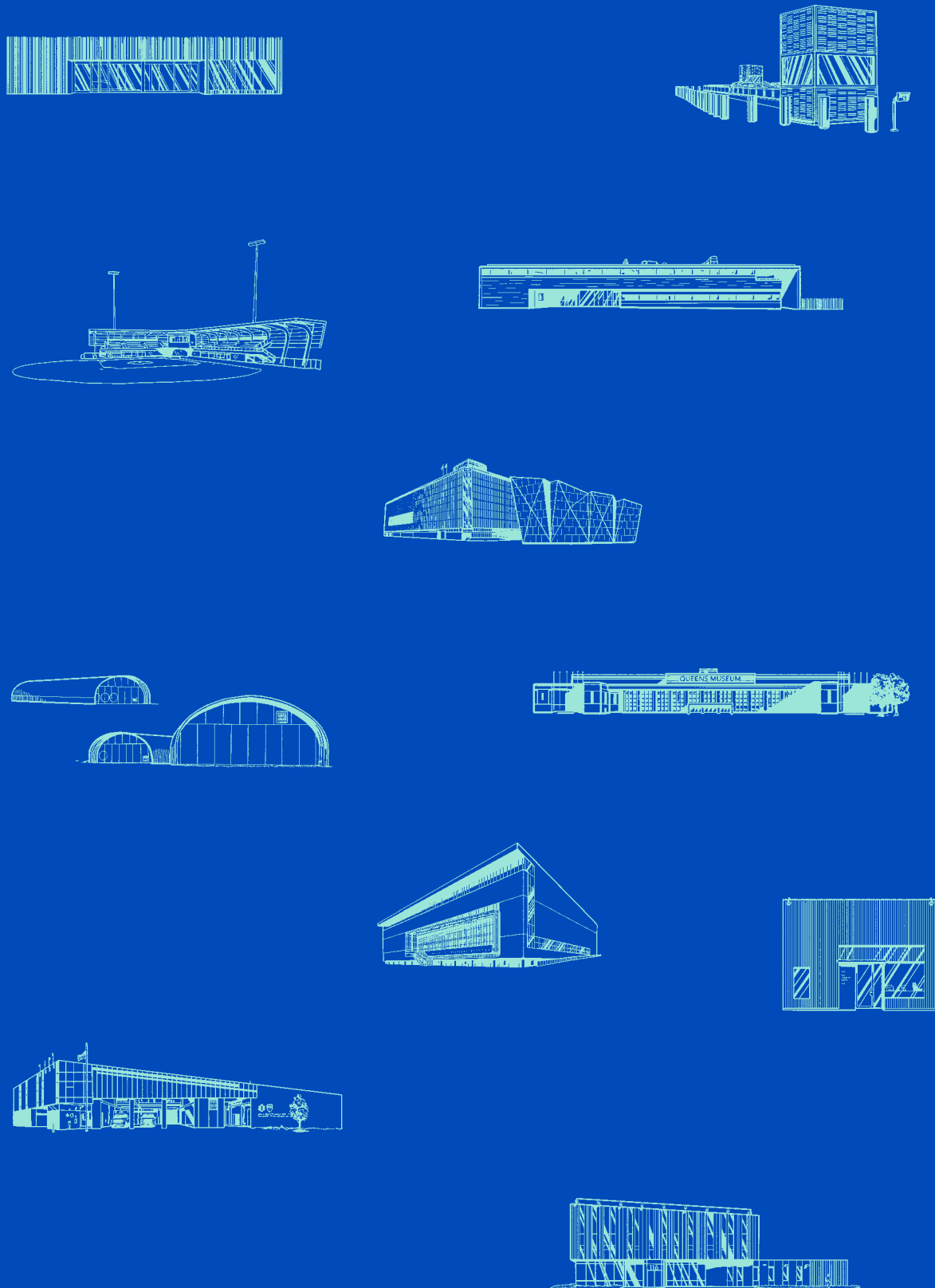


Project Excellence

Principles



Department of
Design and
Construction



The NYC Department of Design and Construction (DDC) is the City's chief construction manager, providing professional project management and world-class design services to over 20 City agencies and numerous non-profit organizations that receive City funding. The agency builds infrastructure such as water mains, sewers, and buildings such as libraries and fire stations.

DDC is dedicated to delivering high-quality public projects that support equity, community, and quality of life. We aim to build a more livable city for all New Yorkers.

DDC's Project Excellence Principles build on this commitment by defining our broadest goals for all our projects. They orient our partners to the agency's values by communicating expectations, sharing best practices, encouraging innovation and, above all, promoting excellence in design, construction, and project delivery.

Our process must be **collaborative and transparent**, incorporating thorough engagement and outreach. The spaces we build must be **civic and community-oriented**, as well as **inclusive, healthy, and safe**. And we must be responsible stewards of public investment, serving our own and future generations with public projects that are **sustainable and resilient**, while remaining **functional, durable, and cost-sensitive**.

Collaborative and Transparent

Everyone involved in shaping public buildings or spaces must have the opportunity to meaningfully contribute to a common vision. Through public outreach and City agency coordination, the process must promote discourse, exemplify accessible government, and inspire pride and a sense of ownership.



**DEVELOP A
CLEAR PLAN**

for community engagement at every stage of the project.

