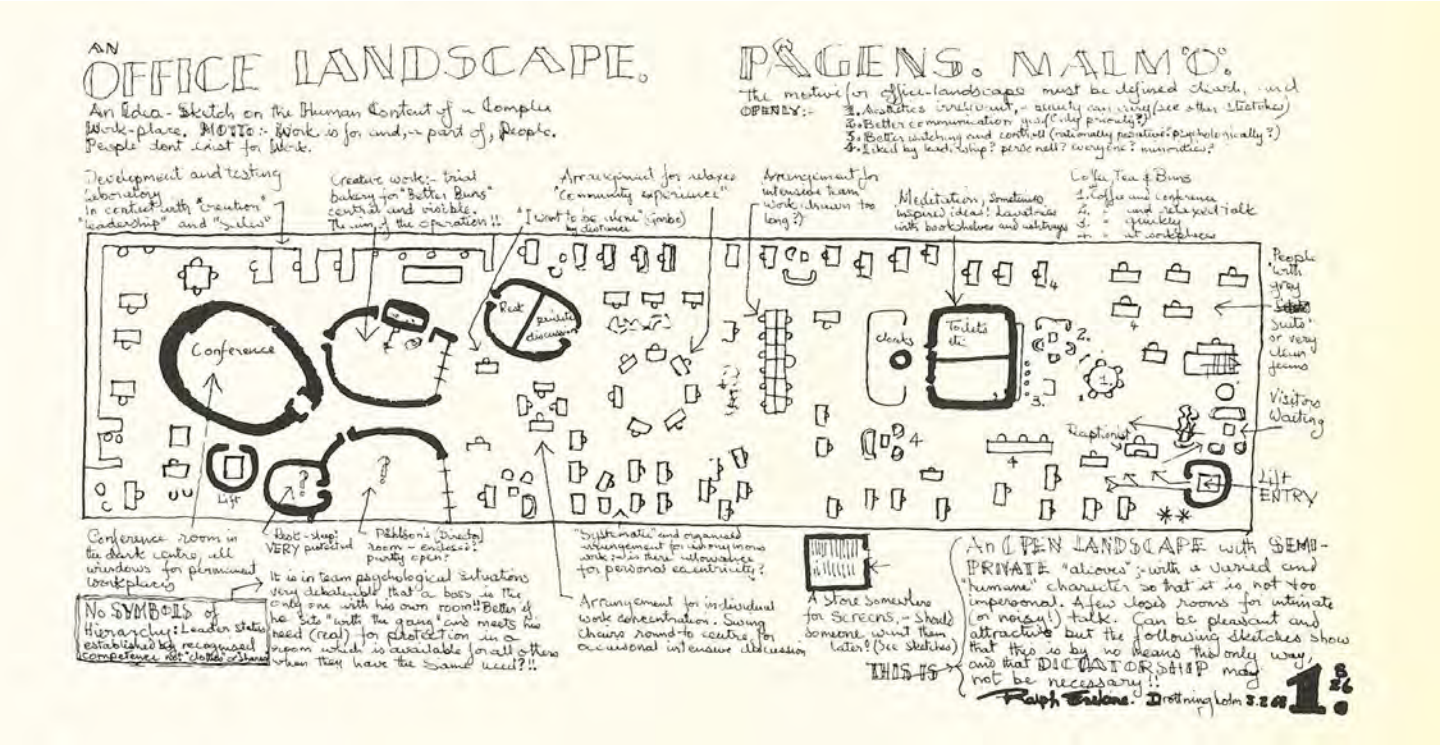
Pagens in Malmo, Sweden was an office for a large bakery with programs for marketing, research, and development of new products. Erskine made several sketches of the project, each presenting a varying degree of openness. His concept, essentially an open plan with few permanent structures, is populated by more or less numbers of private office rooms. Sketch #5 represents the least ratio between open space