

**Sustainability Made Tangible Through the Arts**

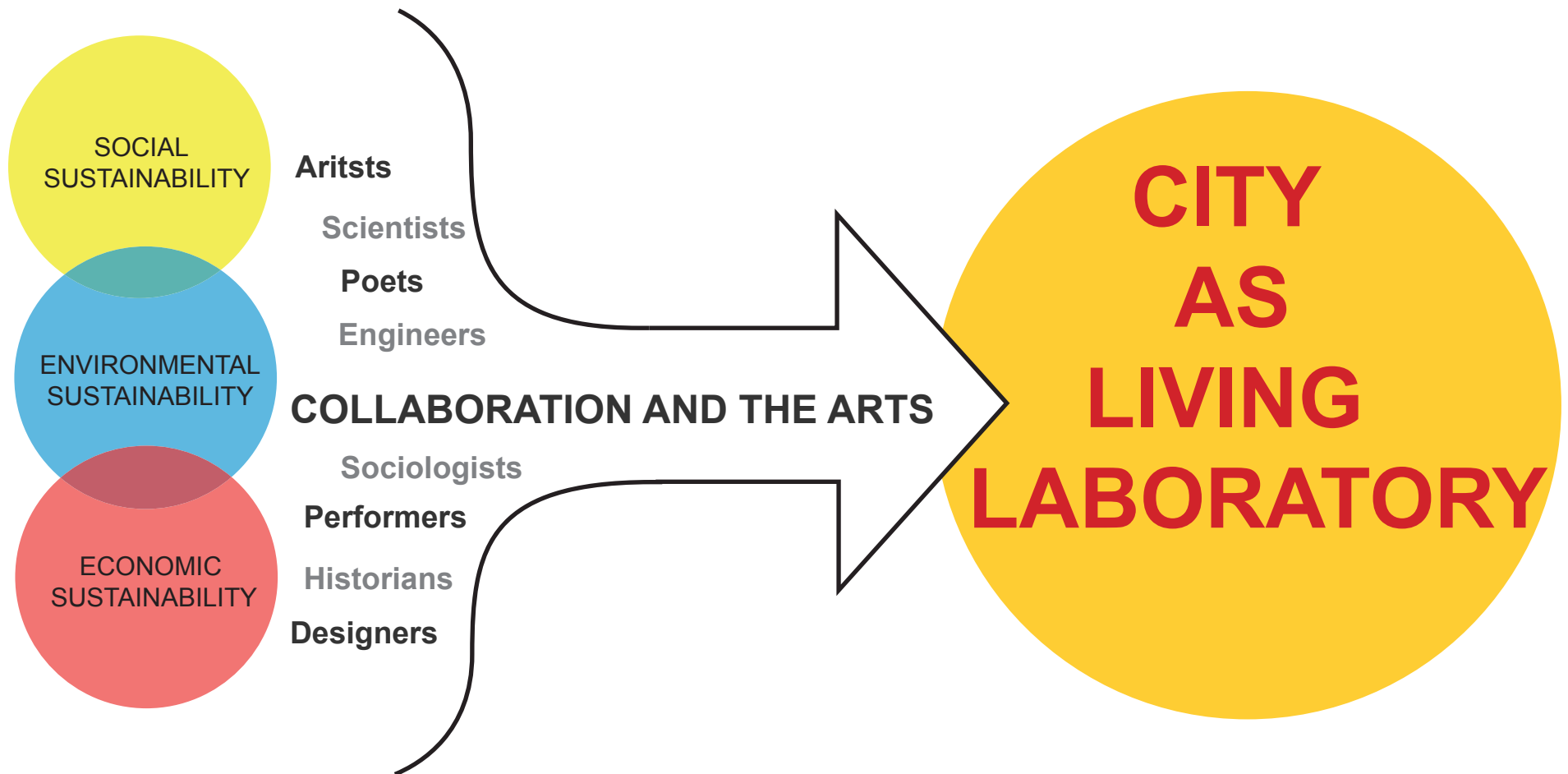


**Department of  
Design and  
Construction**

**CITY  
AS  
LIVING  
LABORATORY**



## SUSTAINABILITY MADE TANGIBLE THROUGH THE ARTS



# CALL // CITY AS LIVING LABORATORY

## VISION

CALL//City as Living Laboratory is a vision for linking the arts with sustainability to help us imagine and create cities that redefine how we live our lives, use our resources, communicate, educate, and work.

## GOALS

- To make SUSTAINABILITY TANGIBLE and visible for citizens, communities and institutions
- To ENGAGE the public about environmental, social and economic sustainability
- To stimulate ECONOMIC VITALITY in our neighborhoods and city-wide
- To ADDRESS CRISES in our cities such as environmental degradation, neighborhood blight, crumbling infrastructure, and natural disasters

## ARTISTS AND COLLABORATIONS

- Artists are specialists in innovative thinking and are currently being overlooked as a resource
- Artists, working in collaboration with people in other fields, can create projects that educate, inspire, encourage, motivate citizens to think about the world around them in new ways, and take action

## CRITICAL ISSUES

- NATURAL SYSTEMS can be made evident in local and regional contexts
- INFRASTRUCTURE can be revealed and given visual expression
- SOCIAL PROGRAMS can connect neighborhoods with their environment, culture, history, and each other

## IMPLEMENTATION

- SCALE - a city's large-scale sustainability initiatives can be expressed through smaller-scale projects
- RESOURCES - collaborative arts projects can create partnerships with existing programs and institutions
- TIME - arts projects can happen quickly with fewer resources
- SPACE - arts projects can be integrated into the physical and virtual spaces of a city

## PROPOSAL

- Artist + City
- Artist Initiated Projects (AIP)

## CONCLUSION

- CALL//CITY AS LIVING LABORATORY can help make ENVIRONMENTAL, SOCIAL, ECONOMIC sustainability integral to all communities of a city

## **SUSTAINABILITY MADE TANGIBLE**

The City as Living Laboratory creates programs and projects to make sustainability tangible. To turn this goal into a reality artists and designers are enlisted to address the critical environmental issues of our time (such as air + water quality, energy conservation, access to healthy food, etc.), or reveal a site's history, or provide meaningful social spaces.

## **ENGAGEMENT**

Engaging the public around environmental, social, and economic sustainability is an important part of CALL's mission. Whether focusing on environmental issues or revealing the history of a place, citizens will be able to enjoy a city where engagement is approached in a very unique way. Rather than the conventional use of interpretive signage or directives, visceral, physical, or emotional experiences engage people through the creative work of artists and designers.

