

The Public Architect as City Builder

- WE 203: The Public Architect as City Builder
- Wednesday, April 26, 2017, 8:30am – 5:30pm
- Learning Units 7.50 LUs/HSW/RIBA



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April 27-29, Orlando



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Course / Learning Objectives

- Attendees will have analytic and conceptual tools to evaluate and deploy the design and construction of infrastructure strategies. With these tools, Public Architects and Designers of Public Infrastructure will become key decision makers in complex funding environments, leveraging knowledge and understanding gained in this workshop in support of this very necessary subject matter expertise.
- Upon completion, participants will be able to identify main types of public and private issues and will be able to access tools and resources to evaluate and navigate through authorities having jurisdiction and stakeholders.
- Upon completion, participants will be able to describe the competing demands for infrastructure development and will have made connections to other design professional experiences from whom they can learn.
- At the end of this workshop, participants will have helped to establish criteria to evaluate the viability of infrastructure project strategies, and hence for defining the role of design professionals.
- Upon completion, participants will have information necessary to shape decision-making to serve in creating the highest quality and best value public realm.



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Speakers List

- Emily Marthinsen, AIA, Assistant Vice Chancellor, Physical & Environmental Planning, Campus Architect, University of California, Berkeley, Real Estate Division
- Lee Solomon, AIA, Deputy Director, New York City Housing Authority
- Ed Gauvreau, FAIA, Chief, Planning Branch, Installation Support Division, HQ US Army Corps of Engineers (USACE).
- Paul D. Smith, PE, Portfolio Manager, NYC Department of Environmental Protection
- Michael Kelly, AIA, AICP, LEED GA, General Manager, New York City Housing Authority
- Margaret O'Donoghue Castillo, Chief Architect, NYC Department of Design and Construction
- Michael Kaleda, PE, Senior Vice President and Program Executive, MTA Capital Construction Company
- Deborah Goddard, Executive Vice President for Capital Projects, New York City Housing Authority



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Next Generation NYCHA

*AIA Pre-Convention Workshop
The Architect as City Builder*

April 26, 2017

**Michael Kelly, AIA, AICP, LEED GA
General Manager, New York City
Housing Authority**



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A Sense of Social Justice through *Environmental Design in San Francisco*

Before



After



Bernal Dwellings



North Beach

A Sense of Social Justice through *Environmental Design in San Francisco*

Before



After



Hayes Valley

A Sense of Social Justice through *Environmental Design in Washington DC*



“Mr. Kelly is undertaking a great experiment to see if he can turn around distressed neighborhoods and keep the original residents there to benefit,” said Sue Popkin, a housing expert at the Urban Institute. “It’s a gamble. We don’t know how to take a terrible neighborhood and make it nice while keeping the same people there.”

by Erick Eckholm for the New York Times, March 21, 2008

Michael Kelly, 2008 director of the Housing Authority in Washington, is replacing a housing project with a development of mixed-income units. Credit Brendan Smialowski for The New York Times

A Sense of Social Justice through *Environmental Design in Washington DC*

Before



After



Capitol Quarter

A Sense of Social Justice through *Environmental Design in Washington DC*

Before



After



Sheridan Terrace

A Sense of Social Justice through *Environmental Design in New Orleans*

Before



After



A deteriorated public housing complex in New Orleans that had 724 units, of which only 144 were occupied, was redeveloped with HOPE VI funds and other financing to produce 460 rental units.

A Sense of Social Justice through *Environmental Design in Philadelphia*

Before



After



Martin Luther King Plaza Redevelopment

NYCHA Houses 1 in 14 New Yorkers



**77,000
SENIORS**

62 YEARS OLD OR OLDER



**108,000
CHILDREN**

UNDER 18 YEARS OLD



\$24,000

AVERAGE
HOUSEHOLD
INCOME



54%

ARE EMPLOYED
(OF NON-DISABLED,
WORKING AGE ADULTS)



41%

ON FIXED INCOME
(SOC. SEC., SSI, PENSION, OTHER)