and designated small office rooms, leaving enough space for free interaction and contact.
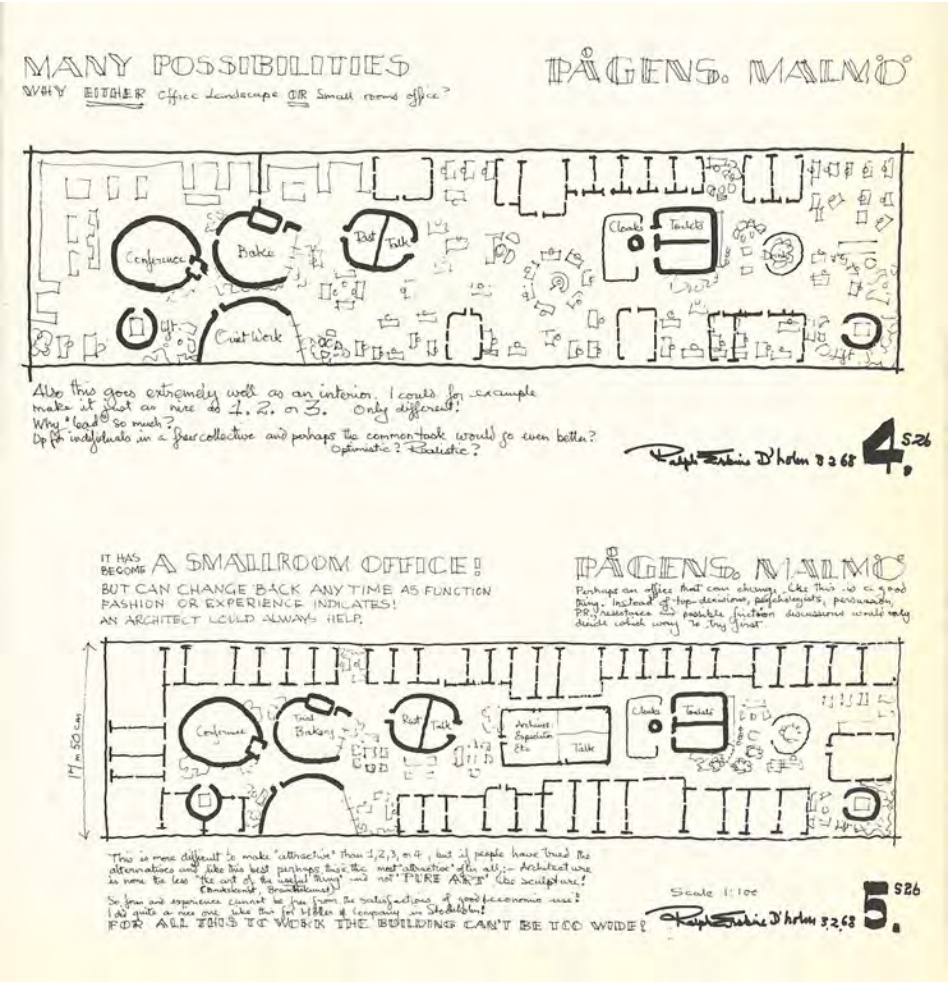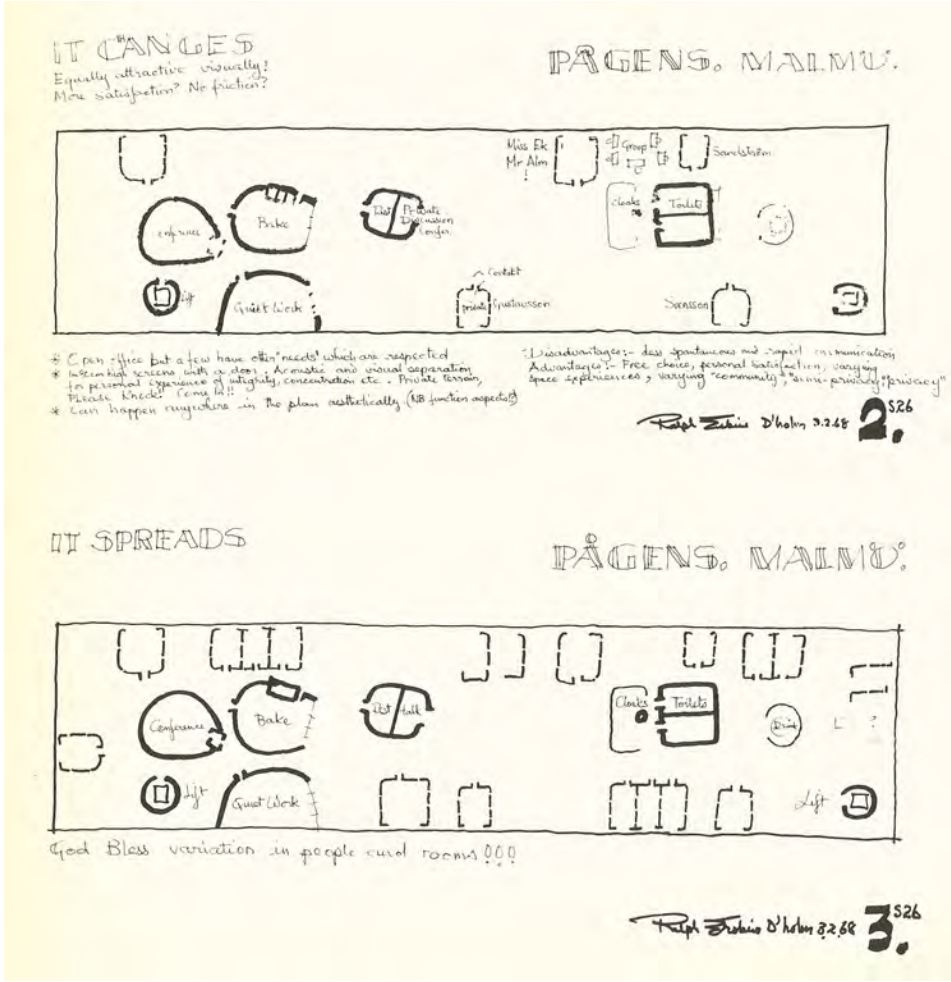
Lastly the series of sketches suggests that the layout consists of there are permanent fixtures, such as vertical circulation and bathrooms; and temporary programs, which can be changed or replaced over time responding to the input by users based on their empirical experience.

