A PLACE OF MAKING

You will read in these pages about Making Midtown and Five Borough Farm. These projects reveal New York as a place of making — of creativity and production. When we look at Midtown as a zone of innovation, a place where manufacture and design weave together to make New York the fashion capital of the world; when we demonstrate that farms thrive beautifully in urban centers — on rooftops, pocket parks, and parcels of unclaimed land, we lay claim to the contemporary city as a place where real things made by hand and machine are every bit as relevant as the consumption of virtual commodities.

We value a culture that encourages vision, but visions must survive the tests and challenges of both market forces and status quo. The Design Trust for Public Space exists to help that process: we aid and abet the aspirations of individuals in both the private and the public sectors who want to make New York a better place, and to use the power of design thinking towards that end. Our project teams engage in dialogue, take a really close look at conditions, question business as usual. As a result, our studies are pertinent eye-openers and problem solvers, this year strengthening the likelihood that New York’s working environment will include affordable manufacturing space and creative ecosystems of production, full of diversity, dispersal, clustering, and connectivity. This is what has always given New York its remarkable identity, and our dialogue will shape what happens next.

In 2012, we took steps to make ourselves a stronger organization moving forward. Under the able leadership of Executive Director Susan Chin, we developed a new strategic plan with an eye towards continuing our commitment to New York City’s urban environment. We also said farewell to several remarkable board and staff members, to whom we owe a monumental debt of gratitude.

The Design Trust thinks and acts through partnership, and the people with whom we interact are our source of strength and inspiration. None of our achievements would be possible without our dedicated and talented Board of Directors and staff, our Design Trust Council members, our generous project supporters, individual and institutional funders, and our expert Fellows and project partners, all of whom are listed in these pages. My sincere and heartfelt thanks to you all.

Dear Design Trust Friends and Supporters,

Thank you for making 2012 one of our most successful years at the Design Trust for Public Space! As we re-envision and invigorate public spaces, your contribution supported nine Design Trust Fellows (Nevin, Rupal, Agnieszka, Gita & Elliott, Colin, Kei, Rob, & Rob) to conduct in-depth research, craft recommendations and build awareness for over 700 urban farms and gardens with Five Borough Farm Phase I and the resurgence of the Garment District through Making Midtown. Highlights of the Design Trust’s noteworthy year include:

- Developing our first strategic plan for the organization; key areas are: Mission Focus, Financial Stability, Measurable Impact, Thought Leadership and Organizational Effectiveness
- Serving as design advisors to Nissan and TLC on Taxi of Tomorrow
- Issuing three publications: Five Borough Farm: Seeding the Future of Urban Agriculture, From Roof to Table, and Making Midtown: Creating a New Vision for a 21st Century Garment District
- Holding four DT Council events and one of DT’s most successful benefits
- Nomination by Public Interest Design as one of the top 100 movers and shakers in this field

I am most grateful to Design Trust President Andrea Woodner, Board and staff, who put hearts, souls and minds into our mission. We bid farewell to dedicated DT staffers: Chris Kannen, Jerome Chou and Kristin LaBuz; give a hearty welcome to Caroline Bauer, Rosamond Fletcher, and Ruth Cole; and specially thank Deputy Director Megan Canning for her contribution to an ambitious year.

I invite you to join us for a vibrant 2013, as we increase our capacity to catalyze and transform ever more public space in the city; expand the impact of urban agriculture; begin re-imagining spaces Under the Elevated; and prepare for a new Mayoral Administration. Most importantly, I ask you to contribute your time and resources to our efforts to create great public spaces citywide that enhance our daily lives and raise our spirits as New Yorkers.

Andrea Woodner
Founder and Board President

Susan Chin, FAIA
Executive Director
The Design Trust for Public Space is a nonprofit organization dedicated to bringing design innovation to New York City's public spaces to make a more dynamic, livable and sustainable city. We create collaborations between city agencies, community groups and private sector experts to work on emerging design and policy projects that result in effective urban strategies.
2012: AT A GLANCE