38%

OF HEADS OF HOUSEHOLDS
ARE 62 YEARS OLD OR OLDER



25%

OF NYCHA EMPLOYEES
ARE RESIDENTS OF
PUBLIC HOUSING



13%

RECEIVE PUBLIC
ASSISTANCE

NYCHA's Real Estate Portfolio



THAT CONSIST OF  **178,000** APARTMENTS

CONTAINING OVER  **175 MILLION**
SQUARE FEET OF SPACE

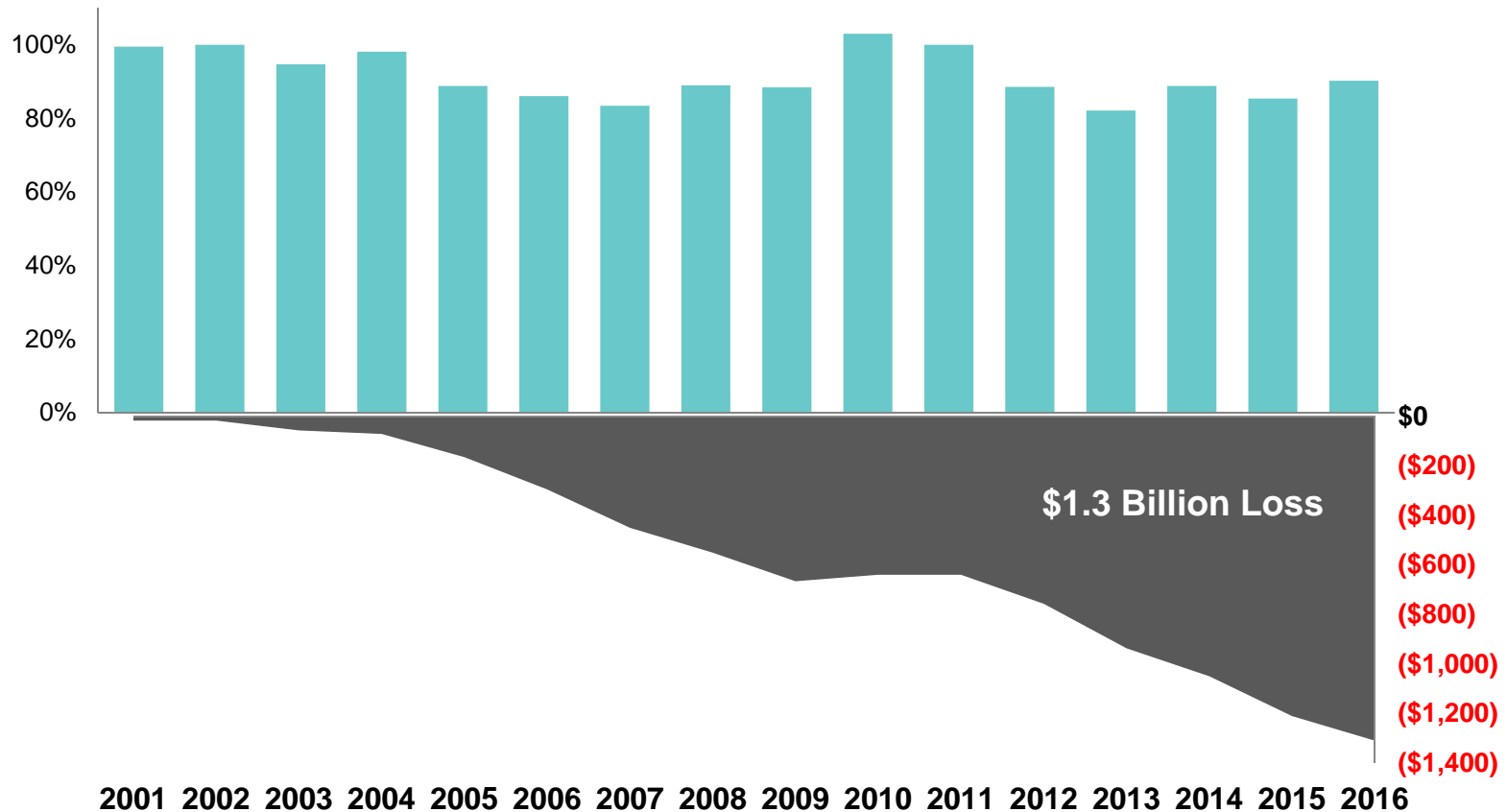
60% OF NYCHA'S BUILDING
ARE **50+ YEARS OLD**