Although it is difficult to correlate social behavior and physical environment, Erskine's work, along with other members of Team X and other trends in central Europe (Mensch und Raum), placed human activity and scale at the forefront.

7. Synopsis

Synthesis

The research investigates the impact of 'equity' on the City's civic infrastructure with special focus on libraries, police precincts and urban plazas. Although the main quest is to define EQUITY in the built environment, it was necessary to understand all aspects of the term; namely the human component and the built form. We therefore studied interpretations of equity in the social environment as well as in planning and architecture culminating in our expansive literature review.

We also brought together an interdisciplinary Advisory Committee composed of planners, social scientists, community activists and leaders. After two long sessions discussing their firsthand experiences, we asked them how they understood 'EQUITY.' Although topics of sustainability and accessibility came up, the more heated discussions involved community participation when designing a civic facility, both as a process and the product.

Process and Product
While the 'product' is always relative to the scope of work or the type of facility and the community for which it is planned, the 'process' may provide principles that are applicable to the planning and building of future civic infrastructure. The previous chapters include a number of documentations and analyses of various 'products.' We will be discussing the concept of 'process' further.

Demographic analysis
We began our research by analyzing six existing facilities in two of New York's communities to understand the relationship between civic infrastructure and their communities. Our activities were manifold. We simultaneously looked into specific facility types that became central to our study and the communities

they were serving. For our data collection on Hunts Point in the South Bronx and Bushwick in Brooklyn, we considered several open data tools but chose the www.oasisnyc.net/ as the primary source of information.

Accessibility/Timeline
We developed maps to trace accessibility in terms of physical distance and time based on the assumption that it takes 20 minutes to walk a mile.

Diversity/English as 2nd Language/Age/Income/Education/Density
Demographic compositions were also analyzed as they revealed opportunities and challenges faced by the communities in Bushwick and Hunts Point. For example, the percentage of residents for whom English is the second language is an indication to provide language programs in the local library.

Income levels are another indicator that brings to light if the library is used for computer or internet access (homework, writing resume, looking for work,) or simply as an air-conditioned space to spend time and meet others.
Diversity studies, especially mapping the presence of minority groups indicates the vulnerable populations. Age is another such indicator. For example, presence of a young population is both an opportunity and a challenge especially if unemployment (or under-employment) as well as lack of education are prevailing characteristics of the community.
Lastly, density of the tributary service area is a useful metric for optimizing services per capita.

Civic infrastructure, like those central to our study, could strengthen their role in their local neighborhoods if their services are tailored to the needs of the

communities they are serving. Insights into communities' expectations, desires, vulnerabilities, and strengths can make a positive difference in the reciprocal relationship between civic facilities and their communities.

Facilities
We focused on public facilities such as the public library, police precinct, and urban plaza to understand how they engage with their neighborhoods. Our visits to the above facilities and interviews with the staff members provided valuable insights into the prevailing conditions. Urban plazas are exceptions as they do not have permanent on-site personnels to monitor or contribute towards engaging the public.

Although we were able to make visual references to the physical state of the facilities (PRODUCT), the existing culture by which these facilities are run and operated (PROGRAM) is another aspect that needs attention.

NYC Library Systems and Public Libraries
While the City's library systems have an understandging of how to facilitate services and where, there is no indication that their specific knowledge about their local users is communicated to the planners and designers in the process of renovation or new construction.

We used the data compiled by the Center for an Urban Future in our research as a guide for understanding the City's three public library systems. We analyzed a library in the South Bronx to aide our study of New York Public Library system and a library in Brooklyn to understand the Brooklyn Public Library system. They are both part of the Carnegie library collection citywide.

"The New York City Carnegie branch libraries were designed to be distinct structures, a new concept at the turn of the Twentieth Century when most branches were simply located in other buildings. They were intended to be important fixtures in the community and centrally located in a neighborhood. The Carnegie Committee had a policy to place branches in close proximity to public buildings such as schools, social service centers, public baths, or YM/YWCA's. The Washington Irving Branch has played this civic role in Bushwick for nearly a century, especially since it is situated across the street from the Bushwick High School.

Bushwick, an area originally settled in 1660 by Governor Peter Stuyvesant with the name Boswijk, or "heavy woods," was incorporated into the city of Brooklyn in 1855. As a result of the completion of an elevated railway in 1889, the once predominantly rural area experienced rapid development in the form of row houses and tenements, home to mostly German immigrants. Bushwick's population growth in the 1890s led to a demand for numerous civic institutions such as public libraries."
http://hdc.org/hdc-across-nyc/brooklyn/brooklyn-carnegie-libraries/washington-irving-branch

The above excerpt from the Carnegie Library website reinforces contemporary views on making libraries part of the larger network of the City's other public facilities and carefully assesses their placement within neighborhoods.

Operational since the early twentieth century, both the Carnegie Libraries are still valuable assets to their respective communities. While Hunts Point Library was recently renovated and in much better condition, the same cannot be said about the Irving Branch in Bushwick.

We also visited three recently built libraries in Queens which are part of the Queens Library system. Our inquiry into these libraries was simply to gain first-hand experience of the current approach in design and construction of similar public facilities.

Review and assessment of a 'library as a public facility' is a challenge as libraries come in different sizes and scopes assuming different roles in relation to their context. However analysis of both historic and newly constructed libraries gave us a unique understanding of what gets overlooked in the City's library system. It is safe to say that since the facilities are within the Design and Construction Excellence program they do not lack a high standard of aesthetics.

We found that spatial constraints is a common problem to all libraries especially accommodating future demands and emerging services. While older libraries are struggling with spaces that are inaccessible due to building code compliance, newer libraries are simply built to maximum capacity determined either by the assigned budget or urban lot sizes.

NYC Police Precincts
Owing to the nature of services rendered by law enforcement agency and their limited organizational transparency, it is harder to assess how design principles can contribute towards the betterment of community relations.

As part of our research assignment, we visited the 41st Precinct in Hunts Point in South Bronx and 83rd Precinct in Bushwick in Brooklyn. We were cordially received in both the police stations by the precinct teams and were given guided tours through the facilities. The fact that both of the facilities were built during the same era in the 80s allowed us better comparative analysis of their strength and challenges.

Common to both of the facilities is a central hallway with an imposing information desk approached by everyone. This space is simultaneously shared by detainees, community members sometimes including families with young children and precinct officers. The information desk and the raised platform behind it allows the officers visual surveillance across the hallway. This space poses a great challenges in creating a friendly environment for everybody.

In both facilities, rooms used for community meetings and muster rooms are not directly accessible from the outside. They are also relatively small to accommodate larger groups. Yet large areas are occupied by holding cells that are no longer in use since the city's new regulations are not integrated into the facilities as much needed space.

Lastly, the prevailing geometry and the dated design approach of compartmentalizing programmed spaces makes it harder to adapt these facilities to current requirements.