## **ECONOMIC VITALITY**

Sustainability is an economic mandate for both the public and private sector. Its focus on long term value is good business. City economies can benefit from sustainability in many ways such as increased private investment on the creation of new jobs. Innovation is the critical driver. Artists are a ready source of entrepreneurial capital and innovation in our cities.

## **ADDRESSING CRISIS**

The City as Living Laboratory FRAMEWORK can also serve as a means to address sudden crises, preparing citizens to deal with the unexpected, whether it be severe water shortages, an energy crisis, flooding, fires or hurricanes. Innovative solutions can be tested for recurring problems. Unsustainable practices revealed and addressed.

# CALL // CITY AS LIVING LABORATORY

## GOALS

Artists have a centuries-long history of addressing issues in the public realm.  
Art can be critical, educational, analytical, interpretive, or symbolic.

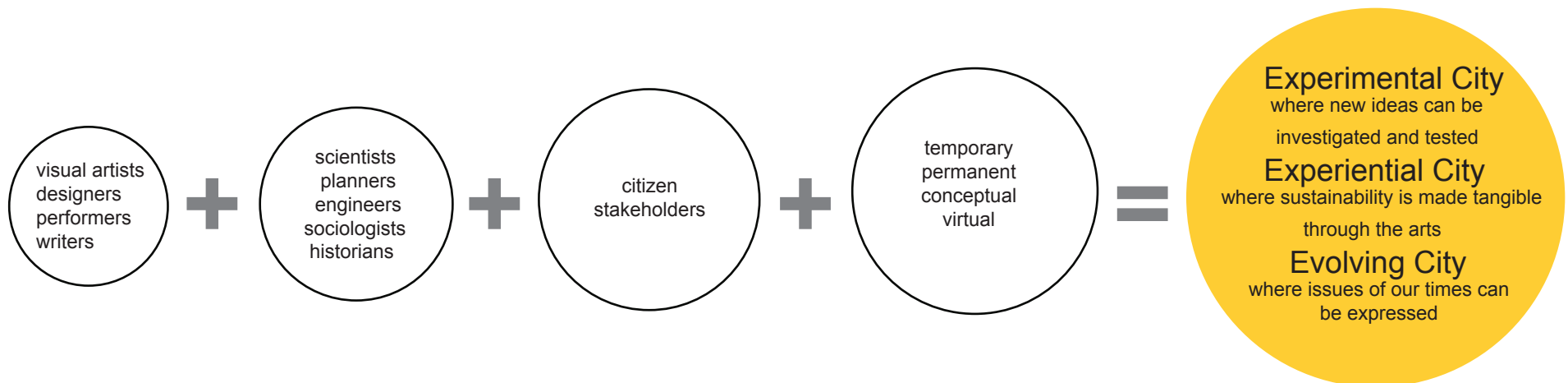


## CALL // CITY AS LIVING LABORATORY

# ARTISTS AND COLLABORATION

Artists, designers, and other creatives can play significant role as catalysts for environmental, social, and economic sustainability.

Through collaboration artists can identify and re-examine issues to be addressed. They can enable new partnerships across disciplinary, departmental, and institutional lines. They can refocus existing resources to achieve common goals. They can create solutions in temporary and permanent projects, programs and infrastructure. They can encourage the involvement of all citizens and inspire the personal and political will to create revitalized, sustainable cities.



## CRITICAL ISSUES

NATURAL SYSTEMS

INFRASTRUCTURE

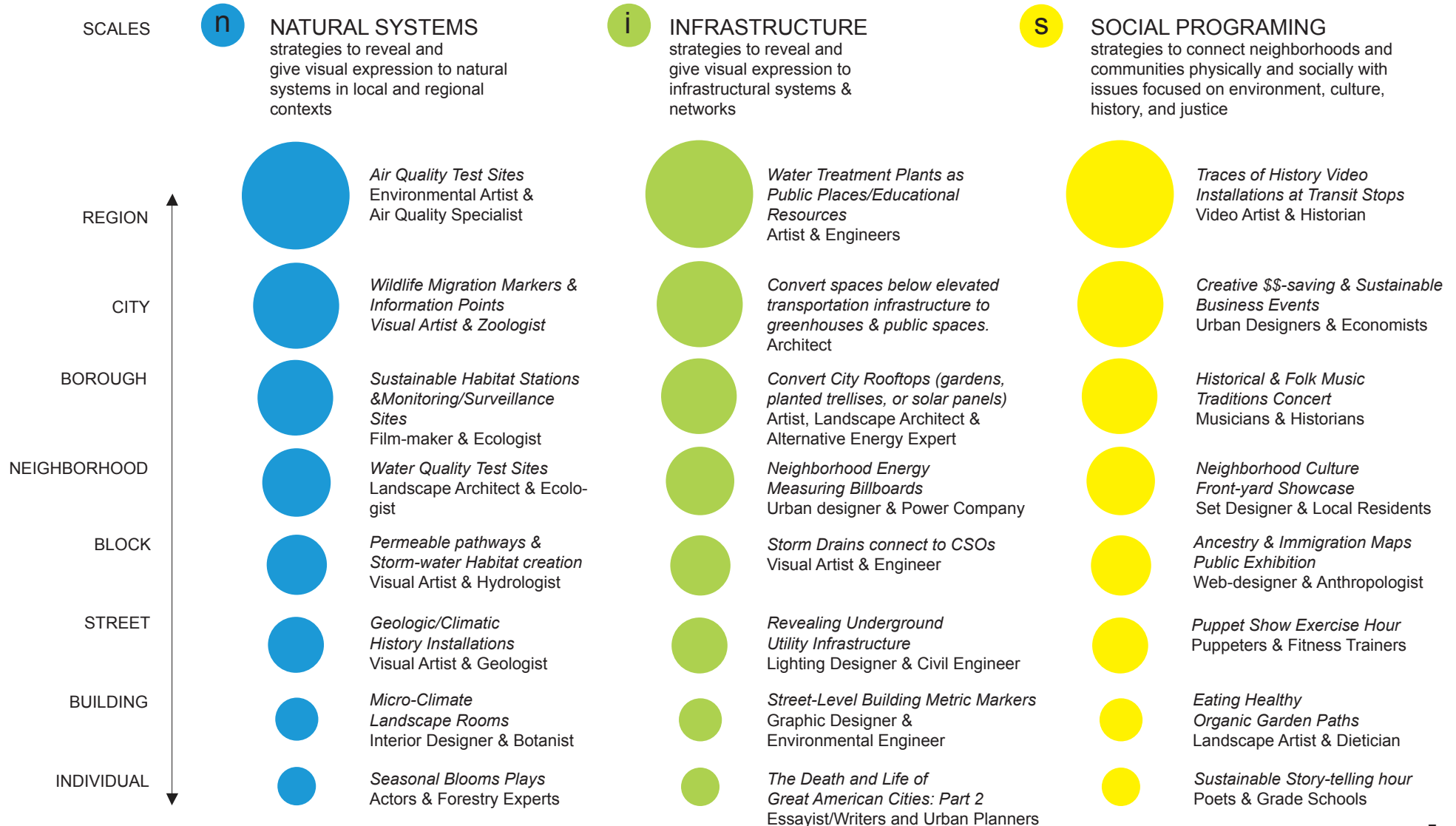
SOCIAL PROGRAMING

Cities face numerous critical issues which vary depending on the needs and interests of each community. The following section maps out one way issues could be organized



Community issues might be organized using the following headings:  
natural systems, infrastructure, and social programs.