THE LARGEST DEVELOPMENT: A **26-BUILDING**
APARTMENT COMPLEX WITH **7,000 RESIDENTS**

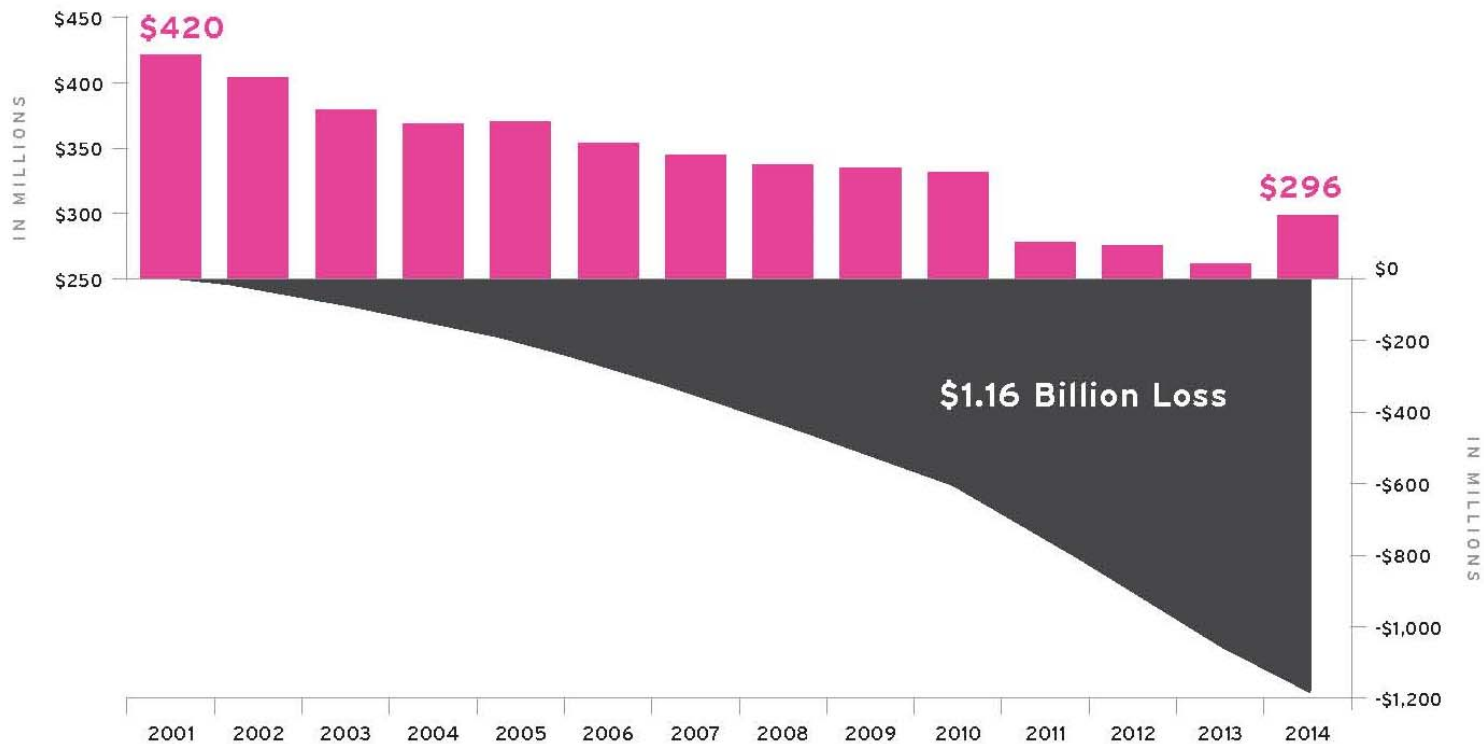
THE SMALLEST DEVELOPMENT: A **SINGLE-STORY**
SENIOR BUILDING WITH **13 RESIDENTS**