Active Projects

**FIVE BOROUGH FARM — PHASE I  Seeding the Future of Urban Agriculture**

**PARTNER:** Added Value, represented by co-founder and executive director Ian Marvy

**FELLOWS:** Nevin Cohen, Agnieszka Gasparska, Rupal Sanghvi, thread collective

**TIMEFRAME:** 2009–2012

**KEY ACTIVITIES:**
- Surveyed and documented New York City’s existing urban agricultural activity using photographs, maps, and infographics
- Established a shared framework and tools to enable farmers and gardeners to track urban agricultural activity and evaluated their social, health, economic, and ecological benefits
- Developed policy recommendations that helping urban agriculture become a more permanent part of the city’s landscape and governance
- The three years of research culminated in the publication of *Five Borough Farm: Seeding the Future of Urban Agriculture in NYC* and companion website www.fiveboroughfarm.org in July 2012

**FIVE BOROUGH FARM PHASE II**

**PARTNER:** NYC Department of Parks & Recreation

**FELLOWS:** Lee Altman + Kaja Kühl, Liz Barry + Philip Silva, Martin Barry + Barbara Wilks, Christopher Englese + Ryan Kerrison

**TIMEFRAME:** 2012–2014

**KEY ACTIVITIES:**
- Implement key policy and metrics recommendations developed in Phase I
- Build the capacity, capital and political will required to strengthen and expand urban agriculture in New York City
- Work with a group of farmers and gardeners to develop and test methods for measuring the impact of their work

**MAKING MIDTOWN  A New Vision for a 21st Century Garment District in New York City**

**PARTNER:** Council of Fashion Designers of America, represented by Chief Executive Officer Steven Kolb, fashion designer Yeohlee Teng, and architect Joerg Schwartz

**FELLOWS:** Andrew Bernheimer, Colin Cathcart, Kei Hayashi, Rob Lane

**TIMEFRAME:** 2010–2012

**KEY ACTIVITIES:**
- Analyzed the Garment District’s real estate dynamics, zoning, and finances
- Documented the Garment District’s built environment, including its building stock, streetscape, traffic patterns, public realm and neighborhood identity
- Convened more than 60 City officials, property owners, factory owners, and fashion designers to generate and test strategies to guide future development in the District
- Developed and published innovative, realistic and actionable recommendations to steer planning, development and creative placemaking activities in the Garment District
- Published findings in the October 2012 publication *Making Midtown: A New Vision for a 21st Century Garment District in New York City*. This comprehensive research received press coverage from the New York Times and NPR

**PHOTO URBANISM 2012 From Roof to Table**

**FELLOW:** Rob Stephenson

**TIMEFRAME:** 2011–2012

**KEY ACTIVITIES:**
- From June 2011 to July 2012, Rob Stephenson visited more than 100 community farms and gardens throughout NYC
- Stephenson’s resulting photographs informed and supported Five Borough Farm, and were featured prominently in the final project publication and website
- In November 2012, we published *From Roof to Table*, a 48–page book featuring 35 full color photographs that illuminate the urban agricultural activity at farms and gardens citywide
Outreach & Impact

GROWING SOCIAL MEDIA PRESENCE
A growing social media influence connects our work to an increasingly diverse and global audience. In addition to tweeting, the Design Trust is active on Facebook, Flickr and Vimeo.

8,000 FOLLOWERS ON TWITTER (46% INCREASE SINCE 2011)
4,071 LIKES ON FACEBOOK (60% INCREASE SINCE 2011)
42 MEDIA MENTIONS

26 PUBLIC APPEARANCES
STAFF REPRESENTED THE DESIGN TRUST TO DIVERSE AUDIENCES, INCLUDING:
Freedom of Assembly: Public Space Today Redux; Center for Architecture; February 2012
Small, Local, Infinitely Variable; Urban Reset in Chapel Hill, North Carolina; March 2012
Designing for Social Change Book Event; Parsons; April 2012
CEO’s for Cities National Conference; Cincinnati; May 2012
Making Midtown Workshop; CUNY Graduate Center; June 2012
MAS Revitalizing Grand Central; Grand Central Station; July 2012
Think Tank for Philip Johnson Glass House; Venice Biennale; August 2012
FutureNOW Summit; Center for Architecture; September 2012
NYCxDesign; Steering Committee Member; October 2012
Connecting People to Places; Association of Architectural Organizations Conference in Dallas, Texas; November 2012
Times Square Annual Valentine’s Day Competition; Jury Member; December 2012

