

May 2007

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CONSTRUCTION FUELS URBAN LABOR MARKET

By Christine Riordan (MUP '08)

The development and growth of cities is intricately tied to the workforce that helps build infrastructure, housing and office buildings. Cities often develop at the expense of the construction workers who build them.

Recent construction booms throughout the country have changed not only the urban landscape, but the urban labor market as well. In New York City, residential construction permits have more than doubled since 2000. Mayor Bloomberg's ten-year housing plan calls for the creation and preservation of 165,000 affordable units and has increased the amount of city subsidies flowing into housing construction. Such initiatives have lead to increased labor demand and, in many cases, drawn migrant workers looking to fill jobs.

Migration is an integral component in many urban construction markets. Like New York City, housing construction and renovation in Philadelphia have dramatically increased during the past decade. With the approval of a ten-year tax abatement in 1997, Philadelphia's Center City has added over 8,000

“Cities often develop at the expense of the construction workers who build them.”

units of newly constructed or renovated units. The subsequent increase in job opportunities has been one factor fueling rapid growth of Philadelphia's Mexican community. It doubled from an estimated 6,220 people in the 2000 Census to over 12,000 by 2003, as Mexican laborers migrated to the area for construction jobs.

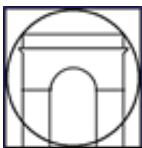
Although job opportunities for construction workers are abundant in cities such as Philadelphia, immigrant workers are often relegated

to low-wage and low-skill jobs within the industry. At the same time, a shortage of skilled workers is considered one of the greatest challenges facing the construction industry today. Institutions like building trade and construction unions complicate free movement between unskilled and skilled sectors of the workforce and potentially block immigrant workers from rising up to higher paid jobs.

Historically, many of these unions focused on the economic survival of construction workers as the United States went through various economic cycles, especially during and after times of war. The unions aggressively pursued measures to pro-

(Continued on pg. 6)

Urban Planning Anytime at: <http://www.nyu.edu/wagner/urbanplanning>



THE WAGNER PLANNER

<http://www.nyu.edu/wagner/urbanplanning>

Volume 3, Issue 4
May 2007

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The Wagner Planner is the independent student newsletter of the Urban Planning Student Association (UPSA) of the Robert F. Wagner Graduate School of Public Service at NYU.

All currently enrolled MUP students, alumni and faculty are encouraged to submit material to *The Wagner Planner*. Please email letters to the editors and any other contributions to: wagnerplanner@gmail.com

A LETTER FROM THE EDITORS

This final edition of *The Wagner Planner* for the 2006-2007 academic year looks at a number of urban issues that are beginning to have a major impact on planning and policy worldwide. From the use of Bus Rapid Transit (BRT) to address traffic gridlock to the impact of urban construction on labor markets, the field of planning is long reaching in its scope.

Cities implementing a BRT plan often look to the success of Bogotá, Colombia, which has one of the most extensive BRT fleets in the world. Dedicated lanes and boarding stations are hallmarks of its system. Mexico City, a megapolis with serious environmental issues stemming from car chocked streets, has also launched a BRT program. Compared to subsurface mass transit, BRT is an inexpensive and easy traffic relief solution (save for possible political opposition).

Sustainable practices were also popular topics at the 99th National American Planning Association Conference, held in Philadelphia this year. Robert F. Kennedy, Jr.—a champion and long-time advocate of mitigating negative environmental impacts—was the keynote speaker. Six Wagner students volunteered eight hours at the convention and in return received admission remission: Becca Nagorsky, Kate Bender, Ali Culpen, Sarah Wu, Dan Guilbeault and Michael Kodransky.

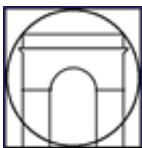
This edition of the newsletter also looks at how workers in the construction trade are using skills as a way to negotiate better workplace conditions. Those who build many of the projects envisioned by planners are sometimes the invisible actors in bringing developments to fruition.

Finally, the issue highlights the six urban planning capstone projects students completed this year. Topics ranged from green roof feasibility studies to economic development initiatives that include cultural attractions.

It has been an eventful year for Wagner planning students. From our time in the classroom to Wagner-sponsored events and discussions, we've pushed each other to be more engaged in all the planning discourse around us. Congratulations to the 2007 graduates, whose ceremony at the Apollo Theater on May 11th signaled the end of their formal planning education and the beginning of their planning careers. We hope to see future contributions to *The Wagner Planner* from new alums.