Collaborative projects can span across many scales and disciplines.



## CRITICAL ISSUES

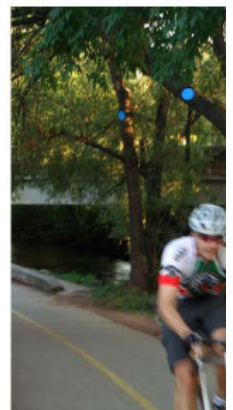
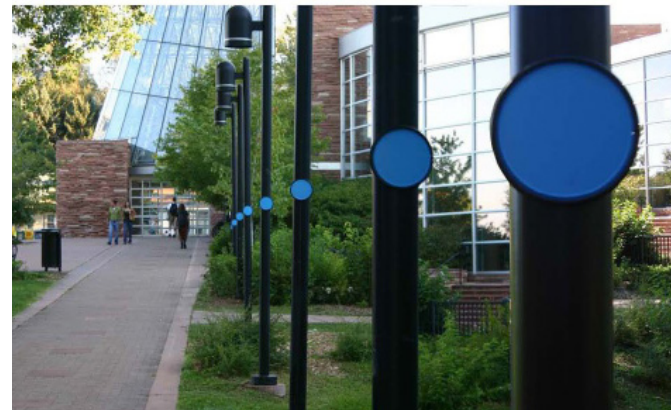
### Collaboration Precedent: **Artist + Hydrologist**



## NATURAL SYSTEMS

CONNECT THE DOTS (2007)  
Boulder, Colorado

Three hundred six-inch diameter blue discs marked the projected flood level in the center of the city. Initiated as an art installation, the piece was so effective that city officials requested that it stay up long after the exhibit was over so they could use it for their flood control education program.

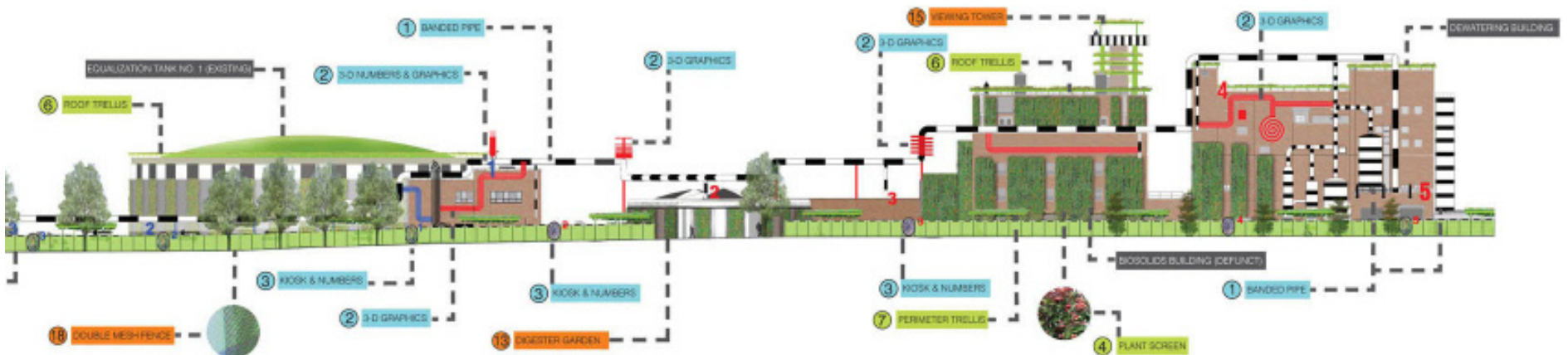


## Collaboration Precedent: **Artist + Engineers**

### i INFRASTRUCTURE

Arlington County Water Treatment Plant (2003-2005)  
Arlington, Virginia

This proposal transforms a 30 acre sewage treatment plant into a public space. It creates a full-scale three-dimensional diagram that explains the wastewater treatment process. The public can now interact with this vital piece of infrastructure in new ways. It establishes a clearer understanding of the relationship between the surrounding neighborhoods, the plant, and the Chesapeake Bay.