Financial Health

$741,279 FY12 AGENCY OPERATING BUDGET
291 DONORS
68% BUDGET ALLOCATED TO PROGRAMS

Strategic Plan
In January 2012, the Design Trust’s Board of Directors and executive staff began a year-long strategic planning process with The Whelan Group. The first formal strategic plan in our history will guide long-term organizational development, growth and adaptability over the next three years and ensure we are positioned to remain relevant, nimble, and accessible to those who seek our approach to real world public space solutions. After multiple interviews and charrettes with a broad range of stakeholders, the Board approved the Plan in October 2012. We hit the ground running to implement the Plan, designed to ensure that we have the methods and resources to respond nimbly to the changing needs of the city.
Five Borough Farm provides a roadmap to farmers and gardeners, City officials, and other stakeholders to understand and weigh the benefits of urban agriculture. Phase I (2009–12) was conducted in partnership with Added Value and culminated with the publication of a Five Borough Farm: Seeding the Future of Urban Agriculture book, website and video in July 2012. The publication is the most comprehensive overview of New York City’s urban agriculture activity to date.

Key findings include:
- More than 700 farms and gardens citywide grow food
- Farmers and gardeners face challenges obtaining critical resources
- Race and class based disparities hinder access to information, services, and funding among farmers and gardeners
- There are few coordinated efforts in NYC to track urban agricultural activities and their benefits
- City agencies generally lack the authority and resources to address urban agriculture since there is no single agency under which this activity falls

Major project support provided by Doris Duke Charitable Foundation and the David Rockefeller Fund.
Five Borough Farm shows us that the real value of urban agriculture is found when you ‘connect the dots’ and realize the benefits that occur across many impact categories, like youth development, food security, health, etc., as well as economic development and wealth generation.”

Ruth Goldman, Merck Family Fund
Combining hard economic, real estate, and labor market data with urban design and policy interventions and a participatory, stakeholder-driven planning process, Making Midtown presents the first unified vision for the future of the Garment District. Published in October 2012, Making Midtown: A New Vision for a 21st Century Garment District in New York City recommends repositioning the District in three ways: as an economic engine, as an industrial hub, and as an urban destination. The top priority is retention of the 270 factories now located in the Garment District—up to 40 firms per block—while helping property owners free up an additional four million square feet of available space for mixed use. Key findings include:

- NYC is home to 173,000 jobs in fashion, which contribute $10 billion to the economy
- The Garment District is home to 7,100 jobs and contributes over $2 billion to NYC economy
- The Garment District is an economic hub for all ranges of skilled labor—from the factory worker to a high-profile designer
- By implementing the recommendations in Making Midtown, the neighborhood could generate an additional $340 million in revenue annually

Below: In June 2012, the Design Trust convened a core group of Garment District stakeholders to identify the goals for the Making Midtown project. The discussion centered around three key areas: Creating an inviting public realm and unique identity in the District, Supporting NYC-made fashion and updating the district’s zoning to retain apparel manufacturing.

““Thanks to the Design Trust, we now have new ideas and strategies to strengthen the resources in the Garment District.””

Nanette Lepore, Nanette Lepore
Almost 50% of square footage in the Garment District, or more than 3.8 million square feet, is currently vacant or illegally converted. This amounts to more area than the Chrysler and Empire State buildings combined (KREA, 2011). Design by Penny Hardy.
In June 2011, the Design Trust for Public Space awarded the 2011 Photo Urbanism fellowship to Rob Stephenson for his project *From Roof to Table: New York City's Growing Movement*. A fine art photographer based in Brooklyn, Rob’s interest in the presence of wilderness in cities, and the tension between natural and built environments, is what guides much of his work. For his Photo Urbanism fellowship, he spent a year visiting over one hundred urban farms and gardens throughout the five boroughs of New York City. His resulting photographs informed and supported the Design Trust’s *Five Borough Farm* project and were prominently featured in the project publication and website.

In November 2012, the Design Trust published *From Roof to Table: Photographs by Rob Stephenson* as the final presentation of his project. Featuring 35 full-color photographs, along with short essays from the Design Trust and Rob, this print publication—the first book to be dedicated to a Photo Urbanism project—serves as a beautiful representation of urban agriculture in New York City and underscores the power of photography to illuminate New York City’s diverse public realm.