Carrie Knudson and Michael Kodransky





WAGNER PLANNERS ATTEND 2007 NATIONAL APA CONFERENCE

by Carrie Knudson (MUP '07)

For five days in mid-April, over twenty of Wagner urban planning students attended the American Planning Association's (APA) national conference in Philadelphia. Despite torrential rain from a nor'easter that drenched the city for most of the conference, Wagner planners attended numerous sessions, workshops, and events.

Philadelphia, known to planners for its historic Center City grid laid out by William Penn in 1682, was chosen as the conference host location for the first time this year. Penn famously provided relief from the city's grid plan in the form of five public squares. The central square was set aside as a site for civic buildings, eventually to become the location of Philadelphia's grand city hall.

Philadelphia is also well known for the modern influence of Edmund Bacon, who served as the Executive Director of the Philadelphia City Planning Commission from 1949 to 1970. His focus on Center City redevelopment using urban renewal plans, as well as the creation of many of Philadelphia's highways, left an indelible mark on the city.

From the history of city planning in Philadelphia to the impact of global

climate change on future planning, the conference sessions covered a variety of topics. Skill-building workshops gave planners hands-on experience with the concepts they were learning.

Sarah Wu (MUP '08) took a conflict negotiation

workshop, which was one of her favorite sessions at the conference. "We learned a great deal of negotiation theory in a short time and also had the opportunity to participate in three role playing exercises to put our new knowledge to the test," Wu said.

Robert F. Kennedy, Jr. opened the 2007 conference with a keynote address that focused on environmental policy and its implications for urban planners., a theme that carried through many of the conference sessions.

One highly attended session called "Reflections on Sustainability and Big City Planning" synthesized what planners in cities across the nation are doing to incorporate sustainable practices and requirements in their work.

There were also several networking opportunities, some specifically organized for student attendees. Wagner planners met other students



The City of Philadelphia was the location of the 99th annual conference of the American Planning Association.

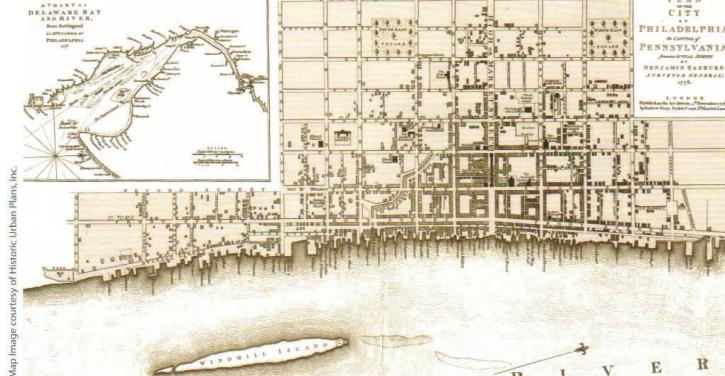
Photo courtesy of APA.

from across the nation at a special event held at Marathon Grill, a widely attended reception at the Pennsylvania Convention Center (complete with tons of food, drink and even a soul band from the Bronx) and at a New York City student gathering in the hip Northern Liberties neighborhood.

After hours of learning from the conference sessions, many of Wagner's planners returned to New York eager to share the things they learned. Others felt that attending the conference was a learning experience in itself.

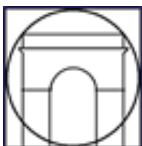
"I felt like my biggest take-away for the working world wasn't any specific piece of knowledge, but just the importance of attending conferences and events in order to network and share best practices with other planners. I was really impressed by the number and variety of professional planners at the conference, and the opportunities available for them to learn from one another," said Kate Bender (MUP '07).

For those who were unable to attend the conference, recaps and audio recordings of the many sessions are available online for purchase at www.planning.org. ▀



William Penn's plan for Philadelphia laid out a colonial city in a grid pattern with five large public squares.

Map courtesy of APA.



AN INTERVIEW WITH PROFESSOR MITCHELL MOSS

by Michael Kodransky (MUP '08) and Peter James Kralovec (MUP '08)

Mitchell Moss is the Henry Hart Rice Professor of Urban Policy and Planning at NYU Wagner. His teaching focuses on urban planning and politics, with special emphasis on economic development and the governance of New York City. He will be on sabbatical during the 2007-2008 academic year.

MK: You were once Director of the urban planning program at Wagner. How has the program evolved since your tenure?