We felt that the precinct in Bushwick was more crowded by the number of officers in relation to the size of the facility. It also posed greater maintenance challenges. In addition, the recessed doorway at the mitered corner of the building makes it hard for the main entrance to be visible from the public right-of-way.

Urban Plazas
Unlike large public squares that are willfully designed and built, community public plazas are leftover spaces within the City's colliding geometries on the ground. Given the City's overwhelming density, the expansive impervious hard surface areas and lack of green spaces, development of these tiny urban plazas offers a great opportunity to improve the quality of life. These urban plazas can serve as acupuncture points to ease the City's tension, lower the pace and

even contribute toward stormwater management. Since urban Plazas serve as an extension of the streets, they are unconditionally accessible to the public. During one of our initial interviews of architects on best practices, we were told the street was the space that immediately comes to the mind on being asked to visualize equity in the built environment

In addition to our daily encounter with the City's streets, sidewalks and plazas we also visited the Knickerbocker Plaza in Brooklyn and Monsignor Del Valle in the South Bronx to understand how urban plazas engage and activate the communities they serve. Since we were familiar with the design drawings of the two plazas we wanted to verify whether the intent was translated into reality.
While the recently renovated Knickerbocker Plaza is one of six Department of Transportation plazas, the Monsignor Del Valle is a project by the Department of Parks and Recreation. The later is being considered for a face lift in conjunction with the elevator that connects the street to the subway level.

Located at the juncture of a busy commercial strip and public transportation, we confirmed that the plaza was in good use and well received by the surrounding neighborhoods. We saw many people relaxing under the shade of the elevated railway. We also met the caretaker, an employee of the Ridgewood Bushwick Senior Citizens Council, who was there attending to his twice-daily clean-up duties and reaffirmed how busy the plaza is.

The same cannot be said about Monsignor Del Valle which extends over a much larger area in the midst of a very busy traffic and web of local streets and a high speed regional expressway. It is hard to pinpoint the challenges of such a large scale urban space that does not offer nuanced spatial configuration to encourage human interaction. The plaza is neither functioning as a effective green infrastructure nor an urban landscape providing shades to the public owing to unsustainable planting.

These pockets of urban spaces are important elements of urban life as they have the potential to connect the neighborhoods with the residents and communities. Activating the community through collective ownership would perhaps resolve some of the ongoing challenges concerning sustained caring for these urban facilities.

Although there are many civic infrastructure that makes the city work, this study focused on only three public facilities namely public libraries, police precincts and urban plazas. Looking through the type of public lenses of the facility and they engage with their communities, we observed that there exists an immense potential to activate connectivity at multiple levels.

Web of Connectivity: *Activate Stakeholder and Facility Connections*
One of the actions we undertook was to map the 'web' that exists among these facilities and other private or public civic service providers making the interconnections visible. In other words, we examined if the 'web' can have a more active presence or participation in the life of facilities - serving as a portal between facilities which utilize common community assets.

Since the facilities under review are public, and the primary users of these facilities are the communities, it is pivotal to understand what makes a community. A community is formed by those people who live and work in the service area of the facility and are the recipients of its services and benefits.

Demographic analysis reveals both the vulnerabilities and assets of a community. Viewing demographics through the lens of equity which prioritizes vulnerable and disadvantaged populations offers a starting point for equitable design. Understanding and responding to the needs of the demography within a service area through program, design and operation can ensure equity.

Strong community leaders and civic organizations are present in many communities such as South Bronx. These stakeholders are key assets and partners who can ensure the success of each facility's program and operation. Likewise Police Athletic League, local school principals, along with precinct community liaisons and tenants or block associations all work together to create a supportive mesh of civic infrastructure in a precinct.

Like a site or a facility, each community has a specific set of needs and capital which can be answered and empowered through good design. Community Stakeholders represent the designer's direct connection to the community capital. Meaningful engagement between the designer and community leadership is therefore essential to elicit both good design and empower community capital.

LIBRARY

Service Area: 1 Mile Radius

STAKEHOLDERS

GOALS
- Safety
- Justice
- Social Well-being
- Education
- Community Activation

ACTIVITIES
- Research/ Reading
- Gathering/ Meeting Space
- Work Space
- Information Exchange

SERVICE + PROGRAMS
- Afterschool Programing
- Adult Education
- Resume Building
- Summer Reading
- Internet Access
- Heating
- Cooling

VULNERABLE POPULATION
- Youth
- LGBTQ
- Elderly
- People of Color
- English as a second language
- Low Income
- People with Criminal Records

COMMUNITY LEADERS
- Religious Figures/ Clergy
- Teachers
- School Principals
- Block Association Leaders
- Elected Offcials
- Community + Civic Organizations
- NYCHA Tenants Associations
- Community Board

LIBRARY STAFF
- Librarians
- Admin Staff
- Support/ Technical Staff

PLAZA

Service Area: 1/2 Mile Radius

STAKEHOLDERS

GOALS

Safety
Justice
Social Well-being
Community Activation

ACTIVITIES

Rest + Relaxation
Cooling
Recreation
Gathering
Meeting
Commerce
Maintenance

SERVICE + PROGRAMS

Markets/ Small Business
Community Events

VULNERABLE POPULATION

Youth
LGBTQ
Elderly
People of Color
English as a second language
Low Income

COMMUNITY LEADERS

Religious Figures/ Clergy
Teachers
School Principals
Block Association Leaders
Elected Offcials
Community + Civic Organizations
NYCHA Tenants Associations
Police
Community Board