Decreased Operating Funds



\$1.3 billion loss in Operating Funding since 2001

30% Decrease in Federal Capital Funding Since 2001



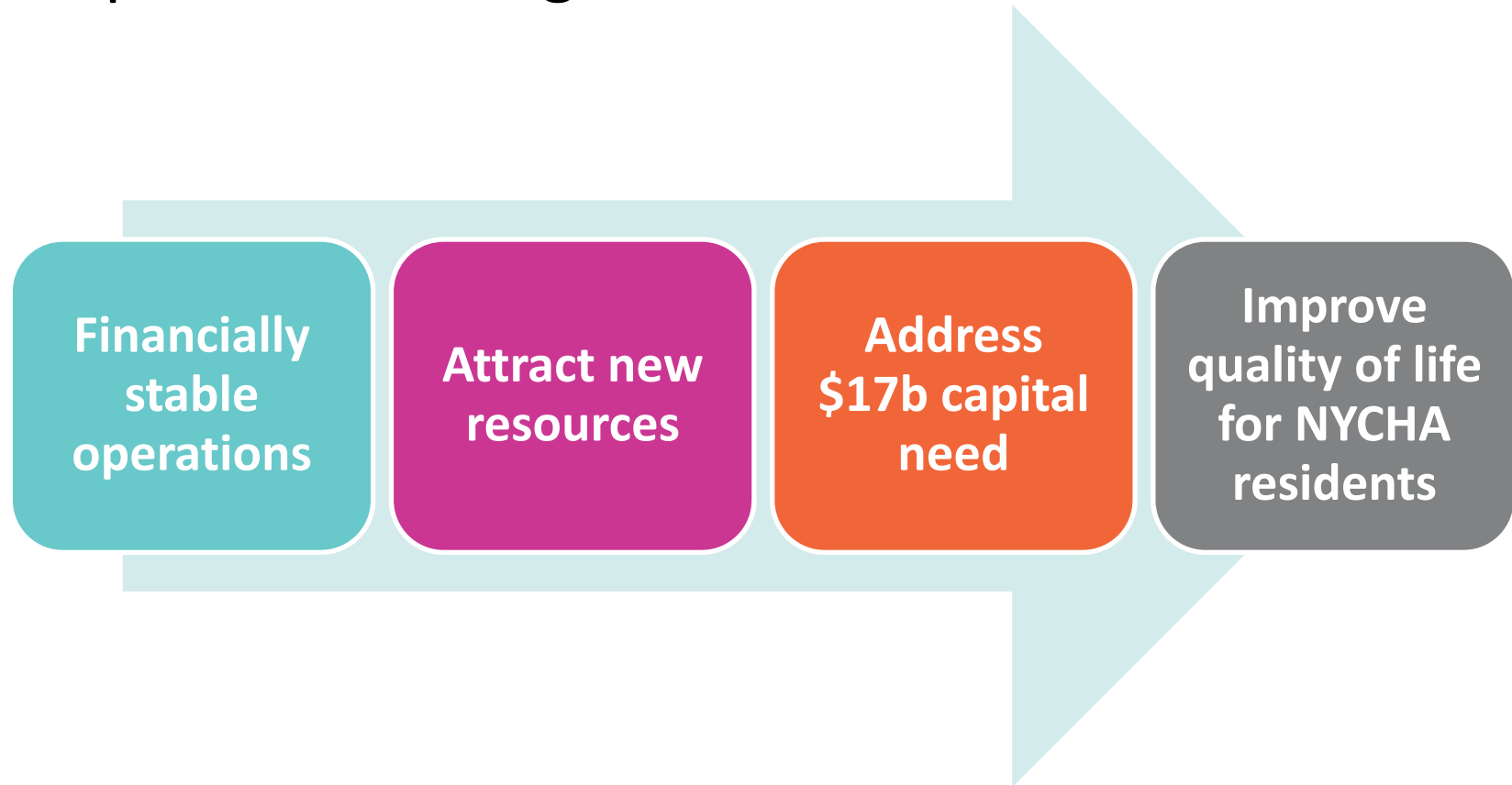
Data Source: NYCHA Finance

■ Annual Federal Capital Grant
■ Cumulative Loss versus 2001 Funding Level

What Will NextGen Accomplish?

Status quo ⇒ **~\$2.5b cumulative operating deficit**

Implement strategies ⇒ **Break Even**



NextGeneration NYCHA Plan

Fund

- 1) Secure relief from City payments
- 2) Improve collection of resident rent and fees
- 3) Lease ground floor spaces
- 4) Reduce central office costs

Operate

- 5) Transform to digital organization
- 6) Localize property management
- 7) Pursue comprehensive sustainability agenda
- 8) Increase safety and security

(Re)Build

- 9) Refine capital planning strategy
- 10) Provide land to support creation of affordable housing units
- 11) Use HUD programs to preserve units
- 12) Adopt design excellence practices

Engage Residents

- 13) Transform from direct service provision to a partnership model
- 14) Leverage philanthropic dollars through a 501(c)(3)
- 15) Connect residents to quality employment



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Capital Funding Sources

Federal



- Large Capital projects
- Building exteriors
- Infrastructure
- \$17B Capital Needs

City Capital



Projects sponsored by Elected Officials

City Initiatives



- Special Initiatives
- MAP program
- Mayor's roof initiative
- LL-11 Program
- Vacant apt program

Sandy Recovery



- Insurance, FEMA & CDBG funds
- Over \$3B projected

Energy & Sustainability



- Energy & Water ECMs: boilers, apt temp sensors & interior lighting
- WAP: windows/boilers

State Funding



- Boilers
- Elevators
- DASNY: Security & Quality of Life

Rebuild: NGN Strategies

Provide Land to Create New Affordable & Market Rate Development

- Create new affordable (LIHTC, PBV) units and market units
- Extensive resident engagement, stakeholder committees
- 100% Affordable
- 50% Affordable & 50% Market Rate

Preserve with HUD Programs - Rental Assistance Demonstration (RAD)

- One approved development (1,400 units) & Developer selected
- Another 1,700 units have been approved by HUD & working on RFP
- Rights codified in “RAD Principles” by housing groups & NYCHA residents

Promote design excellence practices in Capital Design and Construction Programs

- New CPD Office of Design Standards
- Updated PNA
- Peer Reviews
- New Sustainability Agenda



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Mill Brook Terrace

100% Affordable

Millbrook Terrace:

- Approximately 489 affordable apartments (156 for seniors) with a senior center on the ground floor.
- 9 Stories
- Sustainable features.

Developer selected:

- West Side Federation for Senior & Supportive Housing



*Rendering of **Mill Brook Terrace**. Will include 156 apartments for low-income seniors and a senior center*

Van Dyke Houses

100% Affordable

Van Dyke Houses:

- Approximately 188 affordable apartments, a wellness center & exercise studio
- 13 Stories
- Active design guidelines & sustainable materials

Developer selected:

- Dunn Development Corp



Ingersoll Houses

100% Affordable

Ingersoll Houses:

- 145 affordable apartments and a senior center on the ground floor
- 16 Stories
- Sustainable design with focus on resiliency

Developer selected:

- BFC Partners



Wyckoff Gardens & Holmes Towers

50% Affordable & 50% Market Rate

Wyckoff Gardens & Holmes Towers:

- A total of approximately 800 new apartments for both development sites.
- Each development site will have a community facility



Preserve with HUD Programs

The Rental Assistance Demonstration (RAD) Program

Ocean Bay:

- 1,400 units
- 24 buildings

Comprehensive Rehabilitation & Resiliency measures for Damage caused by Hurricane Sandy

- \$325m in funding

Developer selected:

- MDG Design & Construction



PACT Principles' Roundtable

NYCHA, Residents & advocates came together to create guiding principles to ensure the rights of tenants are protected as NYCHA preserves properties through RAD.