MM: The program has benefited from the fact that many graduates have held increasingly important jobs throughout NYC government at the Economic Development Corporation, Department of Citywide Administrative Services, Small Business Services, OMB and others agencies. I can think of no urban planning program in NYC that has had an equivalent impact on policy and planning as NYU's.

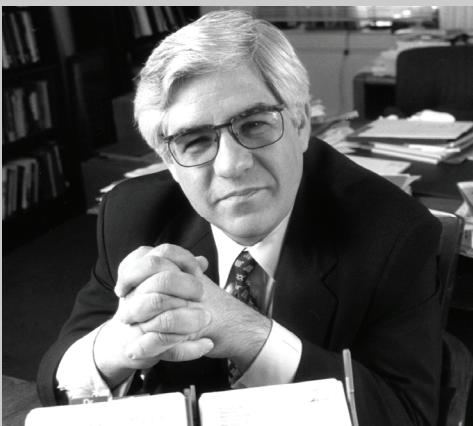
PJK: Will urban issues influence the outcome of the 2008 Presidential election?

MM: The issues that affect cities: public safety, environmental sustainability, immigration, and health care are of importance throughout the nation. And New York City is the source of presidential candidates in both parties and perhaps in an independent candidacy as well.

PJK: Mayor Bloomberg recently launched PlaNYC 2030, a long term sustainability plan for New York City. What do you think Mayor Bloomberg's legacy will be?

MM: The Bloomberg administration has been the golden years for planning in New York. Bloomberg has made it a central activity in his administration. From landmarking historic districts, revitalizing the Meatpacking District to expanding and focusing on new parks, he will make the City a more attractive place to live and work. He's done more for the City's physical infrastructure than any Mayor since LaGuardia.

PJK: You teach a course about policy and planning in New York City. Given discussions at Wagner about the treatment or issues of race and class in the curriculum, how do you address these topics in your teaching?



MM: Race and class influence every public policy issue: education, economic development, transportation, and housing. The remarkable diversity in NY has shaped our debate on racial issues. There's no dominant group even within minority groups. More than half the Latinos are not from Puerto Rico. The Orthodox Jews fight each other. And there are cleavages between Caribbean and African-American groups. New York City benefits from the wide range of racial and ethnic groups. It forces political leaders to constantly build new coalitions and to identify new areas of mutual interest. In Williamsburg, the Latinos and Hasidim are working together, after years of conflict, to develop affordable housing.

MK: The APA NY Metro Chapter recognized you with an award for contributing to the economic vitality of the NY area. How do you manage to influence public policies as an academic?

MM: There is no substitute for ideas and analysis. New York City has the nation's most talented journalists, and they are always looking for new approaches to public policies. And, our political system fosters a continuous debate about ways to meet the needs of our city.

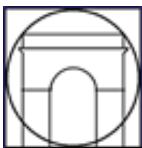
Let's look at housing in New York City. There are two factors that drive up the cost of housing—the cost of land and construction costs. We should seriously consider building residences without kitchens. You can shrink the cost of housing by 20%. No dishwasher or stove, just a mini-fridge and a small sink. It would reflect the fact that most people do not cook at home. They assemble food prepared elsewhere. It's perfectly suited to NYC, where people are too busy to shop and cook. We need more inventive approaches to bring down the cost of housing. We could have communal kitchens, like laundry rooms, on the floors of each apartment building.

MK: What will you do on your sabbatical next year?

MM: I'm going to enjoy NYC and explore the places I have yet to see, like Riker's Island and the 3rd water tunnel. There's nothing more exciting than a crowded sidewalk. I intend to just walk across the neighborhoods of NY.

PJK: If you could live in any other city, where would you live?

MM: Portland, Maine for the coast. I could also live comfortably in Venice, California. ▀



STUDENTS WITNESS PEDESTRIAN-ORIENTED PLANNING IN BOGOTÁ

by Michael Lear (MUP '08)

Brushing aside the lure of the rich cultural vacation destinations found in Cabo San Lucas and Cancun, fellow MUP student Becca Nagorsky and I decided to seek out a bit of planning-related leisure time this past spring break. After hearing former Mayor of Bogotá, Colombia Enrique Peñalosa lecture in New York this past Fall on the pedestrian-oriented changes he helped implement in the city during his tenure, we sought to explore the city for a few days to see how this planning materialized on the ground.