PLAZA STAFF

Maintenance Crew
Business Improvement District Director

PRECINCT

Service Area: Precinct Boundary

STAKEHOLDERS

GOALS

Safety
Justice
Social Well-being
Leadership
Prevention

ACTIVITIES

Permitting
Arresting/ Detaining
Questioning
Gathering
Collecting + Giving Information
Rest + Relaxation
Protection/ Shelter
Work Place

SERVICE + PROGRAMS

Police Athlete League
Community Precinct Council

VULNERABLE POPULATION

Youth
LGBTQ
Elderly
People of Color
English as a second language
Low Income
Perpetrators

COMMUNITY LEADERS

Religious Figures/ Clergy
Teachers
School Principals
Block Association Leaders
Elected Offcials
Community + Civic Organizations
NYCHA Tenants Associations
Businesses
Community Board

PRECINCT STAFF

Officers
Undercover Detectives
Admin Staff
Community Liaisons
Support Staff

How does the Design Community think about Equity?
During our interview sessions with design professionals, we asked them to consider 'equity' in designing projects for the public. The response to our basic question 'which spaces come to mind when thinking about EQUITY?' was almost always 'the street' followed by 'Grand Central Station'. Maybe latent in their responses, 'accessibility' was the primary objective when thinking of Equity. For example, Jonathan Kirschenfeld mentioned of making a city within a city when talking about circulation (spaces) within a building and emphasizing nuanced transition from public to private spaces.

The second common denominator frequently mentioned by many was 'the creative act' as the community asset and the idiosyncrasy of the facility viewed in its cultural and physical context. Furthermore, it was emphasized that responding not only to community's needs but also to its character required a creative approach which could not be accomplished by prescriptive guidelines. Sometimes, exemplary work of architecture that is tailored for its context can emerge from critically questioning conventions, re-thinking programmatic and spatial relationships and innovative new interpretations.
Deborah Gans and Jim Garrison emphasized how the generic approach would not yield great architecture while specificity could.

Lastly, the role of 'creative act' in designing a public facility was seen as a great opportunity for the City to invest, inspire and activate communities and enhance their participation in urban life.

Interpretations of Equity
In order to avoid the specificity of the facility types of our study and to understand the full potential of the term, we expanded the field as we looked for manifestations of 'equity' in the broader context of built environment. The eras of the late 60's and 70's were particularly interested in social aspects of the term,

especially when central Europe was recovering its' economy and re-building its' cities after WWII.

This was perhaps the second wave of modern thought when ideas of democracy influenced architecture greatly. Human wellbeing was central to design; 'Mensch und Raum' in Germany, and the work of Atelier Team X in England, Northern Europe, were only a few trends that come to mind. Perhaps for the first time, architecture as representation of a culture was not designed based on some divine proportion for the Gods but for the people, their wellness, service and ownership. Experiments were undertaken to explore how human beings perceived space or spatial organizations and ideas emerged to improve the quality of life in buildings through daylight engineering and natural ventilation.

Although some of these noble ideas about accessibility are hindered by the prevailing safety and security requirements (especially applicable for law enforcement facilities), we depict few elements, building components and related ideas that crossed our path during our entire investigation that could be considered in future interpretations of equity in the built environment.

The In-between (interstitial) Space: The City in a Building
This is the space that is captured within the wall as described by Sasskia Sassen when she was writing about one of David Adjaye's library projects. It is also found in IPA/Jonathan Kirschenfeld 's housing projects and throughout the City's leftover spaces between buildings, which often times do not have any identity or use. Sassen's reference to the interstitial space is the cavity within the wall. By widening, the wall becomes less about delineating the inside from the outside. Instead it becomes more of an in-between space. This is very apparent in the Francis Gregory neighborhood library in WDC where the building's 16-in thick exterior wall patterned with alternating diamond-shaped transparent and opaque surfaces. The ambiguity it achieves is beyond function.

In Kirschenfeld's public housing, the hallways form the interstitial space which are not just a mere means of egress but a social space where interactions take place. Here the architect makes sure that the hallways are daylit and wide so that one can linger, perhaps go through the mail sitting on a bench in the lobby or next to the elevator and begin chatting with a neighbor. This is a space that is between the city (public) and the unit (private) but does not fully qualify to belong to either. Given the nature of the architect's work, the outcome is not a coincidence but a planned intervention in order to improve social interaction for underserved, misunderstood or simply disabled population of our society starting in their own territory.

This in-between condition as it relates to the urban plazas in the City deserves a closer look. The word 'Interstitial' is cited more frequently in medical dictionary relating to a medical condition than an urban.   The dictionary describes the word as a 'space between structures or objects', similar to cavities between rocks. In the field of biology and medicine, interstitial may refer to any small space between biological structures, often referring to the space between cells.

In cities and urban environments, we find residual spaces everywhere. Sometimes are byproducts of setback requirements or unbuildable left over pockets of the city's colliding geometries. Sometimes, they are incidental spaces in public housing where the building layouts adhere to an abstract pattern. Kirschenfeld reminded us about the City's ongoing efforts to own these interstitial spaces within NYCHA properties and give them purpose and life so that they can better serve the residents rather than endanger them.

The Wall
We have already mentioned the idea about manipulating the exterior wall and using the skin as a transition space rather than a mere wall delineating the inside from the outside. Moreover, the space that is contained within the wall, together

with varying degrees of transparency, can blur the boundary between inside and out or private and public spaces. For example, the transparency achieved through the use of structural glass became a symbol for openness and democracy - literally and metaphorically. The opposite holds true for buildings without windows. Communicating an idea through how open or closed a building appears is an important aspect in establishing the first contact with its visitors.

But the skin of the building has more than just symbolic functions as it is the membrane that regulates indoor-outdoor temperatures and exchange of other physical conditions. In our study we understand the role of the WALL and how it is reflective of cultures that exists in the systems the buildings house.