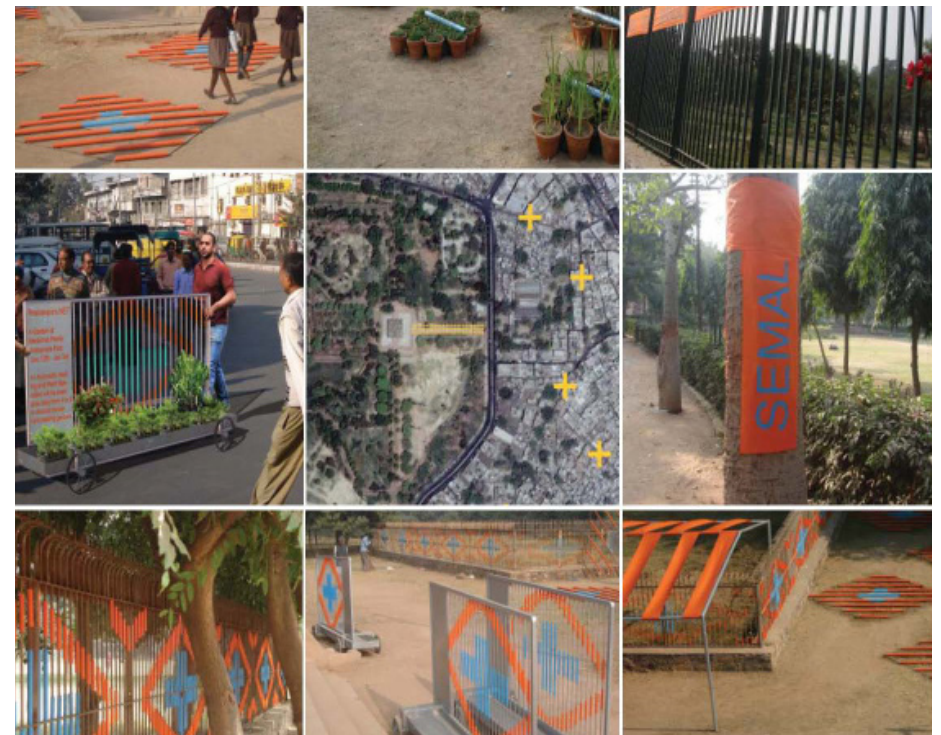
## CRITICAL ISSUES

### Collaboration Precedent: **Artist + Landscape Architect + Plant Specialist**

#### **S** SOCIAL PROGRAMMING

*Roshanara's Net* (2008)  
New Delhi, India

A derelict 17th-century archaeology site in Delhi, India was transformed into a temporary ayurvedic medicinal garden giving the nearby community a new connection to this site. As a result of this project's success the possibility of a permanent garden in this and other parks is being pursued within the municipality.



## CALL//CITY AS LIVING LABORATORY

# IMPLEMENTATION

SCALE

RESOURCES

TIME

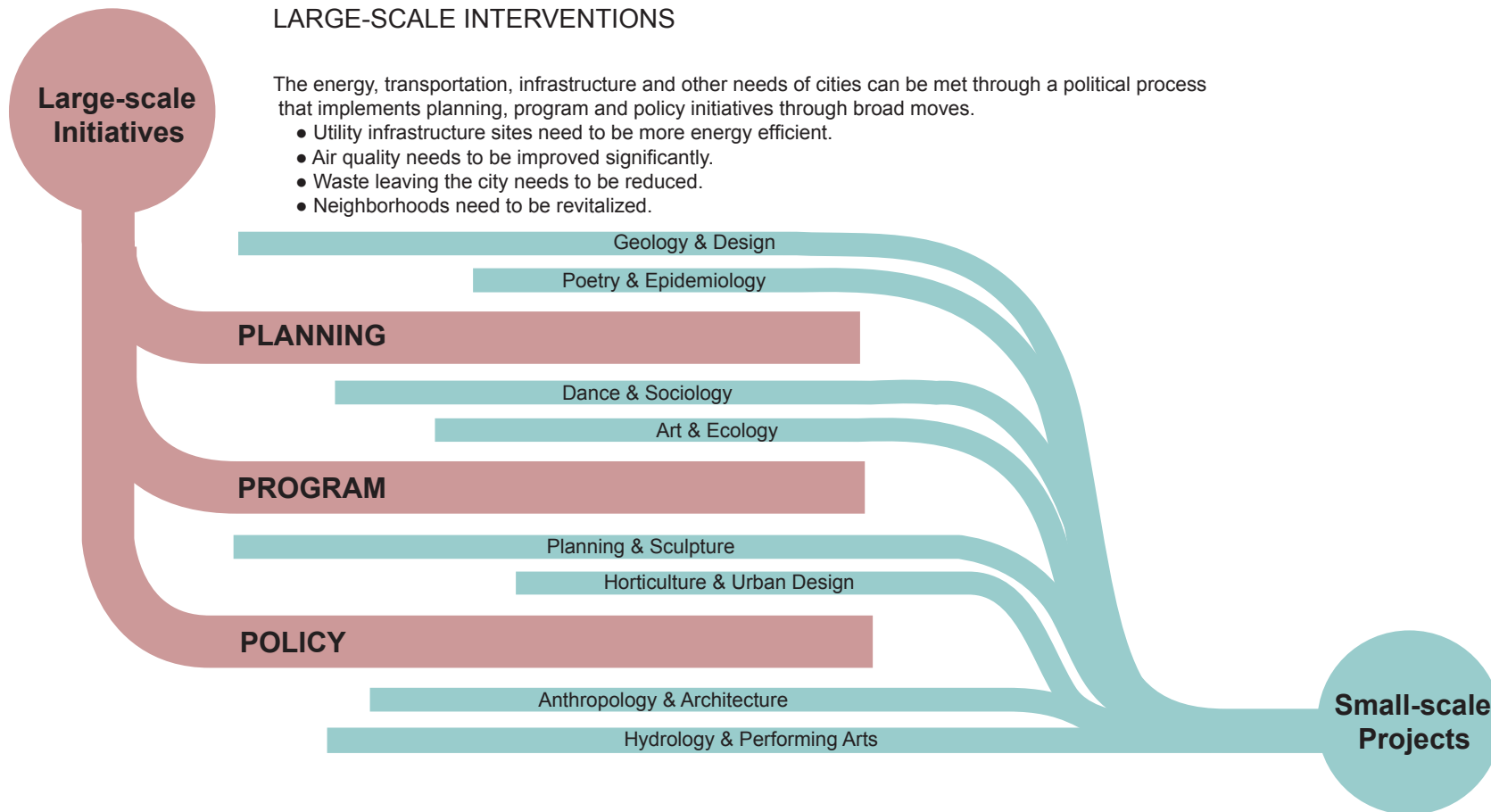
SPACE

By seeding the city with small-scale projects over time the landscape, experience and understanding of sustainability can be fundamentally altered.

## IMPLEMENTATION

### SCALE

Small-scale arts projects can communicate a city's plans for large-scale initiatives.