Forgoing the metro system originally planned and encouraged by the World Bank, Bogotá instead chose to develop a bus rapid transit (BRT) system, and currently has the most extensive and widely used BRT system in the world.

The system, known as the TransMilenio, operates largely as an above-ground, fixed-route public transit system, with many feeder bus routes connecting the fixed-routes to areas not connected to the main arteries. One of the most loudly voiced complaints about the system has been the crowding on the buses at all times, signifying demand that has yet to be serviced by TransMilenio, despite recent (2006) and ongoing extensions.

TransMilenio has a daily ridership of more than one million passengers in a city of over six million inhabitants. We found TransMilenio to be user-friendly, with easily discernable maps of routes and schedules, fast service due to the loading stations, and comfortable and modern buses.



TransMilenio loading stations allow fast and easy boarding.

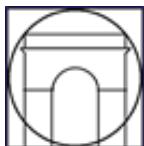


Dedicated traffic lanes provide ease of travel for Bogotá's TransMilenio bus rapid transit system.

Peñalosa discussed safe streets for children as the vehicle for a larger reframing of the city's policies to achieve more sustainable and pedestrian-centric design goals. TransMilenio is complimented by the creation of an extensive system of bike paths and a weekly car-free Sunday celebration, known as a *ciclovia*, in which nearly 120 kilometers of the city's main streets are used by cyclists, walkers and roller-bladers. The *ciclovia* includes amenities such as live music and health awareness activities provided at the many parks and plazas throughout Bogotá. Nearly twenty percent of the population participates in the event.

Pedestrian-oriented celebrations seem to be present throughout the weekdays as well. We stumbled across a number of makeshift pedestrian takeovers of the streets during the evenings on our four days in the city. A jovial atmosphere complete with families, street performers and vendors of all types appeared to be the norm.

Our experience with the official car-free event on Sunday was hindered by President Bush's untimely (at least to us) visit to the capital. Instead of streets being packed with the citizens of Bogotá enjoying time with their families, we were welcomed by scores of riot police and mobile barriers aimed at stopping demonstrators. The roads were certainly car-free, but our poor timing requires another visit to Bogotá in order to take part in the *ciclovia* festivities. ▀



Urban Labor

Continued from p. 1

tect their own members and jobs, deliberately excluding workers seen as undermining their power. Skill level was, and continues to be, a fundamental determinant for entry into the unions, which are predominantly Caucasian and male in membership. Access to training and apprenticeship programs has been limited to those who are somehow connected - through family ties, for example - to the unions.

High initiation fees have also prevented many workers from joining a union. In these ways, the building trade unions controlled the flow of workers into the skilled sector. They regulated which workers were selected for formally recognized programs. African-American workers were the first to be denied access to training and better jobs.

Today, exclusion has extended to immigrant workers as well. In 2004, the *Journal of Construction Engineering and Management* reported that Latino workers were receiving lower hourly wages than non-Latino

workers, and that hourly wage increases for Latino workers were also slower than that of non-Latinos.

Safety is another serious concern. The Fiscal Policy Institute reported 28 deaths on construction sites in New York City in the last fiscal year. The Institute also reported that as many as 30,000 construction workers in New York City's residential construction sector were either employed "off-the-books" or misclassified as "independent contractors," thus absolving their employers from legal obligations. These obligations include workers' compensation or unemployment insurance. Such challenges can be further complicated by immigration status, legal requirements for work permits, linguistic constraints, and social isolation.

While urban development policies, such as those addressing housing demand and affordability, are essential for a city to develop sustainably, we must ask *how* development is carried out. Given an overall erosion of workplace rights and protections, a growing number of workers in the construction industry are left with little recourse to improve conditions of employment. Skills are one form

of leverage workers can use to assure better working conditions and opportunities. City entities should be searching for ways to create accessible programs and policies that support skill-building, either formally or informally.

Nonprofit organizations have started to create programs that help workers build skills that carry weight with employers. The San Francisco Day Labor Program offers on-the-job language skills and job site safety training. Employers contracting through the Day Labor Program are assured that the workers they hire will have the necessary skills and knowledge to do the job well.

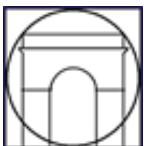
While such initiatives often lead to better pay and working conditions, workers are also becoming equipped with skills that are *recognized* in some institutional form. As planners, we should be paying attention to these efforts and seek more ways to couple the policies that encourage growth in our cities with sustainable economic practices for the workforce that fuels it. ▪

UPSA PROGRAMMING POLL RESULTS

The newly elected 2007-2008 Urban Planning Student Association (UPSA) Board polled current MUP students about areas of interest.