The Low vs. High Desks
Beyond the 'wall', there are other building components that have the potential to contribute or exert how public facilities function and interact with their users. The autonomy of furniture came up during our interview with Deborah Gans and Jim Garrison as they talked about their Town & Gown project designing the Community Connection Pavilion for the Brownsville Police Precinct.

The psychological effect of 'room layout' (furniture layout in a room) and how it can either make a friendly/welcoming impression upon entry or exert authority/control is a known factor in the design discipline which is perhaps not considered carefully enough when designing public facilities. The information desks in police precincts and in public libraries are both places of power but have very different connotations. The power within the library is held by the public in their ability to access all of the library system resources whereas the power within the precinct is held by the officers. If 'change' is desired in the culture of the police or the library, it should begin at the altar of the first contact.

Autonomy of Building Programs
Furthering the consideration of the central desk, we would like to continue with a number of program elements that can be compartmentalized within respective facilities, both in newly designed or existing-to-remain. It is worth reiterating the ideas suggested and submitted by Andrew Birman and Leslie Burger for the study of Re-Envisioning Branch Libraries which was coordinated by the Center for an Urban Future.

After analyzing spatial distribution and accessibility of the branch libraries they identified and itemized certain functions as compartmentalized building components. For example, children's reading area or resource hub are perceived as separate from the architectural shell, more as furniture. This approach opens up the opportunity to establish methods of standardization for these components in existing and new buildings.

Flexible Room or BETA Room
While we are reviewing separate functions and their accommodations, it is worth thinking about the so called 'beta room' or the flexible room for future growth; more importantly a room for experimentation. A room for new/emerging programs as a response to changing needs is not superfluous, it is a necessity.

The Program, Two Ways
This is another challenging term with many aspects and definitions as it relates to our study. In its simplest form the PROGRAM can be understood as it is used in the Seattle Public Library. There the architects have analyzed the relationship of each library function and the sequence of the (library) users steps calculating the amount of time one would spend to get desired information. Their study led the designers to a new method of spatial organization while mincing and mixing the program.

Similarly, the aspect of innovation in the design of Jim Garrison's Animal Shelter proposal does not reside in shape and form or fancy materials but by inverting the conventional layout of the animal shelter. In his proposal he placed the animal cages on the periphery and the staff in the center of the facility. This design move created many more animal holding cells each having a smaller number of animals, improving the quality of existence for all parties.

During our discussions about facilities and their success in reaching the communities they serve, it was often brought to our attention by our advisory committee members that PROCESS and PRODUCT were equally important. Hours of operation and the programs offered are just as relevant in evaluating the facility's success as design.

Equity requires many
If we read into EQUITY everything we have observed, heard about and learned, we have to expand the field and include not only the 'users and uses' but also the makers (architects) and the facilitators (the city agencies) and the donors/funders. In other words, everyone who contributes to urban life, collectively elevating every single urbanite are active participants of this process.

The belief that architecture explicitly shapes human activities is unproven. However, architecture can be seen as 'social condenser', a term coined by the constructivist architect Moisei Ginzberg (1892-1946), referring to a spatial idea that architecture can transform and influence social behavior. This concept influences the designing of public spaces as a positive force that breaks down perceived social hierarchies of the users and that promotes socially equitable spaces.

Social Condenser is... "Programmatic layering upon vacant terrain to encourage dynamic coexistence of activities and to generate through their interference, unprecedented events."

Rem Koolhaas, 'Contents' (2004)

Life of Public Buildings

Current

Currently **DDC** serves as a project delivery role, engaged at the **design and construction** phases.

| | Design | Construction |

Our Proposal

1.Ensuring Fair Distribution

Client agency capital projects are evaluated and refined by a comprehensive plan which analyses distribution of public resources within the community context.

2. Scoping/Programming

DDC requests design services, Scoping and programming of the facility is done collaboratively with the client agency, community stakeholders and contracted designers.

3. Pre-Design through Design

Throughout all design phases; DDC, the client agency and designer engage with community leaders and other facility users in an outcomes based approach linking design moves to factors or predictors of equity: Safety, Justice, Social Well-being and Education.

4. Construction

Agreeing upon the program design and budget prior to the construction phase will help streamline the process.

5. Maintenance

Post Occupancy, the client agency along with facility stakeholders and DDC, will enact a performance assessment to gauge the design intentions and outcomes as well as the facility's responsiveness to the community within its service area.