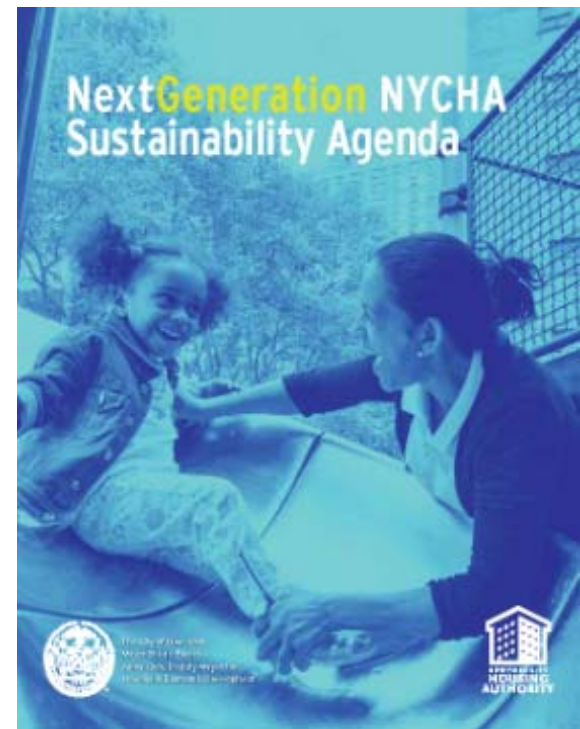
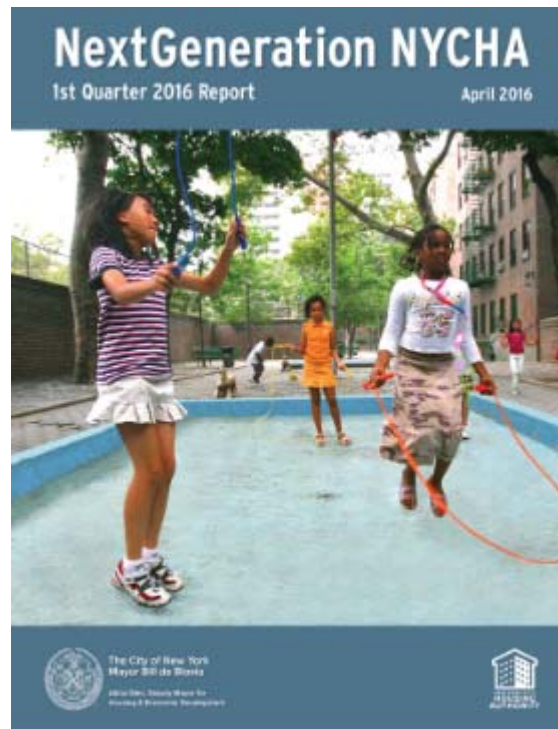
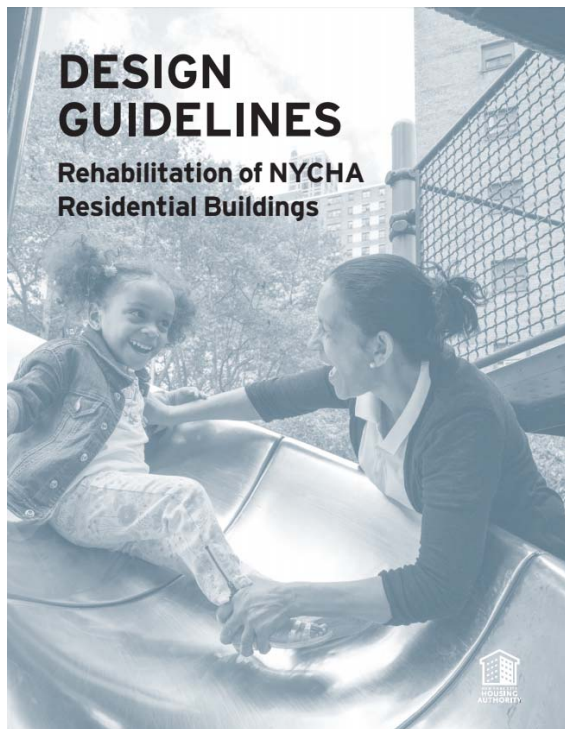
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The Capital Design and Construction Program

*Featuring a New Physical Needs Assessment,
New Design Guidelines , A New Sustainability Agenda
& The 2017 – 2021 Capital Plan*



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The Capital Design and Construction Program

Rehabilitate Building Envelops



LL11 Inspections & Repairs



New Roof Initiative

The Capital Design and Construction Program

Restore Building Systems



New Elevators



New Energy Efficient Boilers

The Capital Design and Construction Program

Renovate Building Interiors



Union Settlement House Auditorium



A new Kitchen with a Resident & the Chair

The Capital Design and Construction Program

Revitalize Grounds

Bronx River Houses Playground &
Johnson's Children Center with a new entrance ramp



Johnson Houses Community
Center, Peter Locasio
Associates, 2014



The Capital Design and Construction Program

Revitalize Grounds

North Bay View
Houses:
A new Management
Office Entrance,
Canopy & New
Entrance Ramps



The Capital Design and Construction Program

MAP Lighting

Manhattan DA,
Cyrus Vance,
directed bank
forfeiture funds
for security
improvements in
15 developments
that account for
nearly 20 percent
of all violent
crime.