Results will be used for developing programs next year.

Choices	Votes	%
Career Panels and Professional Development	6	16
Happy Hours & Social Events	5	13
Issues in the field of Planning	6	16
Volunteer Opportunities	1	2
Excursions and Trips	2	5
Skill building Modules (e.g. conflict resolution)	5	13
Program/Academic Concerns	9	24
New Programming	3	8



NYU PLANNERS COMPLETE 2006-2007 CAPSTONE PROJECTS

Compiled by Susan Willets (MUP '07)

This year's urban planning Capstone projects tackled a wide range of issues, from encouraging green building to developing affordable housing to using tourism as an economic development strategy. As diverse as the projects were, they had two major themes in common: the incredible amount of hard work students put into them, and the quality final products that resulted from these efforts. Most importantly, this year's urban planning Capstone students have amassed real skills in project management that will carry over into their careers after graduation. All the Capstone projects had the opportunity to showcase their work at the school's year-end event at the Puck Building on May 1, and the "Green Roofs" group represented NYU Wagner at the APA Metro urban planning schools' year-end event on May 4.

The 2006-2007 urban planning Capstone projects are:

St. George Ferry Terminal - Affordable Housing Needs and Options

Between 2000 and 2005 the median rent and home value of Staten Island's Community District 1 increased by 33 and 110 percent, respectively, outpacing the 11 percent increase in median household income. The combination of accelerated housing costs and transportation options available in the District have prompted Enterprise Community Partners to identify the area of CD 1 within a two-mile radius of St. George Ferry Terminal as a potential candidate for affordable housing Smart Growth development. The Capstone team was charged with preparing a thorough existing-conditions report and potential development site analysis. This study will allow Enterprise to make informed decisions regarding where to

create and support affordable housing, and foster smart growth and economic development. Through the analysis of census information, population growth projections, zoning regulations, land use, transportation, housing and employment data, the report provides a comprehensive portrait of the study area and specifically identifies several potential affordable housing development sites.

Capstone Team: Michael Davis, Jane DeLashmutt, Susanne Huerta, Carrie Knudson, Becca Nagorsky, Jordan Schuler

Client: Enterprise Community Partners

Green Roofs: A Cost-Effective Policy for New York City?

Green roofs serve as an innovative strategy to help cities develop sustainable practices that contribute to the restoration of their natural habitat. Dense urban development and neglect have jeopardized New York City's environment and created a situation where poor air quality, increased local temperatures, high-energy consumption, inadequate storm-water management, pollution, limited access to open space, and excessive levels of solid waste threaten public health and fiscal solvency. Currently, New York City lacks a comprehensive and cost-effective strategy to mitigate these adverse conditions. Using case studies, GIS modeling, a political climate review, and a study of costs and benefits, this study concludes that green roofs can play a significant role in helping the city to achieve five of the ten sustainability goals recently outlined by Mayor Bloomberg's initiative PlaNYC 2030, while also producing economic savings. Additionally, this report offers implementation recommendations for a city-wide policy and suggests a specific location in NYC that would

be best suited as a starting point for green roof infrastructure.

Capstone Team: Eric Goldwyn, Angie Hacker, Jaime Martinez, Matthew Hopkins, Scott Solish

Client: Gaia Institute

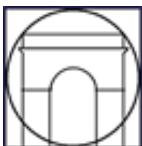
Greening Initiative

The Department of Housing Preservation and Development (HPD) is the largest municipal housing agency in the nation with over 2,800 employees and an annual operating budget of approximately \$480 million. Recently, HPD undertook a Greening Initiative as an agency-wide effort to determine how the agency can promote more energy-efficient and sustainable (green) construction in a manner which benefits tenants, developers, and building owners. HPD asked the Capstone team to create two series of recommendations, the first on cost-effective green building techniques suitable to affordable housing in New York City, and the second on financing and policy strategies that help advance the incorporation of such techniques by affordable housing developers. In support of these recommendations, the Capstone team also produced case studies on existing affordable housing projects and building guidelines, analyzed the perceptions of the city's affordable multifamily financing community on green development, and re-modeled an existing HPD supportive housing project to include environmentally-friendly building techniques.