Apply Principles, Guidelines, and Recommendations ◄········ *Feedback for continual improvement* ········► **Performance Assessment**
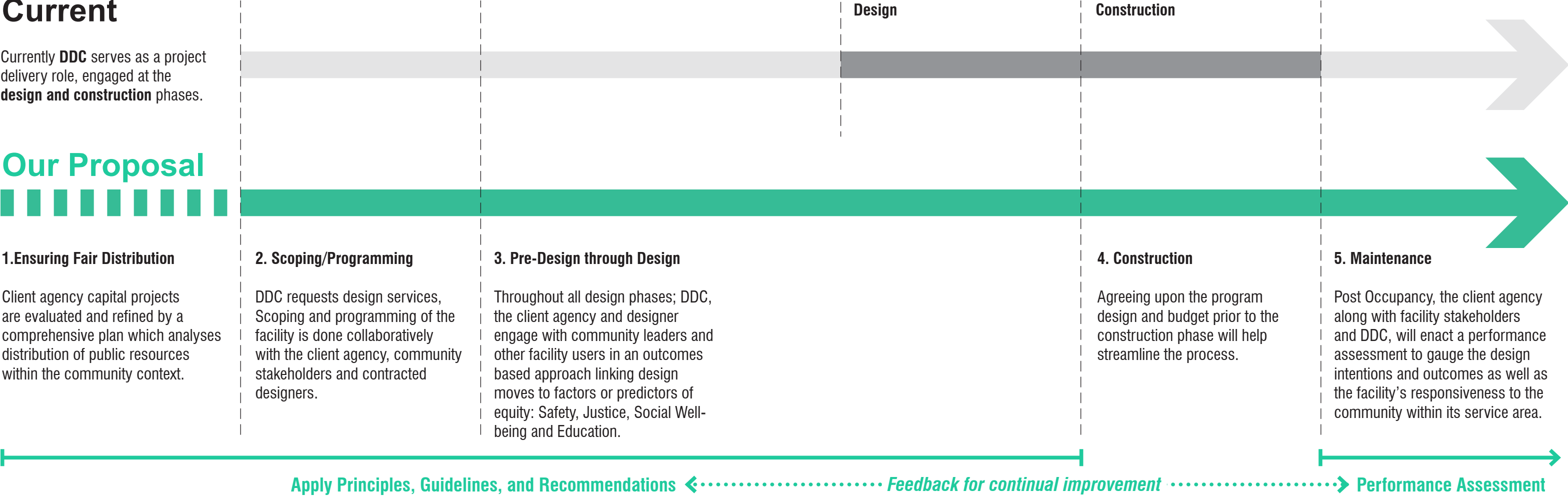
A Tool for Understanding What Works

…...and measuring success of both the process and product of equitable design in our public facilities.

When considering the creation of a performance assessment tool, we felt it is important to acknowledge that many of the City's police precincts, plazas and libraries are already in existence. It is a missed opportunity not only in applying the lens of equity to the design of new facilities but also in considering equity in the operations, programs and renovations of existing facilities. To evaluate performance in this context, we offer two sets of metrics - one aimed at evaluating the design and the other targeted toward evaluating the facility itself.

Metrics of Design
Using an outcomes based approach for evaluating both the process and product of a project's design. Linking design intentions to equity outcomes of safety, social well-being, justice and education.

For inspiration on how to assess the performance a facility's design, we revisited Impact Design Hub's "When Good Intentions Aren't Enough: Linking Intent to Impact". The article reflects on how a building might be conceptualized as part of a systemic and holistic intervention toward specific outcomes. "This outcomes-based approach, linking design moves to "factors" became a lens for assessing various options, prioritizing opportunities, and analyzing trade-offs." As was mentioned many times in Marvel Architects interview, all projects have limitations. Ideally, an outcomes based approach with equity as a priority outcome offers the designer this lens to assess, prioritize and analyze design interventions within existing limitations. Continuing this approach further we expanded beyond the design process to consider how design services were

secured, the stages of community engagement and the responsiveness of the design to stakeholder/user needs.

_Did the RFP for design services encourage stakeholder engagement and community partners?
_Were design intentions derived from stakeholder/user outreach and linked to outcomes?
_Did facility stakeholders, designers and the client agency collaborate throughout the design phase? What were the key engagement points and what were the resulting design interventions and their outcomes?

Analysis can also include metrics aimed at the design as a product:
_% of publicly accessible space
_Square footage of flexible space
_The presence and square footage of activated public space

Who does the evaluation and when? These metrics can be considered by DDC during the design phase as well as revisited and reflected upon post occupancy/ project completion. Evaluation of the design intentions can then be fed back to design for Excellence firms and to further refine the Equity Principles and Guidelines.

Metrics of the Facility
To evaluate the services, programs and spatial quality of the facility, enact behavioral mapping and space utilization analyses post occupancy and periodically throughout the life of the facility. Review these analyses in relation to the determined assets/needs and demographics of the service area. Join these exercises with the completion of stakeholder and facility connectivity tool to assess how the space and activities are accommodating (or not) the needs and assets of the service area community.

As stated in the Public Life of NYC Plazas from Gehl Studio and J. Max Bond Center…."Plazas have equitable beginnings but equity is later challenged by financial difficulties from ongoing maintenance costs and disparate fundraising capacities". Ideally through DDC's Equity Principles and Guidelines all new public facilities (under their purview) will have equitable beginnings. However, just as the report observes, they may all struggle to maintain equity throughout their use whether it be funding or connection to the community served. The combination of proposed analyses aims to allow for ongoing assessment relating the facility's spatial quality and utilization to the needs of facility stakeholders and the equity outcomes of safety, social well-being, justice and education.

Additional metrics which can inform this process include:

_% of public events held in the space
_# and type of visitors as compared to service area demographics
_# or % of civic partnerships
_Maintenance and program budget as compared to service area demographics and needs.
_Responses to request or complaint box
_311 Complaints
_NYPD Community Survey (other agency surveys)
_Space allocation as compared to community needs and assets

Who does the evaluation and when? These analyses can be done for each facility type every year by the facility stakeholders with the goal of collecting facility specific data which can be shared and used to steer future investment. They can be utilized and revised at times of renovation as well as provided as feedback to upper administration of the client agency and DDC. Ultimately providing a feedback loop for continual improvement of the client agency's programs as well as DDC's Equity Principles and Guidelines.

PUBLIC FACILITIES

Service Area: _____

GOALS

Safety
Justice
Social Well-being
Education
_____
_____

ACTIVITIES

_____
_____
_____
_____
_____
_____
_____

SERVICE + PROGRAMS

_____
_____
_____
_____
_____
_____

STAKEHOLDERS

VULNERABLE POPULATION

Youth
LGBTQ
Elderly
People of Color
English as a second language
Low Income
_____

COMMUNITY LEADERS

Religious Figures/ Clergy
Teachers
School Principals
Block Association Leaders
Elected Offcials
Community + Civic Organizations
NYCHA Tenants Associations
Police
Community Board

PLAZA STAFF

_____
_____
_____
_____

Objectives and Recommendations

Equal Opportunity does not yield equal outcomes. To be equitable, facility design, programming and operations need to respond to local conditions. In reality some NYC neighborhoods have greater needs than others. We offer a set of overarching recommendations framed by the objectives of Just Distribution, Flexibility and Ownership as the foundation of equitable design.