The Capital Design and Construction Program

Quality Assurance



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Community Partnership - Funding, Resources

The Fund for Public Housing



Carmelo Anthony at Red Hook Houses

- **A 501c(3) entity** - the Office of Public/Private Partnerships
- **Allows Non-Profit status for fundraising** to generate innovative resources for residents
- **Engages** with the private, public and philanthropic sectors

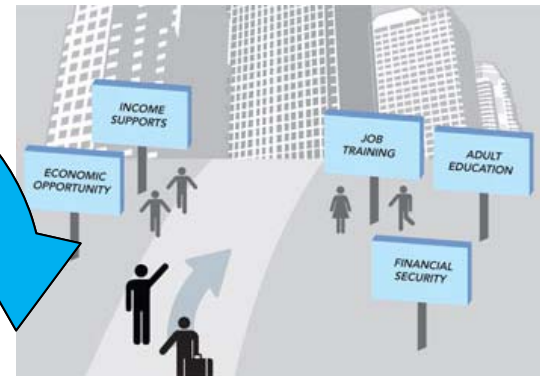
Community Partnership - Resident Resources

REES Zone Model: Resources by Neighborhood



We use meeting facilitation, outreach & canvassing, capacity building and training, educational campaigns, committee & council formation to achieve the following objectives:

- Adult Education
- Workforce Development
- Financial Empowerment
- Business Development Services



Shifting Strategies: Family Re-Entry Pilot

Re-Uniting Families and Preventing Homelessness

Pilot Goals:

- Helps **individuals reunite with their families** living in NYCHA apartments
- Helps **rebuild social networks**
- Prevents homelessness

Pilot Results:

- Developed partnerships between City and nonprofits
- 25% of applicants employed
- No participants convicted of a new offense



Sustainability

“NGN Sustainability Agenda is a commitment and an invitation”

NYCHA Joins the NYC Carbon challenge to reduce carbon emissions by 30% by 2027

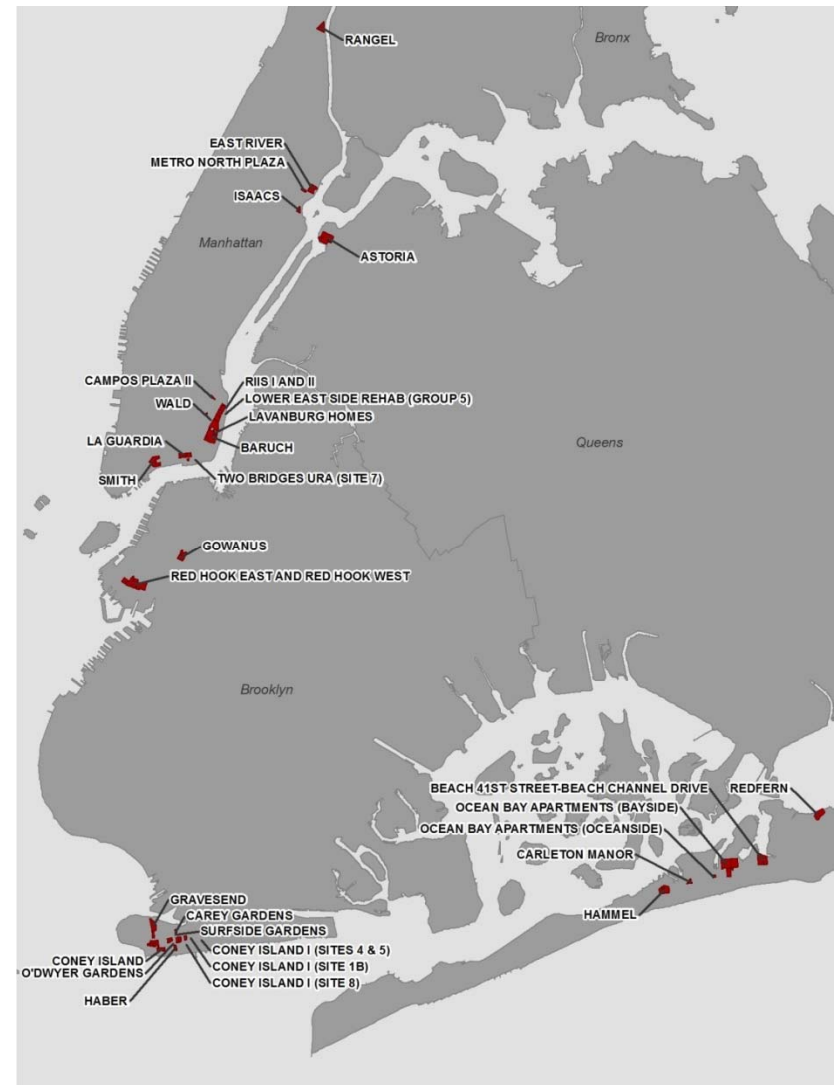
Incorporates sustainability, such as Bayview Houses Farm

Fosters effective partnerships, such as Green City Force



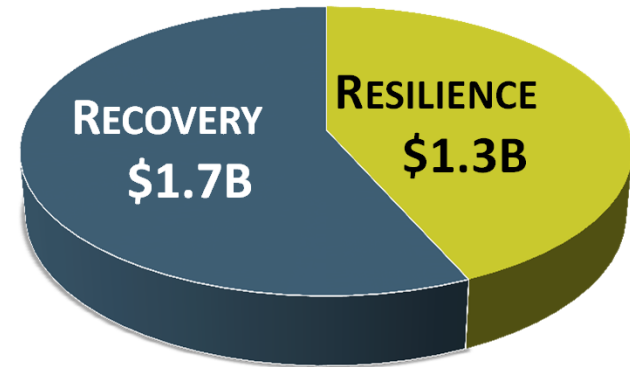
RECOVERY AND RESILIENCE | PROGRAM PORTFOLIO