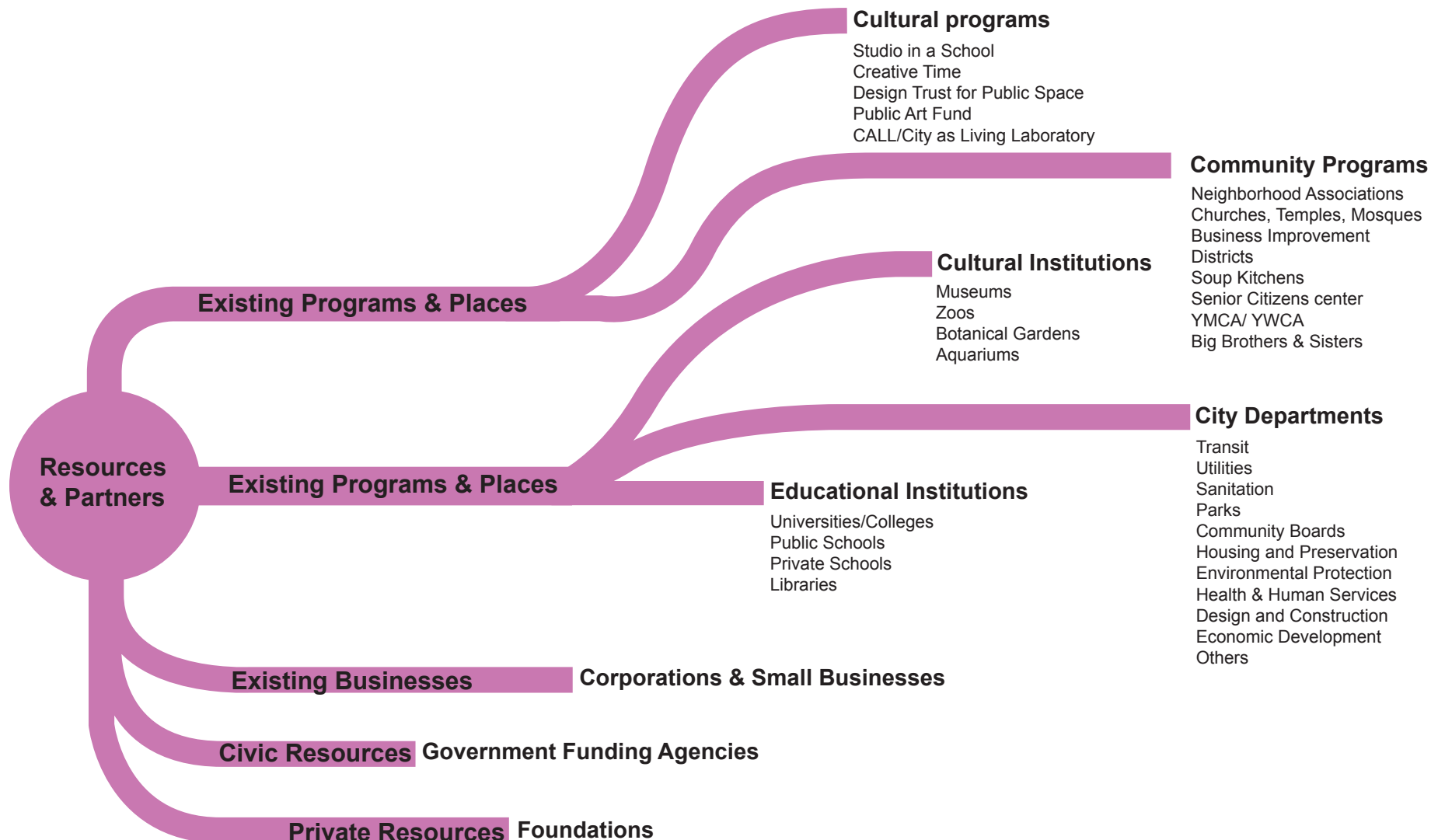
### SMALL-SCALE INTERVENTIONS

Sustainability initiatives can be made apparent and meaningful to individual citizens through small-scale collaborative arts projects that they encounter in their daily lives. Artists and designers can create a series of interventions throughout the city that can start immediately.

- Infrastructure sites can be transformed into public places to make people aware of the systems that support their lives.
- Pedestrians can be made aware of all the buildings they pass that have green roofs.
- Bio-swales can be made visible on median strips or in parks that clean street runoff water.
- The history of a neighborhood can be revealed.

Arts projects can be implemented through collaborations with existing institutions and existing programs.

Sustainable cities can be achieved through refocusing existing programs, institutions and resources to address common goals. Cultural, civic, and educational institutions, businesses and neighborhood groups can participate. If each can undertake to support a single project, over an extended period of time the city can be transformed one small step at a time.

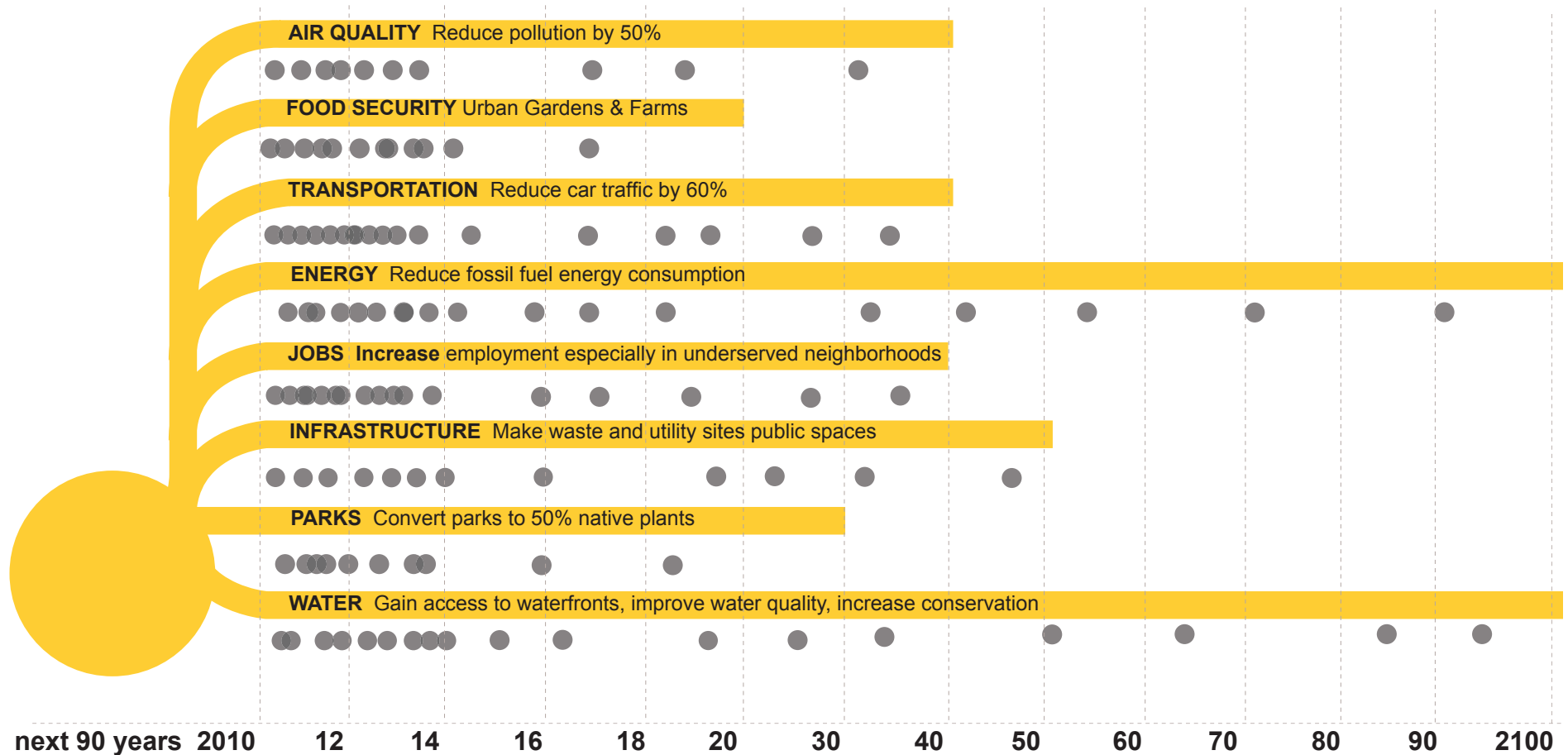


## IMPLEMENTATION

### TIME

Artists can help communicate a city's plans for the future within a relatively short period of time.