Just Distribution

Community Level Responses (Equity upstream from DDC)
In the equitable distribution of resources citywide.
Create a mechanism to assess and plan for the equitable distribution of resources citywide including **the location of new facilities as well as the planning/execution of facility renovations.** Create a comprehensive, community centered planning process in which community assets and needs are collected and considered outside of any one client agency's criteria. Client agency proposals for capital projects are then refined by this process to ensure they address community needs.

In the operations and programming of facilities.
Arguably, in our current social climate, there is no greater need for connectivity between community and a facility than with the police precinct. The history and recent events of police sanctioned disruption and violence has created deep distrust and fear of our criminal justice system within black and brown communities. As argued by Harvard Professor and Sociologist, Matthew Desmond, single acts of police aggression register in the collective memory of brown and black communities as a larger and longer pattern of violence and oppression. Going further to say, since acts of excessive police force have community consequences, cities need to implement community level responses. Community level or community based responses to performance indicators should be a practice for all facilities. Programs and services offered should reflect the needs and assets of the facility's service area. Users should match the demographics of the service area.

Environmental Justice
Address the Social Cost of Carbon and other Environmental Burdens.
Mitigate localized carbon impacts of building systems and operations. Energy, Water, and Solid Waste systems associated with a facility should aim for neutrality in regards to their impact on the surrounding community. Create an environmental justice plan which prioritizes public goods investment and access to resources in Environmental Justice communities.

Flexibility and Innovation

Avoid Guidelines that are Formulaic or Prescriptive
Offer freedom of interpretation to the designer
It is an oversimplification to identify specific equitable design guidelines for each facility. Entryways, exterior walls, furniture, materials and program are all considerations to achieve equity but their details cannot be dictated. Guidelines must allow for the design and program to respond to the needs and assets of the community. Creative interpretation of community needs and desires and responding to their unique character is not prescriptive but is essential to the creation of equitable space. Being too prescriptive with guidelines robs the

designer of the creative process to address each project and undermines the expression of a community's unique social and cultural capital.

Flexibility in Design Review

Allow for the guidelines of equity to elicit innovation. Being too constrained in the review and interpretation of equitable design proposals can limit innovation. Keeping an open mind can create opportunities for designs to test out new ideas and services. Rely on the performance assessment of design intentions to inform future design reviews and enhance the guidelines overtime.

Flexibility in Structures and Spaces.

Building systems and spaces should be able to evolve and change overtime, accommodating multiple functions, programs and users.

Ownership

Stakeholder Inclusion and Engagement in Programming, Design and Operations

To achieve equity, users and more broadly the community must have a sense of ownership in the facility. To achieve ownership it is essential to engage local leadership and users in the programming, design and operations of our public facilities.

Unite the Designer and Users at the Earliest Stages of Programming and throughout the Design Process.

Ideally, all client agencies have their own mission, visions and strategic plans which are focused on responding to community/user needs. However, in our experience, this ideal is not always achieved. Allowing all users the opportunity to engage in a dialogue with designers is good practice and should be fostered.

They along with the client can translate community needs and capital into building design and program.

Foster a Citywide Commitment to Equity

Create a Standardized Process for Incorporating Equity Into and Across all Client Agencies. As we have learned from our designer interviews, positioning equity as a priority within each client agency would allow for more open and expansive design interventions by providing a counter to the more prescriptive and embedded standards such as security.   Guidelines from DDC are not all that is needed to achieve equitable design and facility performance. Each client agency needs to adopt a commitment to equity themselves which is also coordinated citywide. The City of Seattle's Race and Social Justice Initiative, which embeds equity in all city agencies and offers Implicit Bias and Cultural Sensitivity training to all City employees can serve as a model.

Research Team

Principal Research Investigators

Jaime Stein

Director of M.Sc. Sustainable Environmental Systems and Adjunct Associate Professor at Pratt Institute. Jaime's academic research focuses on systems thinking integrated with community self-determination. Areas of focus include green infrastructure, equity and community based resilience. She is Co-Director of Pratt Institute's Recovery, Adaptation Mitigation & Planning (RAMP) climate change adaptation initiative, is a founding member and Steering Committee Chair of the Stormwater Infrastructure Matters (S.W.I.M.) Coalition as well as the Collective for Community, Culture & the Environment. Ms Stein is also the Mayoral Appointee for the Atlantic Yards Community Development Corporation, Board of Directors.

Zehra Kuz

Adjunct Professor of Architecture at Pratt Institute. Zehra Kuz is a registered Architect in New York and Connecticut and Adjunct Professor with CCE at Pratt Institute, School of Architecture, where she has been teaching since 1993. She is the principal of Oasis Design Lab (registered since 2002), a collaborative office for architecture and engineered design. Prior, she worked for Edward Larrabee Barnes - J.M.Y. Lee Architects and later for SOM in New York where she was an active member of Professional Development Committee. Her approach to design is influenced by reciprocal relationships that exist between buildings, their occupants and the surrounding environment. Similar ideas inspired the exhibition "Autochthonous Architecture in Tyrol" accompanied by a catalog and the three-part symposium 'The Organic Approach to Architecture' which she co-authored with Deborah Gans. A Graham Foundation Grant funded the book under the same title

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