We look back on a pivotal year for the Design Trust. In March we said goodbye to the indomitable Deborah Marton, who served as executive director for seven years. While the board undertook a six-month search for a new leader, Megan Canning stepped into the role of Acting Director with aplomb, spearheading the move to our Tribeca office space in September. A month later, we were thrilled to welcome Susan Chin as our new executive director.

In 2011, the Design Trust made significant advances on our two projects: *Five Borough Farm*, about urban agriculture, and *Making Midtown*, about the changing role of fashion design and manufacturing in the Garment District. Both projects seek to sustain and strengthen authentic physical production in the modern city. They are about blue-collar jobs and fashion R&D redefining a neighborhood; about communities strengthened by hands in the dirt and bringing local products to market. Through this work, the Design Trust fosters a belief in a healthy city, an interactive city, and a city that is an engine of production.

The Design Trust thinks boldly about urban possibilities. But the real visionaries are the supporters who make our work possible, including our venerable Board of Directors, generous donors, and talented project partners and Fellows. My sincere thanks go out to all listed in these pages for your steadfast generosity and commitment during this transitional year.

Since I joined the Design Trust team after 23 years in New York City government as Assistant Commissioner for Capital Projects at the Department of Cultural Affairs, every day has been a remarkable journey alongside an entrepreneurial staff and engaged Board. The Design Trust’s leadership and catalyzing role with community advocates, civic leaders, and policy makers to re-imagine and shape public space in our city is what drew me to the organization. This collaborative model has been the hallmark of the organization’s successful approach.

A broad spectrum of new challenges—reviewing land use policies, evaluating industry demand, and connecting with funders and Fellows—has provided me with a fresh perspective on what it takes to make our city a great place to live, work and play.

In 2012, in addition to completing our *Five Borough Farm* and *Making Midtown* projects, we will launch a strategic planning process to explore capacity building, trends in the field, and opportunities for collaboration, which will strengthen our mission and vision in our vibrant city.

I am extremely grateful for the generosity of so many in the Design Trust “family” who support our work—the Board, Council, donors, friends, Fellows, staff, and especially to our founder and Board President Andrea Woodner for the exceptional opportunity to lead this remarkable organization.
We believe:
- The cultural and democratic life of the city depends on viable public space
- Design excellence is the minimum requirement for all public space
- Social justice and environmental sustainability must guide public space design
- Process plays a determining role in the quality of public space
- Public/private partnerships are the only way to achieve these goals
2011: AT A GLANCE

Active Projects

FIVE BOROUGH FARM
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: Conducted a national survey of municipal governments to identify urban agriculture best practices / Interviewed 60+ urban agriculture stakeholders, including city and state officials, nonprofit advocates, funders, and farmers / Produced city’s first maps illustrating hundreds of school and public housing gardens / Developed an ‘indicator guide’ enabling farmers and gardeners to track the impact of their activities / Crafted policy recommendations to strengthen and expand urban agriculture citywide

PHOTO URBANISM
From Roof to Table
FELLOW: Rob Stephenson
TIMEFRAME: 2011–2012
KEY ACTIVITIES: Photographed urban agriculture activity in all five boroughs

MAKING MIDTOWN
Generating New Visions for the Garment District
PARTNER: Council of Fashion Designers of America, represented by executive director Steven Kolb, fashion designer Yeohlee Teng, architect Joerg Schwartz
FELLOWS: Andrew Bernheimer, Colin Cathcart, Kei Hayashi, Rob Lane
TIMEFRAME: 2011–2012
KEY ACTIVITIES: Performed detailed real estate and financial analysis of the Garment District / Documented building stock and public realm / Planned and executed participatory workshop for 50+ Garment District stakeholders
Outreach

23 PUBLIC APPEARANCES
Staff presented the Design Trust’s work to diverse audiences, including: Community Board 5, Phi Beta Kappa, Parsons The New School for Design, Fashion’s Night Out, American Planning Association, Mayor’s Office of Long-Term Planning and Sustainability, OpenHouse New York, Columbia University Spatial Information Design Lab, eyebeam, American Community Gardening Association, Center for Architecture, and New York University Tisch School of the Arts.