Planning, program and policy initiatives have long range goals and often take years if not decades to implement. In the first 10 years, smaller-scale interventions created by artists and designers in collaboration with others can happen almost immediately and with limited resources. As such, they can have an important role by creating an interim presence for projects that will take years to complete. These interventions could engage a community's interest and participation around an issue. New ways of thinking about sustainability can be introduced while announcing a city's long term intention to create change. Issues of environmental and social justice can be addressed making an immediate impact on underserved communities.

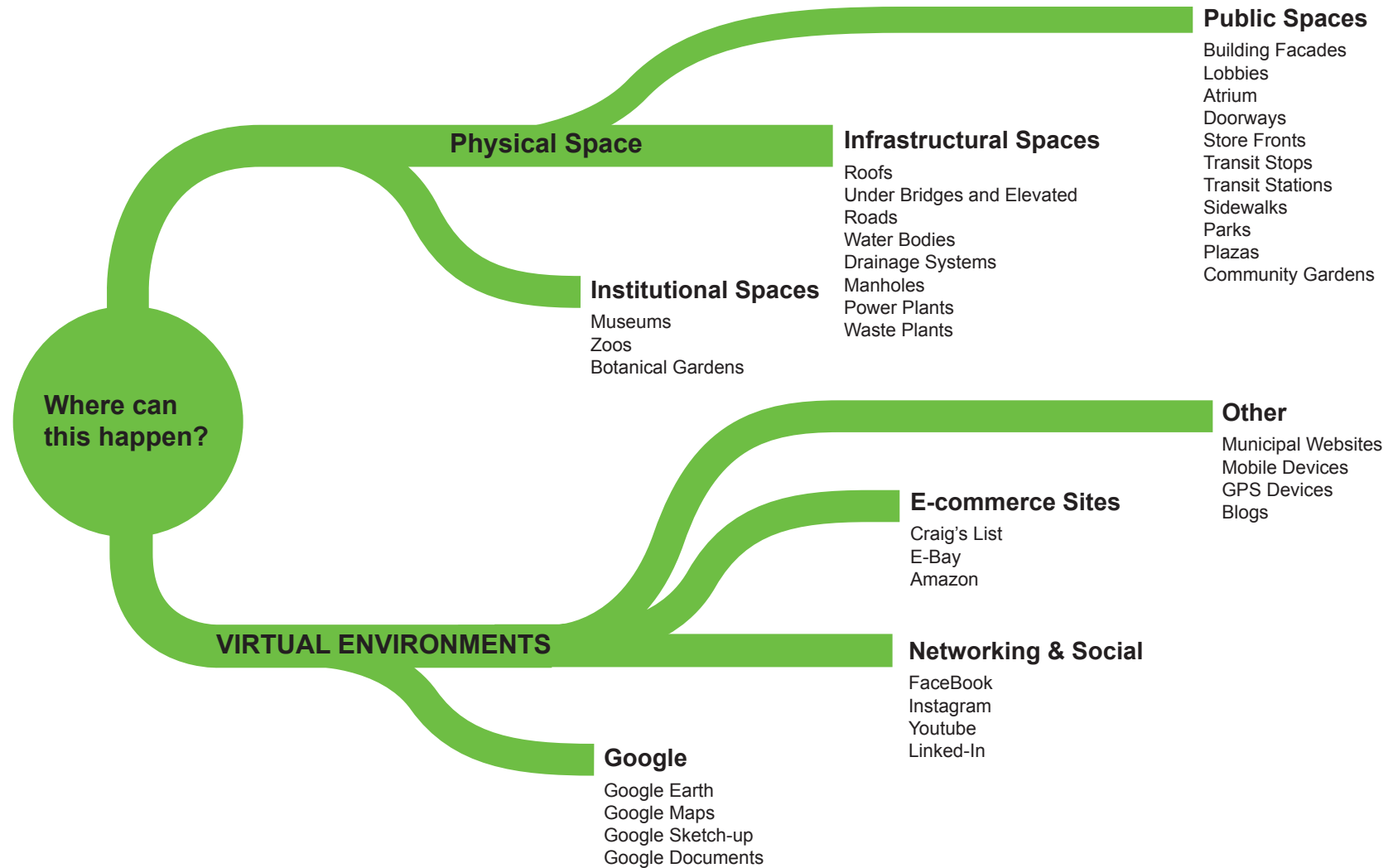


- Variety of arts projects: ● temporary, permanent, virtual, conceptual
- A range of scales of projects: \$1,000-\$5,000; \$10,000-\$20,000; \$50,000-\$100,000; \$500,000-\$1million; \$1.5 million +
- Different constituencies: communities, neighborhoods, boroughs, BID districts, interest groups
- Different locations in the city



Artists can work in different environments.

In this way, the face of the city can be transformed as sustainability projects are implemented in multiple venues.





**CALL//CITY AS LIVING LABORATORY**  
**ARTIST INITIATED PROJECTS**

A proposal for the NYC Department of Design and Construction (DDC)

CREATING A BLUEPRINT

DIAGRAM OF THE PARTS

CHART A PATH/THE CITY'S ROLE

INTRODUCING THE ARTIST AND THE CITY

COMMUNITIES AND THE ARTIST / CRITERIA

MUTUAL BENEFITS / EXPAND IMPACT

HOW TO SUPPORT AIP

DIAGRAM

A study for how ARTISTS can be integrated into New York City capital construction projects.

## ARTIST + CITY

Artist Initiated Projects (AIP)

### Create A Blue Print

During the first Artist-in-Residence year at the Department of Design and Construction the goal has been to help change the culture of this agency while trying to identify ‘access points’ or opportunities for artist initiated projects through out New York City in conjunction with the construction of new parks, plazas, streets, infrastructure, and buildings. The aspiration is to identify ways that artists can be integrated into projects that shape the city whether during project planning, design or in construction. The core concept is to create opportunities for artists to help expand the impact of these projects by engaging citizens in their communities and communicating the pressing issues of our times.