Capstone Team: Elizabeth Ferber, Himanshu Mistry, Stephen Paczkowski, Vanessa Roy, David Rozan, Lindsay Robbins

Client: New York City Department of Housing Preservation and Development

(Continued on pg. 9)



MEXICO CITY ADDRESSES CLEAN AIR AND WATER QUALITY ISSUES

by Harry Ostrander (MUP '08)

Mexico City is one of the world's largest metropolises, second only to Tokyo, and just ahead of the New York metropolitan area. In the last 30 years, rapid population and industrial growth have resulted in a number of critical environmental issues facing the city, prompting the government to take on a number of innovative solutions.

The primary environmental issues facing Mexico City are water availability and air quality. These issues are due largely to the city's rapid, unplanned economic and physical growth. The unique topography of the city also plays a significant role.

Mexico City sits atop the crater of an extinct volcano on a plateau 7,000 feet above sea level. This unique geographical situation traps polluted air in the valley and creates problems for pumping fresh water in and sewage out over the mountains. These procedures alone use a tremendous amount of the regions' energy supply and have gradually become worse as the city has grown exponentially.

As the economy and population grew in the early 1990's, vehicle use on the wide avenues of Mexico City also increased. Only a few of them had emission controls and 60 percent were reportedly in poor repair. By 2006, more efficient cars were on the road which has mildly improved air quality, but there are also many more vehicles on Mexico City's streets. Nearly 80% of the air pollution in the early 1990's was caused by vehicles and each year the city faces 300 ozone danger days.

In order to address air quality issues, the city took a number of innovative

steps. In 2005, it launched a bus rapid transit plan that included dedicated lanes on Avenida Insurgentes, the longest street in the city (18 Km running north/south). After only two years in operation, the program is considered a success.

Other initiatives include a subsidy program for the replacement of old taxis (VW Bugs) and a revamping of the "Don't Drive Today," which prohibits car use one day a week during peak use hours for vehicles built before 1992. The "Don't Drive Today" days are coordinated and enforced



Severe traffic congestion has led to a critical air pollution problem in Mexico City. Photo courtesy of www.sma.df.gob.mx

based on license plate numbers. Currently, the law is only applied to older vehicles. Newer vehicles and rentals are exempt.

The other major sustainability issue facing Mexico City is access to clean, fresh water. The fresh water aquifer beneath the city is being pumped out at a rate of 55.5 sq m/s, but is only being replaced by 28 sq m/s. This disparity has led to the literal sinking of the city, threatening the foundations of buildings and infrastructure networks across the city.

Another serious concern is that the

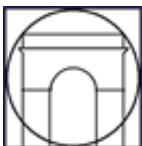
aquifer gets contaminated with sewage, particularly during the rainy season. Addressing this issue requires tremendous capital, along with an intensive network of pipelines and pumps that are often difficult to maintain.

Additional fresh water comes from sources beyond the aquifer, creating a major strain on communities on the outskirts of the city. Large portions of the region beyond Mexico City do not have access to piped and treated water, exacerbating the extreme poverty and unsanitary conditions facing many outer communities.

The city government has developed programs to educate the population about the advantages of water conservation through modified shower heads and low liters/flush toilets.

Metering of water use is the latest attempt by the water authority in Mexico City to effectively charge for household use. However, there are a number of problems with this new system, including the fact that the city lacks experienced people to read the meters manually. Apartment buildings are often metered as one building, rather than individual units, creating a discrepancy in how water use is measured.

While these solutions are an important beginning to addressing the city's environmental problems, current programs are hampered by a bloated bureaucracy, corruption and lack of funds. It will take collaboration and a concentrated effort by both the federal and city governments in Mexico to establish sustainable policies that address the City's major environmental problems. More funding is needed to expand and develop innovative projects. ▀



Capstone Topics

Continued from p. 7

Hempstead Performing Arts Center Feasibility Study

The Village of Hempstead, located in the Town of Hempstead in central Nassau County, has experienced economic decline and blight in previous decades and is currently embarking on a plan of downtown revitalization and redevelopment. As part of its plans for downtown Hempstead, the Hempstead Community Development Agency is considering the development of a performing arts center. The Capstone team has been charged with investigating the issues surrounding the construction and operation of such a center. In order to do so, the team researched and analyzed comparable case studies of communities that had built performing arts centers to determine indicators of success and failure. The team integrated the case study information into a report that included a market analysis, a cost-benefit analysis, and research on potential financing and operational options for

the proposed performing arts center.