42 MEDIA MENTIONS

6 PUBLIC SPACE POTLUCKS
We temporarily transformed sites across the city into communal dining rooms, inviting the public for a shared meal and conversation. Sites and partners:
- IBM Building Atrium with Urban Omnibus, April 7
- Luther Gulick Park with Friends of Luther Gulick Park and Hester Street Collaborative, June 2
- West Harlem Piers Park, July 20
- Governors Island with Figment and AIA’s Emerging New York Architects, August 13
- Water Street POPS with Street Vendor Project, September 20
- David Rubenstein Atrium at Lincoln Center with Center for Architecture and Todd Williams Billie Tsien Architects, October 27

4700 TWITTER FOLLOWERS
A growing social media influence connects our work to an increasingly diverse and global audience. The Design Trust is also active on Facebook, Flickr, Vimeo, and our staff blog (designtrust.org/blog).

Financial Health

$730,784 FY11 OPERATING BUDGET
277 DONORS
68% BUDGET ALLOCATED TO PROGRAMS

There’s no shortage of benefits connected to urban agriculture in New York City. But how do we measure them? And how do we encourage city agencies and urban farmers and gardeners to share resources, identify new opportunities, and cultivate this growing movement?

Five Borough Farm tackles these challenges head on. Over the last year we engaged over 100 individuals from City Hall to the South Bronx, to develop a series of policy recommendations, metrics tools, and constituency-building strategies. Stay tuned: Our Five Borough Farm publication and website launches in summer 2012.

Major project support provided by Doris Duke Charitable Foundation and the David Rockefeller Fund.

"Five Borough Farm has the potential to literally reshape the city through food."

Nicola Twilley, GOOD, January 22, 2011
The Design Trust awarded a Photo Urbanism fellowship to Brooklyn-based photographer Rob Stephenson to document urban agriculture in New York City. His project, *From Roof to Table*, illustrates diverse participants, activities, and sites, and reveals how urban agriculture shapes the social, economic, and environmental health of communities.
Making Midtown repositions the Garment District as a vital center of Midtown Manhattan and a 21st-century creative district with fashion design and production at its core.

Phase one of our Garment District project demonstrated that the neighborhood’s manufacturing cluster supports thousands of working-class jobs and helps maintain New York City as a global fashion leader. Making Midtown, the project’s second phase, provides a roadmap to revitalize the Garment District’s public realm, update its zoning regulations, sustain apparel manufacturing, and promote New York City-made fashion.

Stay tuned: In fall 2012, the Design Trust will release a publication featuring our findings and strategic recommendations for the Bloomberg administration.

Major project support provided by Council of Fashion Designers of America Foundation, New York City Department of Cultural Affairs, Lily Auchincloss Foundation, Inc., National Endowment for the Arts, Nanette Lepore and Robert Savage, Bergen Logistics, Hilldun Corporation, Newmark Knight Frank, and Theory.
The Design Trust convened 50+ Garment District stakeholders — building owners, manufacturers, fashion designers, and city officials — for a Making Midtown workshop in December. This inclusive, participatory planning process enabled stakeholders to review different development scenarios, assess policy and financing tools, and exchange ideas on the neighborhood’s future.

“The Garment District has, as demonstrated by the Design Trust’s study, evolved from a manufacturing zone to an innovation and incubation hub.”

Yeohlee Teng, YEOLLEE, Women’s Wear Daily, September 8, 2011
The state-of-the-art practices detailed in *High Performance Landscape Guidelines* create a base of common knowledge for consultants, contractors and community groups operating outside of New York City. In 2011, the Design Trust shipped more than 1,000 copies of the publication across the nation.

Major project support provided by the Double-R Foundation.

With the publication of *High Performance Landscape Guidelines* in January 2011, the Design Trust equipped the New York City Department of Parks & Recreation (Parks) with a blueprint for making all 29,000 acres of parkland—14% of the cityscape—cleaner, greener, and more functional for all New Yorkers.


Locally, the project reinforces Mayor Bloomberg’s PlaNYC initiative and has become a go-to resource for city employees: Parks’ staff use *High Performance Landscape Guidelines* to guide work in sites from Van Cortlandt Park in the Bronx to Freshkills Park in Staten Island.

“‘The livability of our city depends on the extent and vitality of our park system.’”

Adrian Benepe, Commissioner, New York City Department of Parks & Recreation
New Yorkers will soon be hailing a new taxi when the Nissan NV200—a brand-new, purpose-built vehicle—officially becomes the New York City Taxi & Limousine Commission’s (TLC) Taxi of Tomorrow. The NV200 is the result of an unprecedented collaboration between the City and Nissan, made possible by the Design Trust’s groundbreaking work to improve New York City’s “moveable public space.”