These artists’ projects can be launching platforms for exploring, imagining, creating and enacting connections between communities and their ecological and social environments. In addition these projects can help people understand the city’s infrastructure which supports their daily lives, highlight local stories and histories, and encourage interactions between communities. Artists can help create greater awareness of the city’s guiding principles of Equity, Sustainability, Resiliency, and Healthy Living for all New Yorkers.

## Create A Blueprint

- What: The goal is to understand how more **Artist Initiated Projects** (AIP) can be implemented in the city.
- Why: Artists are an important resource that can be tapped to create greater awareness of principles that are essential to a city: **Equity, Sustainability, Resiliency, and Healthy Living**.
- Where: **Artist Initiated Projects** can be implemented in conjunction with the construction of new parks, plazas, streets, infrastructure and buildings.
- How: Artists can be integrated into the process during project **planning, design, or construction**.
- Outcome: **Artists Initiated Projects** can be platforms for **exploring, imagining, creating, and enacting** connections between citizens' daily lives and other communities, the natural systems and infrastructure that support them.

## ARTIST + CITY

Artist Initiated Projects (AIP)

### Chart A Path-The City's Role

#### INTEGRATION OF ARTISTS INTO CITY PROJECTS

- Identify **appropriate city projects** the Artist can be involved with
- Identify amount of funding for the project
- **Identify issue(s)** most important to the project: Health, Sustainability, etc.
- **ID point in project** it would be best to engage the Artist
- Help **facilitate** the Artist's **connection** with the community boards & LCCOs
- Introduce Artist + City through website and programs

#### IDENTIFY POSSIBLE ROLES FOR THE ARTIST-Pathways to Projects

- **Community Based Artist Initiated Projects (AIP)**– Artist is hired to serve as the bridge between the construction project and local stakeholders, serving as an important link between residents of a community and the city agency before, during, or after construction. (Examples: DDC Community Construction Liaison, Queens Museum community organizer)
- **Design Only**– An artist joins as a member of the design team to stimulate new thinking or advise the overall project and/or design a specific aspect of the capital improvement project. This work is integrated into the design drawings.
- **Fellowship**– 3-5 artists receive a fellowship to intern in DDC. Proposals for specific projects are made and one is selected each year. (This is modeled on the internship program for college students at DDC.)

## Chart A Path-The City's Role

### SELECTION PROCESS

- DDC puts out RFP for project with Artist engagement—distribute to community boards and cultural organizations
- Artist selected through 'pitch session'; following pitch, formal proposal by those chosen to move forward, one selected
- Artist applies to work as a 'design only' consultant as part of the design team
- A sitting panel is established for a year to review and select proposals (DCLA, DDC, an Artist remains a panel member; community and agency representatives rotate according to project)
- Alternately, an artist applies for a DDC Fellowship which is followed by a project proposal; one selected per year.

### TYPES OF PROJECTS / INTERVENTIONS

- Temporary or permanent installations
- Performances / Events
- Photo, Video, Writing
- Documentation / Research (to be shared in exhibit or archived on internet)
- Creative facilitation of community meetings and input process
- Studio space / Artist residency embedded with vacant lots or construction sites
- Wayfinding
- Student activation
- Info kiosks
- Walks

## ARTIST + CITY

Artist Initiated Projects (AIP)

## Introducing Artists + City

Familiarize the Artist with the city and how it operates

### PROGRAMS

- DCLA sponsored talks in Artist oriented locations about opportunities
- Project managers, engineers, architects discuss their roles
- Dialogues between artists and DDC experts
- Discussions of precedents: Artists who have worked in urban context discuss process + projects

### WEBSITE

#### **Establish an ARTIST + CITY website at DDC**

- Provide the link to the 'City 101' website
- Description of DDC's role and relationship to other agencies
- Examples of Artist Initiated Projects in NYC + other cities
  - Strategies Artists have used successfully in cities
  - Precedents for how Artists have interacted with cities
  - How projects were developed and executed
- Description of Where and How projects could happen
- Types of projects / interventions that may be appropriate
- Opportunities available to Artists
- Selection Process description
- Programs available to Artists: talks, info sessions
- Announcements of upcoming opportunities / projects, both Percent for Art & AIP
- Technical Resources / Guides
- Ways to Participate, become engaged
- Video documentation of projects undertaken



## ARTIST + CITY

Artist Initiated Projects (AIP)

## Introducing Artists + City

### DDC / FELLOWSHIP

Create Fellowship / residency program where 3-5 artists a year are invited to participate in all stages of the project development process from planning, design to outreach and implementation. Each artist will have the opportunity to propose a major project related to the experience. One major project to be commissioned each year.

### ART STUDENTS

DCLA / DDC partnerships with MFA programs in the city to introduce their students to opportunities and resources; send updates to their alumni.

## ARTIST + CITY

Artist Initiated Projects (AIP)

## Artist + Communities

Local Cultural/Community Organization (LCCO)

### CULTURAL ORGANIZATIONS AS ANCHORS / CRITERIA AND SELECTION PROCESS

- Hold workshops in area of capital projects to familiarize LCCO's with initiative to involve artists
- Confirm capacity of cultural organization to be involved\*
- Call for self nominations of LCCO
- Judge capacity of organization; robust cultural organizations could have different role than a library for instance
- Select organization
- Clearly state role of LCCO (varies depending on organization and project)

\* Contract with organization such as ICI (Independent Curators International), Center for Urban Pedagogy, The Laundromat Project, City As Living Laboratory, for curatorial assistance for smaller organizations and non-art groups.

Artist Initiated Projects (AIP)

## **Artist + Communities**

Local Cultural/Community Organization (LCCO)

### **STEPS FOR CULTURAL ORGANIZATION TO WORK WITH ARTIST**

- Help with selection process
- Organizations can operate as hosts introducing and connecting artists to community stakeholders
- Develop/present associated programming including classes/panels/workshops related to project themes
- Administrative support
- Provide meeting or work space for artists at different points in the project
- Marketing support
- Fiscal umbrella
- Present research and outcomes that fall outside the site area

## ARTIST + CITY

Artist Initiated Projects (AIP)

## Artist + Communities

Local Cultural/Community Organization (LCCO)

### HOW THE ARTIST ENGAGES WITH THE COMMUNITY

- Engage community / cultural organization (libraries, schools, etc.) that has a stake in the project and can serve as an anchor
- Identify the 'community' according to geography, culture, practice, etc.
- Assemble core stakeholders (artist, cultural organizations, DDC representative) to identify problems, opportunities, establish ground rules—timeline, scope of work, budget
- Examine situation more closely to better understand challenges
- Brainstorm creative solutions
- Hold workshops to develop ideas
- Finalize ideas and implement
- Build feedback system into the project itself