- 33 Sites
- 3 Boroughs
- 60,000 Residents
- \$3 billion of Investments



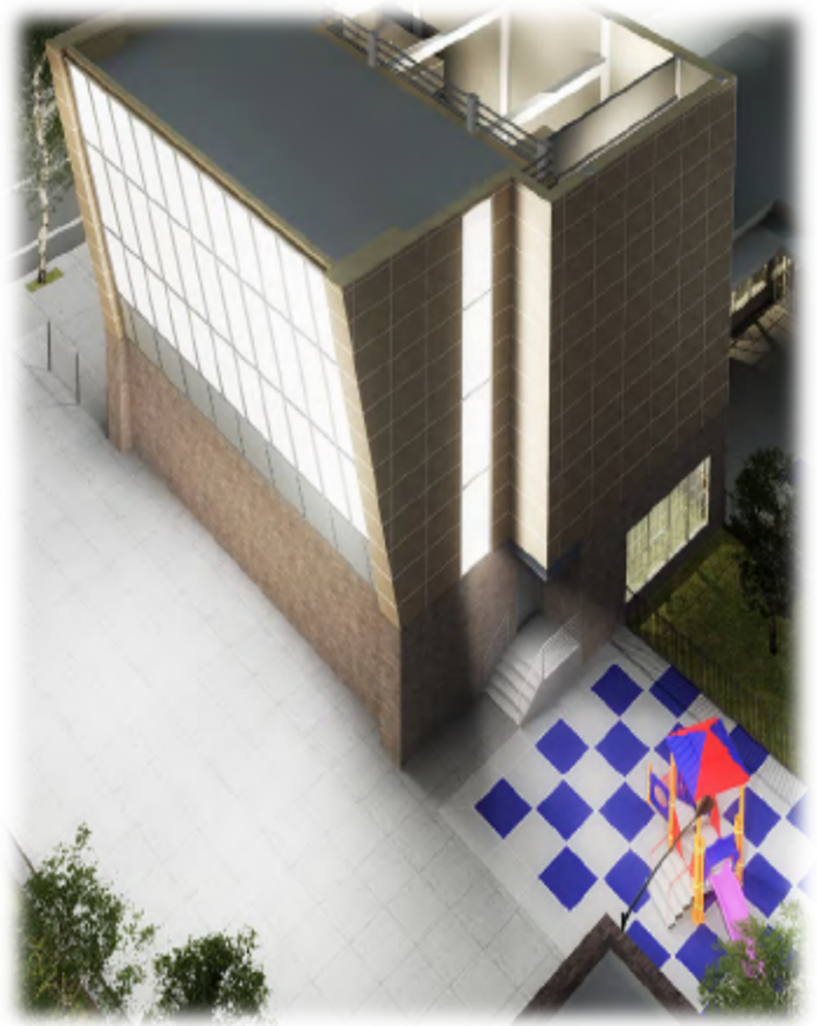
PROGRAM SCOPE | MAJOR ELEMENTS

An opportunity to leverage funding to incorporate design best practices



PROTECTING PEOPLE & PROPERTY | INFRASTRUCTURE UPGRADES

Equipment is installed above the design flood elevation for sea level rise of up to 2.5 feet



PROTECTING PEOPLE & PROPERTY | INNOVATIVE DESIGN

Focus on Place-Making, New Materials, and Community Spaces



Snapshot of 2016 accomplishments

Fund

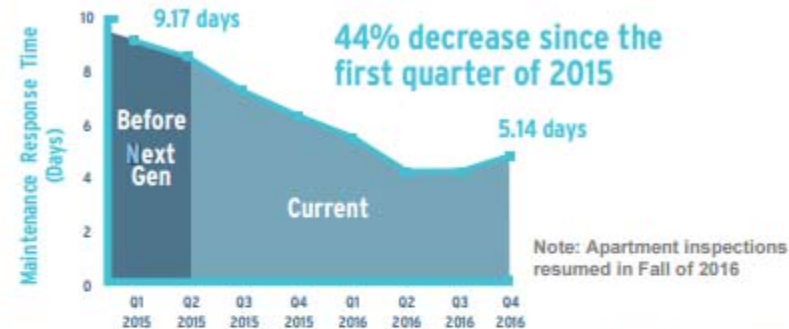


\$20M
surplus in 2016 budget

Due to NextGen NYCHA:

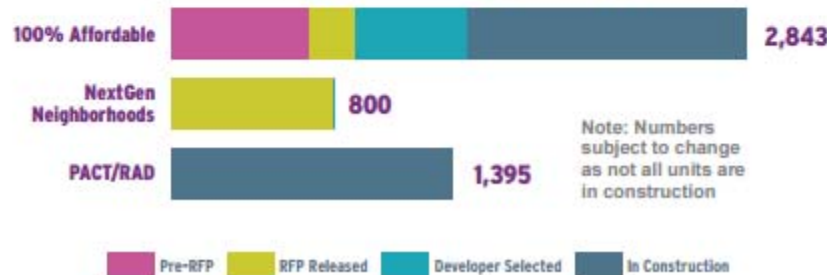
- Higher rent collection
- Lower personnel costs
- New ground floor commercial and community tenants

Operate



(Re)build

4,358 housing units in development pipeline



Engage



In 2016, our Office of Resident Economic Empowerment & Sustainability (REES) made:

7,340

connections to service partners

3,262

job placements

REES connects residents to jobs, trainings, and financial empowerment opportunities provided by area nonprofits.