Starting in 2005, the Design Trust convened stakeholders to re-imagine the taxi vehicle and system for the 21st century. Our workshops, exhibitions, research, and publications pioneered bold visions for a new taxicab, prompting TLC to launch Taxi of Tomorrow, an international competition inviting automakers to create a purpose-built taxi designed and engineered for New York City. In May 2011, the Bloomberg administration selected the Nissan NV200 as the Taxi of Tomorrow winner, awarding an exclusive ten-year contract that will begin in 2013.

Nissan engaged the Design Trust as an advisor to the development of the NV200, starting in October 2011. Then Acting Director Megan Canning joined representatives from TLC, Cooper-Hewitt, National Design Museum, and Smart Design on two occasions at Nissan’s La Jolla, California design headquarters to review the vehicle prototype.

New Yorkers caught their first glimpse of the NV200’s interior during a Taxi of Tomorrow pop-up exhibit near Madison Square Park in October 2011. Nissan officially unveiled the NV200 at the New York International Auto Show in April 2012, revealing a vehicle with superior safety, comfort, sustainability and durability features—many of which are rooted in the Design Trust’s early recommendations.

“The Design Trust has been at the forefront of Taxi of Tomorrow from the beginning.”

Joe Castelli, Vice President, Commercial Vehicles & Fleets, Nissan North America
Co-chairs Kitty Hawks and Cindy Allen feted the Design Trust in style at the Art+Design Benefit Auction on November 2, raising $237,000 and drawing a record crowd of 600 guests to Chelsea’s Center548. Special guests Joshua David and Robert Hammond, Friends of the High Line co-founders, were on hand to celebrate the tenth anniversary of the Design Trust’s visionary feasibility study, Reclaiming the High Line, which created the planning framework for transforming the abandoned railway into one of New York City’s most celebrated public spaces. An array of art and design objects sparked fierce bidding in our silent auction, while temporary tattoos, a pop-up photo-booth, and a tape installation by Brooklyn-based artist Rebecca Ward added a playful element to the evening.

“’It’s a privilege to be honored by the Design Trust, because really it’s us who should be honoring them.’”

The Design Trust Council is a donor circle of civically-engaged New Yorkers interested in the built environment and invested in the Design Trust’s mission. Council members gain access to curated programming, exclusive networking opportunities, and an inside look at our projects.

**SIGNATURE EVENT**

**Bjarke Ingels & Julie V. Iovine in Conversation**
**Core Club | March 9, 2011**

Trailblazing Danish architect **Bjarke Ingels** sat down with *The Architect’s Newspaper* executive editor and noted critic **Julie V. Iovine** to take a critical look at sustainability, civic participation, and designing for an increasingly diverse population. Following the talk, Council members and guests mingled at a cocktail reception in the Core Club’s media room, designed by Council member SPaN Architects.

**2011 COUNCIL MEMBERSHIP**

**Co-Chairs**
Jean-Gabriel Neukomm, SPaN Architects
Linda Pollak, Marpillero Pollak Architects

**Lead Corporate**
**K/R**

**Corporate**
A.E. Greyson + Company
AG Foundation
The Fashion Center BID
HR&A Advisors, Inc.
Jaklitsch/Gardner Architects PC
Slade Architecture
SPaN Architects

**Individual**
Steven & Ann Ames
Paola Antonelli
Jim & Anne Bodnar
Carol Coletta
Larry Condon
Candace Damon
Diana Darling
Joshua David
Sharon Davis
Kenneth Drucker
Douglas Durst
Anne Edgar
John Fontillas
Mark Gardner
Elizabeth Gilmore
Malcolm Gladwell
Paul Goldberger
Adam Gopnik

Agnes Gund
Tim Gunn
Alexander & Paul Herzan
Bjarke Ingels
Julie V. Iovine
Stephan Jaklitsch
John Keenen
Jill & Peter Kraus
Joan Krevelin
Joseph Kusnick
Charles McKinney
Michael McTigian
Jonathan Marvel
William Menking
Danny Meyer
Blake Middleton
Richard Olcott
Nancy Owens
Leon & Cynthia Polsky
Barbara Randall
David Rockwell
Jonathan & Diana Rose
Eric Rothman
Joerg Schwartz
Ken Smith
Laura Starr
Margaret Sullivan
Yeohlee Teng
Suzanne Tick
Craig Tooman
Gordon Veneklasen
Renee Viola
Paul Whalen
Elizabeth Whelan
Jay Wolowitz
Jonathan Zack

**COUNCIL BREAKFASTS**

Special guests shared their latest work and an early morning meal with Council members in this exclusive series.