Capstone Team: Kate Bender, David Drits, Adam Freed, Javeriya Syed, Luz Tavarez, Robert Williams

Client: Village of Hempstead, Community Development Agency

Sing Sing Historic Prison Museum

The Capstone team produced a report examining the planning context and feasibility of a Sing Sing Historic Prison Museum within the walls of the active Sing Sing Correctional Facility. The report is part of a comprehensive resource package for community outreach efforts and funding applications to public and private sources. The Capstone report includes the following: (1) Economic impacts of the museum including an economic base analysis, updated projections of anticipated economic benefits (including employment and visitor spending), and identification of potential spillover effects. (2) Results of a survey on the existing tourism resources in the vicinity, and suggestions on how the proposed museum would complement and benefit

from this critical industry. This section evaluates prospects for establishing a national and international profile, as well as potential to tap into the New York City tourism market. (3) The access, parking and transportation chapter identifies existing transportation resources that provide access to the proposed museum. Impacts of the museum on existing transportation networks are projected as well as recommendations for mitigation. (4) Linkages between the waterfront location of the museum and the Village's central business district were also identified. Transportation improvements, urban design solutions, and the creation of community linkages are explored as means of knitting together these nodes of activity.

Capstone Team: Jeanmarie Brennan, Susan Favate, Danielle Grillo, Andrew Murray, Richard Rain, Jordan Smith

Client: Village of Ossining, Westchester County Department of Planning •

WAGNER PART-TIME STUDENTS BALANCE FULL-TIME JOBS

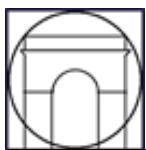
Compiled by Michael Kodransky (MUP '08) and Carrie Knudson (MUP '07)

Tara Duvivier (MUP '08) is a Housing Development Associate at the West Side Federation for Senior and Supportive Housing, which develops, manages, and provides housing and social services for low income persons. Tara crunches numbers for projects in pre-development, writes funding applications, and manages projects currently in construction. She also works to identify buildings that are at risk of leaving affordable housing programs like Section 8.

David Drits (MUP '07) is a transportation planner at the New York City Transportation Coordinating Committee (NYCTCC). He is involved in coordinating the Congestion Mitigation Air Quality Program, Air Quality Conformity, the Transportation Improvement Program and the long range Regional Transportation Plan. One of the toughest parts of being a part-time student for David is scheduling classes so that they don't interfere with his job. David wants to get the most out of Wagner, but he also needs to pay the bills.

John Shannon (MUP '09) is a transactional specialist at Georgia Malone & Company (GMC), a NYC-based full service entrepreneurial real estate brokerage and consulting firm. The deals John works on vary in scale from one building valued at \$5 million to large portfolios involving 100+ buildings scattered across Manhattan and the outer boroughs. John has been taking between 1 and 2 classes per semester. His first priority is his full-time job. In the instances where he must choose between finishing an assignment for school or getting a deal done, he inevitably chooses his full-time work.

Jen Steinberg (MUP '08) is a Program Associate at the Regional Plan Association, working on the Governors Island Alliance project. She is responsible for interim use programming on the Island and is involved in engaging the public on the current RFP for the parks and open spaces. She enrolled in Wagner as a full-time student in Fall 2006 and changed to part-time after one semester.



SPRING 2007 PLANNERS AT WORK & PLAY



Arturo Espinoza and Tara Duvivier present to the Advanced Urban Design class.



Planners celebrating the end of the year at Dysorientation at Manahatta Bar and Lounge.



Planners Harry Ostrander, Mike Davis and Susanne Huerta.



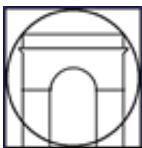
Students wait to attend Prof. Ingrid Ellen's Urban Economics class in Tisch Hall.



Sara Clark and Sarah Wu at the Wagner Weekly Happy Hour.



Graduating planners celebrate at a reception following the graduation ceremony.



Students examine the green roof at Silvercup Studios in Long Island City.



Planners Emre Edev and David Slotnick.



Becca Nagorsky and Alison Culpen at Dysorientation.



Members of the Wagner Transportation Association gather after their behind-the-scenes tour of Grand Central Terminal.



Planners prepare to make their final presentations for Prof. Fish's Development and Decision Making class.



Planners attending the APA National Conference in Philadelphia pose at the opening reception.