Project support provided by the New York City Department of Cultural Affairs

**Selection Jury:**

LARRY LEDERMAN, photographer  
GITA NANDAN, Five Borough Farm fellow  
ANNABELLE SELLDORF, architect and Design Trust Board member  
VARICK SHUTE, managing editor, Urban Omnibus  
JONATHAN SMITH, former Photo Urbanism fellow

Above: Rob Stephenson, 2011 – 2012 Photo Urbanism Fellow  
Below, left: The Heritage Farm at Snug Harbor Cultural Center, Staten Island  
Below, right: The Sun Works Center at PS 333, Manhattan  
Facing page, top: Kissena Corridor Community Garden, Queens  
Facing page, bottom: Seeds to Feed Rooftop Farm, Brooklyn
Our 2012 Art + Design Benefit Auction held many firsts for the Design Trust for Public Space. Despite this being the first year that a hurricane pushed our festivities back a week, it was our **highest grossing Annual Benefit ever**. Thanks to the over 600 stalwart supporters who turned out on November 12, the Design Trust raised **$312,634** at our 11th Art+Design Benefit Auction. This was also the first year the event was hosted by Ralph Pucci at his beautiful Ralph Pucci International Showroom in the Flatiron District. Furthermore, this year’s silent auction was our largest-ever with 129 fine art and design pieces in all, and the first to boast an impressive line up of guest curators: Paola Antonelli, Maira Kalman, Murray Moss and Ken Smart. Last but not least of the firsts—this year’s auction was the first to offer an online preview of the silent auction and advance bidding through Paddle8.com.

Many thanks go to Cindy Allen and Kitty Hawks, our event co-chairs, who honored our special guests David Rockwell and Danny Meyer for their contributions to NYC’s burgeoning urban agriculture scene.
DESIGN TRUST COUNCIL
The Influential Leaders Shaping New York City’s Public Spaces

The Design Trust Council is a leadership circle of business executives, urbanists, civic leaders, designers and philanthropists dedicated to improving public space in New York City: that is the DT Council. Members get exclusive access to informative breakfast talks, tours, and panels headlined by newsmakers in the field. Council members gain an insider’s perspective on the topical issues facing New York—and also the chance to add their own voice to the dialogue.

2012 DESIGN TRUST COUNCIL ANNUAL EVENT
Glass, Concrete & Soil: Making Space for Urban Agriculture in a Crowded City
GD Cucine | May 22, 2012

Across rooftops and vacant lots, schoolyards and public housing projects, urban agriculture is transforming New York City. This movement creates new opportunities for community development, local food production, environmental stewardship, and public health. At the same time, it poses complex land use and policy challenges.

In advance of the launch of Five Borough Farm in July 2012, Battery Park City Parks Conservancy executive director Tessa Huxley moderated a conversation with three pioneering practitioners about the future of urban agriculture in New York City: Ben Flanner, Ian Marvy & Karen Washington.

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K/R

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Fashion Center BID
FXFOWLE
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Jakliitsch/Gardner Architects
Marpillero Pollak Architects
Pelli Clarke Pelli Architects
Pentagram
Rockwell Group
Rogers Marvel Architects
Selldorf Architects
Slade Architecture
SPaN LLC
TsAO & McKOWN Architects
Turner Construction Company
The William and Mary Greve Foundation, Inc.

WXY Architecture + Design

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Barry Richards
David Rockwell
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Todd Schliemann
Abigail Scheuer
Frederic Schwartz
Joerg Schwartz
Charles Shorter
Ken Smith
Laura Starr
Margaret Sullivan
Lisa Switkin
Cary Tamarkin
Yeohlee Teng
Suzanne Tick
Edward H.A. Tuck
Gordon Veneklasen
Renée Viola
Judy Wert
Paul Whalen
Elizabeth Whelan
Barbara Wilks
Jonathan Zack

Design Trust Council members and guests, 2007–2012

COUNCIL BREAKFASTS
ADAM D. WEINBERG + RIC SCOFIDIO
Downtown: Exploring the Whitney of the Future, February 23

KARRIE JACOBS
On Beauty, June 6

COUNCIL TOURS
THE DRAWING CENTER
with architect Claire Weisz, November 30

TOM SACHS
Space Program: Mars at the Park Avenue Armory, June 6
ANNUAL OPERATING BUDGET FY2012