**Rupal Sanghvi**
Founder, HealthxDesign and Five Borough Farm Fellow
Jan. 17: Using metrics tools to evaluate design

**David Yassky**
Commissioner, NYC Taxi & Limousine Commission
Apr. 20: Developing Taxi of Tomorrow

**David van der Leer**
Assistant Curator, Architecture and Urban Studies, Guggenheim Museum
Aug. 10: Launching the BMW Lab

**Anne Pasternak**
President and Artistic Director, Creative Time
Nov. 29: Pushing the boundaries of public art
## ANNUAL OPERATING BUDGET FY11

### Income

<table>
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<th>Category</th>
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**The A. Woodner Fund**

**Nissan North America**

**Council of Fashion Designers of America Foundation**

**The Double-R Foundation**

**Kitty Hawks**

**Sophia Healy**

**Lily Auchincloss Foundation, Inc.**

**Maharam**

**National Endowment for the Arts**

**New York City Department of Cultural Affairs**

**New York State Council on the Arts**

**Richter + Ratner**

**Tsao & McKown**

**A. E. Greyson + Company**

**Deborah Berke**

**Interior Design**

**Nanette Lepore and Robert Savage**

**Simona and Peter Stevens**

**Andrea Woodner**

**Cindy Allen**

**The David Rockefeller Fund**

**Ferrara Manufacturing**

**John Keenen**

**Larry Lederman**

**Susan Grant Lewin**

**Raymond W. Merritt**

**Paula Mueller**

**Newmark Knight Frank**

**Pershing Square Foundation**

**Andrew Rosen**

**Annabelle Selldorf**

**Susanna Sirefman**

**Sylvia Smith**

**Londa Weisman and Sidney Knafel**

**Alison and Doug Bauer**

**Anne and Jim Bodnar**

**Susan Chin and Charles McKinney**

**Sharon Davis**

**Edelman Leather**

**Anne Edgar**

**Danielle and Jeremy Galland**

**Agnes Gund**

**Steven Harris and Lucien Reese Roberts**

**Edmund Hollander**

**HR&A Advisors, Inc.**

**Jaklitsch/Gardner Architects**

**Joan Krevlin**

**Slade Architecture**

**SPaN Architects**

**Craig Tooman**

**Claire Weisz**

### Expense

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<tr>
<td>Earned Income</td>
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**Expense**

**Program Services**

- Five Borough Farm: $150,889
- Making Midtown: $160,402
- 2011–12 Photo Urbanism: $15,043
- Taxi of Tomorrow: $15,407
- Public Space Potlucks: $5,707
- Park Design for the 21st Century: $11,891
- Taxi 07 / NYSERDA: $89,798
- Made in Midtown: $795
- Photo Urbanism 5: $1,039
- General Program: $46,748
- General & Administration: $82,104
- Fundraising: $150,961

**Net**

- $730,784
- $150,961
- $497,719

**Net assets beginning of year**

- $422,056

**Net assets end of year**

- $412,033

*NOTE: Approximately $140,000 is restricted project funding carried over from 2010.*

### Thank You!

- Approximately $140,000 is restricted project funding carried over from 2010.
THE DESIGN TRUST’S WORK IS MADE POSSIBLE BY THE GENEROUS FOUNDATIONS, CORPORATIONS, AND INDIVIDUALS WHO SHARE OUR PASSION FOR PUBLIC SPACE.

$1,000 – $2,499
Karen and Bill Ackman
Ann and Steven Ames
David Baron
Anne and Jim Bodnar
Victor Body-Lawson
Carlos Brillembourg
Carol Coletta
Larry Condon
Rafael de Cardenas
Aashish and Dinyar Devitre
Jamie Drake
Kenneth Drucker
Douglas Durst
Jeanne D. Fisher
David Baron
Carol Coletta
Robert A.M. Stern
Michaels Dye
Stephanie Decker
Evan Meir
Ishwaria Kono
Joshua David
Christopher Coleman
Charlotte Cohen
Mary Ceruti
Carroll J. Cavanagh
David Burney
Hillary Brown
Mary Burnham
Steven Caputo
Carroll J. Cavanagh
Mary Ceruti
Amy Chin
Dale B. Cohen
Charlotte Cohen
Christopher Coleman
Richard Dattner
Joshua David
Judith Di Maio
Joseph Donovan
Gregory Dufner
Dorothy Dunn
Craig Dykers