NextGeneration NYCHA Goals



FUND: Achieve short-term financial stability and diversify funding for the long-term



OPERATE: Operate as an efficient and effective landlord



(RE)BUILD: Rebuild, expand, and preserve public and affordable housing stock



ENGAGE: Connect residents to best-in-class social services

Federal Outlook

What can we expect from the new administration



HUD Secretary, Dr. Ben Carson

..."We hope to partner with the incoming HUD Secretary to ensure New York City's public housing is not only protected, but strengthened for the next generation" --
NYCHA Chair and CEO Shola Olatoye

Digital Polling Questions & Answers

1. Who do you think is going to win the NBA championship? (Multiple choice, with more than one answer allowed)
 - a) Golden State Warriors
 - b) Cleveland Cavaliers
 - c) San Antonio Spurs
 - d) Houston Rockets
 - e) Boston Celtics
 - f) Toronto Raptors
 - g) Other

Digital Polling Questions & Answers

2. What is your technical expertise? (Multiple choice, with more than one answer allowed)

- a) Private Architects
- b) Public Architects
- c) Public Engineers
- d) Community Stakeholders
- e) Vendor Sales
- f) Outreach Facilitators
- g) Others



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Digital Polling Questions & Answers

3a. Have you successfully worked with your community stakeholders? (Y/N)

3b. How have you worked with these community stakeholders? (Multiple choice, with more than one answer allowed)

- a) Outreach and engagement
- b) Tenant decision makers on the Boards
- c) Community Meetings
- d) Surveys
- e) Educational Workshops
- f) Vocational Training



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Digital Polling Questions & Answers

4. Does your organization's legal structure permit active partnerships with nonprofits and the private sector?
(Y/N)



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Digital Polling Questions & Answers

5. What kinds public/private partnerships are permitted?
(Multiple choice, with more than one answer allowed)
- a. Not allowed
 - b. Outsourcing to shift to from capital to operational budgets (e.g., Section 8 housing, shifting residential functions to leased space)
 - c. Public/private partnerships (e.g., HOPE VI/market and public housing or mixed use; leasebacks, Design Building Operating & Maintenance)
 - d. Foundations or other separate entities which work with outside organizations on our behalf
 - e. Grants
 - f. Donors



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Digital Polling Questions & Answers

6. Where can you use your remaining buying power to effect change?

(Multiple choice, with more than one answer allowed)

- a. Guaranteed Maximum Price / Hard Bids / Fixed Fees
- b. Giving more leeway on specifying and means of construction
- c. Adopting design, facility/interior and performance standards
- d. Expand the number of solutions available
- e. Integrated Project Delivery (or similar)
- f. Bulk buying with other institutions
- g. Union negotiation
- h. Other

Open Forum - Questions & Answers

7. DISCUSSION: How can architects help their organizations keep up quality of life and design standards (both functional and aesthetic) when faced with declining funding?



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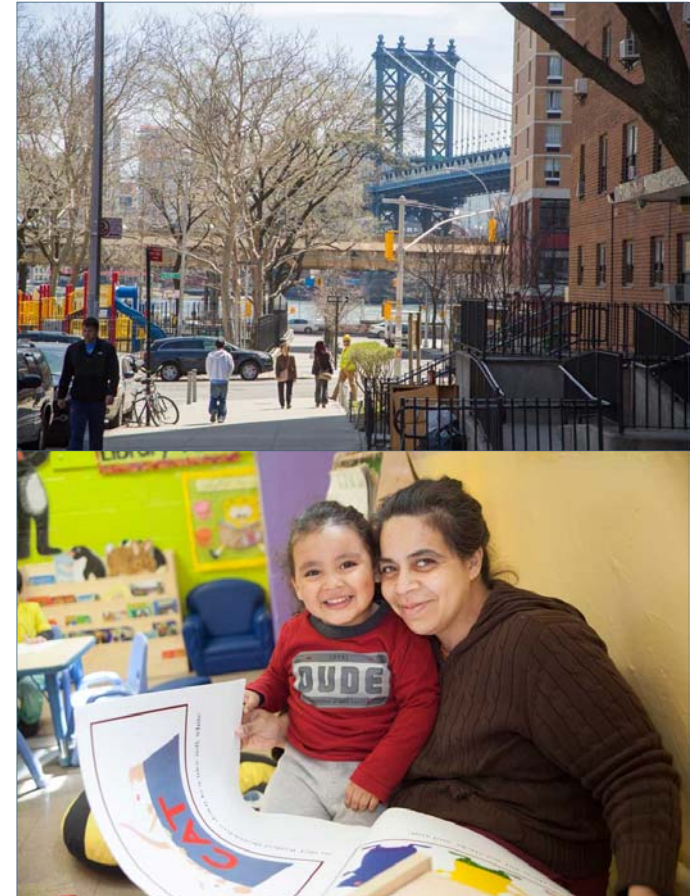
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NextGeneration NYCHA Vision



Safe,
Clean,
and
Connected
Communities



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