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<th>Total Income</th>
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<td>Contributions &amp; Grants</td>
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<td>Government</td>
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<td>Unrestricted income</td>
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<td>Contributions &amp; Grants</td>
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<td>Special Events</td>
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<td>Earned income</td>
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<td>Making Midtown</td>
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<td>2012 Photo Urbanism</td>
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<td>Fundraising</td>
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<td>Net assets end of year</td>
<td>482,180</td>
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2012 Expense Breakdown

- Program Services: $505,268 (68%)
- General & Admin: $60,623 (8%)
- Fundraising: $175,388 (23%)

2012 DONORS

291 TOTAL DONORS IN 2012

$100,000 - $200,000
- The A. Woodner Fund
- Doris Duke Charitable Foundation

$15,000 - $24,999
- Kitty Hawks and Larry Lederman
- Sophia Healy
- Lily Auchincloss Foundation
- Maharam
- Merck Family Fund
- New York City Department of Cultural Affairs
- New York State Council on the Arts
- The Double-R Foundation

$10,000 - $14,999
- A.E. Greyson & Company
- Newmark Knight Frank
- Richter+Ratner
- Calvin Tsao

$5,000 - $9,999
- Bergen Shippers Corp
- Deborah Berke & Partners Architects LLP
- Dovetail Design Strategists
- Fashion Center DMA, Inc
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- S. Peter Stevens
- The Bulova Stetson Fund
- Andrea Woodner

$2,500 - $4,999
- A.G Foundation
- Abigail Scheuer Philanthropic Fund
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- DOM Interiors / Valcucine
- Ennead Architects
- Edmund Hollander
- HR&A Advisors, Inc.
- Walter Hunt
- Jaklitsch/Gardner Architects
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- Rockefeller
- New York Building Congress
- Simone Rothman
- Joerg Schwartz
- Annabelle Selldorf
- Alan Tankersley
- The Burnham Family Charitable Fund
THE DESIGN TRUST’S WORK IS MADE POSSIBLE BY THE GENEROUS FOUNDATIONS, CORPORATIONS, AND INDIVIDUALS WHO SHARE OUR PASSION FOR PUBLIC SPACE.

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Craig Tooman
Turner Construction Company
Claire Weiss
$1,000 - $2,499
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Steven Ames
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Dana Barnes
Laurie Beckelman
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Lucien Roberts
Susan Blim
Davin Stowell
Suzanne Tick
Margorie Welsh
Under $500
Debbie Ann
Leslie Armstrong
Adam Banks
Gisela Bauman
Frances Beatty
Mitchell Beckloff
Andrew and Nicole Bernheimer
Biber Architects
Annie Block
Adam Blumenkrantz
Karen Bookatz
David Bradgon and Andrea Vannelli
Simone Brahinsky
Afton Branche
Jess Brega
Tina Brennan
Lance Jay Brown
John Cary and Courtenay Martin
Mary Ceruti
West Chin
Ginka Christensen
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Hage Engineering PC
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Penny Hardy
Louise Harpman
Jody Heilbronner
Naomi Hersson-Ringskog
Andrea Kahn
Susan Hilby
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Ryan Associates
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James and D. Joy Howell
Grinshaw
Concetta Jackflitsch
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Alexander McQuilkin
Gwyn Metz
Josephine Minutillo
Heidi Mitchell
Elizabeth Munson
Laurie Mutchnik Maurer
Jessica Olshen
L.C. Pei
Susan Peters
Shelia Phariss
Platt Byard Dowell White Architects
Gina Pollara
Jennifer Renzi
Rob Rogers
Rothstein Kaiserman Thomson & Bee, P.C.
Joel Sanders
Antonio Saracino
Jeffrey Scherer
Thomas Schutte
Fred Sham
Neil Silverstein
Stacey Sinclair
Anthony Smith
Jimme Smith
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Bethany Wall
Londa Weisman
Lori-Ann Wynter
Stephen Yablon
Robert Young
“We are in a golden moment of design collaboration between the city and its design community, and this is due in no small part to the efforts of the Design Trust for Public Space and its unique method of funding, brilliant eye for projects, and belief in the value of a vibrant civic realm.”