$500 – $999
Cindy Abramson
Theodore Berger
Randall Buck
Candace Damon
Joseph Donovan
Craig Dykers
John Edelman
Susan Freedman
David Freudenthal
Josef Gonzalez
Justine Heiiner
David Hess
Jeffrey Kapelman
Aliya Khan
Frank Kolodny
Ernesto Martinez
Richard Melian
Joyce Menschel
Nancy Owens
Jennifer Sage
Drew Stuart
Kara Tobin
Larry Torella
John Truex
Asaf Yoge
Martin Zubatkin

Under $500
Christine Abbate
Paul Aferiat
DD Allen
Paola Antonelli
Ate Atama
Nina K. Barker
Gisela Bauman
Frances Beatty
Erika Belsey Worth
Nicole and Andrew Bernheimer
Magda Biernat
Joan Blumenfeld
Adam Blumenkrantz
Louise Braverman
Hillary Brown
David Burney
Mary Burnham
Steven Caputo
Carroll J. Cavanagh
Mary Ceruti
Amy Chin
Dale B. Cohen
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Christopher Coleman
Richard Dattner
Joshua David
Judith Di Maio
Joseph Donovan
Gregory Dufner
Dorothy Dunn
Craig Dykers

Stephen Elrod
Elyse Engelhardt
Meg Fidler
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Heidi Fischler
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Elena Frampton
Jessica Freeman
Eric Galipo
Susan Galvani
Paul Gangsei
Eric Gartner
Michael Garz
Christine Gaspar
Ray Gastil
Mark Ginsberg
Nicholas Goldsmith
Wendy Goodman
Valerie and Michael Greenberg
Toni Griffin
Amy Gross
Mark Hage
Robert Hammond
Penny Hardy
Gisue Hariri
Louise Harpmann
Naomi Herrson Ringskog
Susan Hinkson
James Howell
Kathleen Hughes
Tracey Hummer
Tessa Huxley
Olukemi Ilesanmi
Julie Israel
Molly Jarr
Thomas Jayne
Ken Jockers
Carl Johnson
Richard Kahan
Allison Kavey
Sheri Kern
D.B. Kim
Kathy Kleiver
Marc Kushner
Alexa Lalli
Ruth Lande Shuman
Glenn Leitch
Deborah Li
Philip Li
Kate Lindquist
Andrea Loukin
Dean Maltz
Andrew Manshel
David McAlpin
Leslie McBeth
Marianne McCune and Simon Bertrang
Marylo McGoldrick
Cathleen McGuigan
Michael McT Mission
Gwym Metz

Jayne Michaels
Elizabeth Miller
Heidi Mitchell
Granger Moorhead
Elizabeth Munson
Jeffrey Murphy
Charles Murphy
Laurie Mutchnik Maurer
Jean-Gabriel Neukomm
Anne Nixon
David Nosanchuk
Helene Oberman
Barbara Koz Paley
Rosamund Palmer
Donna Panton
Carol Patterson
Mia Pears
Susan Peters
Linda Pollak
Maryann Pulvirenti
Nicholas Quennell
Denise Ramzy
Ashleigh Ranney
Kristin Reynolds
Lyn Rice
Anne Riesebach
Jordan Rogoff
Eric Rothman
Patricia Sapinsley
Jeffrey Scherer
Justin Scurluck
Suzanne Shaker
Richard Shemtov
John Sherman
Ruth Shuman
Coty Sidnam
Henry L. Smith
Anthony Smith
Jo Anne Speraco
Paul Sperry
Jean Tatge
Leith ter Meulen
Linnnea Tillet
Helen Tucker
Ghislaine Vinas
B enhany Wall
Lee Weintrob
Elizabeth Whelan
Katie Winter
Laetitia Wolff
Eric Zetterquist
“By gathering together agencies, design professionals, community groups and private sector professionals to brainstorm and problem-solve, the Design Trust creates the synergy needed to elevate the level of public space in the urban environment.”

Denisha Williams, President, American Society of Landscape Architects, New York Chapter (2010–2011)