## ARTIST + CITY

Artist Initiated Projects (AIP)

## Artist + Communities

Local Cultural/Community Organization (LCCO)

## CRITERIA FOR PROJECTS

- Projects must have the capacity to serve the local community
- Projects must demonstrate positive value
- Projects must have an evaluation process considered as part of its structure

## **ARTIST + CITY**

Artist Initiated Projects (AIP)

## **Mutual Benefits**

### **EXPAND THE IMPACT**

#### **HOW AIP PROJECTS IMPACT MULTIPLE GROUPS**

##### **ARTISTS**

- Opportunity to effect change and help shape the future city
- Connect artists with communities
- Showcase artists work with diverse audiences in locations through-out the city
- Create jobs for artists and creative sector

##### **AGENCIES**

- Help communities appreciate goals and civic projects
- Neighborhood artist projects encourage walkability, safety, and stewardship of place
- Create positive bonds with communities
- Communicate impact of their projects

##### **RESIDENTS**

- Become participants in imagining and creating their own futures
- Promote inquiry and exploration
- Incorporation of art in public space can help give expression to diverse community cultures and values
- Engage residents with environmental and social issues affecting their communities
- Enhance public appreciation of art
- Engage Youth (STEAM) - Student pipeline for the arts, other professional disciplines and trades
- Build citizenship

## **Mutual Benefits**

### **EXPAND THE IMPACT**

#### **LOCAL CULTURAL AND COMMUNITY ORGANIZATIONS**

- Empower local cultural organizations and artists to create (or keep) place
- Engage civic dialogue and broaden participation in the civic agenda
- Build capacity of creative sector
- Attract attention and create economic benefit
- Position public art as an essential part of all communities
- Improve property and enhance value

#### **THE CITY**

- Expand impact of city initiatives
- Give expression to guiding principles
- Make sustainability tangible and visible
- Support creative expression as a fundamental human right
- Broaden participation in the civic agenda
- Supporting livable neighborhoods
- Increase cultural tourism

## ARTIST + CITY

Artist Initiated Projects (AIP)

# How to Support Artist Initiated Projects

## SUPPORT

A suggested means of supporting Artist Initiated Projects is to take the one percent for art on ALL city capital projects. The funds from those projects that are not selected for DCLA's Percent program would be pooled for use to implement AIP initiatives that would take place during the planning, design or construction phases of projects.

In Seattle Percent for Art funds are collected and put into an interest bearing account. In NYC the funds generated as interest might be used for temporary or event based projects that are not eligible with capital project funds.



# ARTIST INITIATED PROJECTS (AIP)

## THE CITY

The City recognizes artists as a resource and important participants in creating a city of sustenance

City Agencies  
Capital Construction Projects

1% of ALL Capital Projects  
earmarked for art

DDC selects appropriate projects  
to be applied to (1% projects and) AIP

Most appropriate 'lens(es)' noted for each project  
• Health • Resilience • Equity • Sustainability

Possible phase(s) for artist is determined  
• Planning • Design • Construction

Artist role for selected project is determined  
• Community AIP • Design Only • DDC Fellowship

RFP for projects sent out to  
Community Boards & LCCO's

Introduce Artists & the City, through:  
• Website • Programs

## ARTISTS

Artist Initiated Projects (AIP) are integrated into  
city capital construction projects

ARTISTS HAVE THE ABILITY TO:

- Make sustainability tangible
- Engage citizens in city initiatives
- Expand awareness of construction projects

ARTIST STRATEGIES CAN:

- Create small scale projects to promote large scale initiatives
- Help communicate the city's plans for the future in the near term
- Integrate artists with communities throughout the city

ARTISTS CAN ENGAGE COMMUNITIES TO:

- Explore
- Imagine
- Create
- Enact Connections

TYPES OF ARTIST PROJECTS:

- Temp / Perm Installations
- Performance / Events
- Way-Finding / Info Kiosks
- Walks / Gatherings / Etc

OUTCOMES FOR THE CITY

Expanded impact of city initiatives,  
guiding principles, agency agendas

OUTCOMES FOR ARTISTS

Opportunity to effect change  
and help shape the future city

## LOCAL CULTURAL ORGS

Local cultural / community organizations (LCCO)  
act as facilitators of AIP in their neighborhoods

LCCO's are vetted and self selected  
to oversee Artist Initiated Projects

Possible scenario: after LCCO receives RFP  
it holds a 'pitch session' for artist ideas  
Top-3 ideas are invited to submit full proposals

'Standing panel' selects artist / proposal

LCCO assists artist in implementing project.  
LCCO may also assist with the following:

- Community Outreach
- Programming Support
- Administration Support
- Meeting / Office / Studio Space
- Fiscal Umbrella
- General Marketing

Project(s)

OUTCOMES FOR LCCO's

Development of capacity  
and impact in community

OUTCOMES FOR RESIDENTS

Become participants in imagining  
& creating their own futures



## CREDITS

The Artist and New York City has been developed as part of Mary Miss' Artist Residency at the Department of Design and Construction made possible by Commissioner Feniosky Peña-Mora. It has been prepared with Catherine Despont (Pioneer Works), Xenia Diente (DDC), Carol Clark (DDC), Designer Eugenia Manwelyn, and artists Eve Mosher & Sarah Cameron Sunde.

Artist **Mary Miss** has been redefining how art is integrated into the public realm since the early 1970s. She is interested in how artists can play a central role in addressing the complex issues of our times. Collaboration has been essential in Miss' work, which crosses boundaries between landscape architecture, architecture, and urban design. Miss has worked with historians, hydrologists, and botanists on projects as diverse as marking the predicted flood level of Boulder, Colorado, or revealing the history of the Union Square Subway station in New York City.

Mary Miss has won numerous awards, including the 2001 New York Masterworks Award, the Centennial Medal from the American Academy in Rome in 2001, and an Honorary Doctorate Degree from Washington University in 2000. She has been a Guggenheim Fellow, a Resident Artist at the American Academy in Rome and a recipient of several New York State Council on the Arts grants and NEA grants.

### MISSION

CALL/City as Living Laboratory combines the skills and perspectives of artists and designers with those of scientists and citizens to increase awareness and action around key environmental issues. Through active exploration, direct experience, and interdisciplinary strategies, CALL facilitates deeper understanding of natural systems and infrastructure and offers opportunities to reimagine urban life in ways that will make it more resilient.

### BOARD

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