BUILD TRUST

by sharing information, transparently communicating the goals and outcomes of outreach, and creating a consistent process that recognizes and values the contributions of everyone.

**CLEARLY
COMMUNICATE**

the project vision and offer meaningful opportunities to participate in the decision-making process.

**UTILIZE
EXISTING
RESOURCES,**

knowledge, and best practices, including site-specific studies and City-wide guiding documents that aim to shape a healthy, resilient, and equitable New York City.

**MAKE
ENGAGEMENT
ACCESSIBLE**

by using clear language and visuals with the right tools and technologies to reach everyone.

**PROACTIVELY
ENGAGE**

City regulatory agencies (DOB, PDC, LPC, and others) to leverage their expertise and limit unanticipated changes.

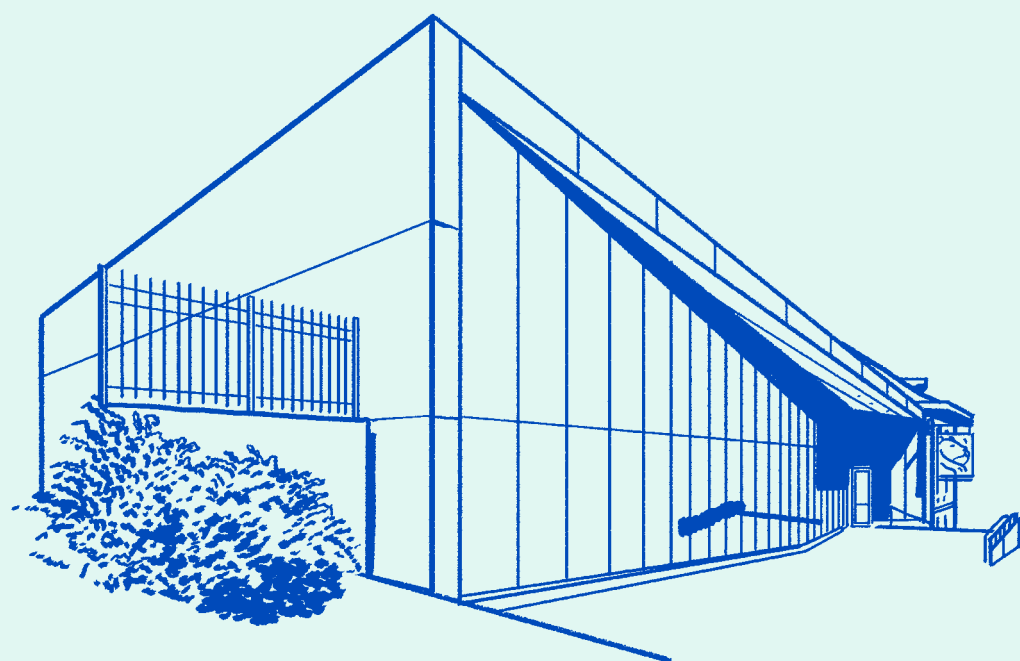
**DEFINE
SUCCESS**

by developing clear assessment tools that reflect shared goals and by measuring the project against those tools throughout design and construction.





Times Square was transformed to enhance walkability, provide infrastructure for public events, improve safety, and alleviate traffic.



Civic and Community- Oriented

Public buildings and spaces must strengthen and uplift communities while meeting essential needs. Guided by civic consciousness and social responsibility, the design must actively engage the neighborhood, enrich the environment, and celebrate local history and character.

LEARN FROM
LOCAL VOICES

and develop a deep understanding of the surrounding context through careful listening, observation, and analysis of the site and existing conditions.

IMPROVE
QUALITY OF
LIFE

by incorporating essential services and public amenities that meet community needs.

INCORPORATE
ART

that reflects and enriches local culture and identity.

STRENGTHEN
COMMUNITIES

by creating public spaces that support social connection and interaction.

ENRICH THE
PUBLIC REALM

for New Yorkers by designing to enhance the streetscape and surroundings, for instance with engaging façades, an active and welcoming ground floor and entry, and usable open space.

REINFORCE
CONNECTIONS

by responding to pedestrian routes and nearby destinations, including transit hubs, parks, and other centers of community activity.

HONOR HISTORY
AND CULTURE

and convey community identity through a design that uses appropriate form, materials, details, lighting, and landscape to contribute to the character of the neighborhood.



Weeksville Heritage Center was approached with attention to local experience and identity, as well as the site's rich history.



The Joseph A. Verdino Jr. Field of Dreams allows a community little league to host sanctioned tournaments.



Commissioned under the City's Percent for Art program, the sculpture Unity by artist Hank Willis Thomas was part of a comprehensive street reconstruction project.



The Rooftop Terrace of the Brooklyn Children's Museum was designed to provide a vibrant community space for gatherings and events.



For the Stapleton Library, an original 1907 Andrew Carnegie library was transformed into a children's reading room for the new library.

Inclusive, Healthy, and Safe



Public buildings and spaces must support the health, dignity, and well-being of all New Yorkers. Whether a facility is intended for public use or agency operations, it must enable every individual to feel welcome, valued, comfortable, and secure. All spaces must be accessible, inclusive, and equitable.

**CREATE
ACCESSIBILITY
FOR ALL**

through dignified, well-designed spaces that are universally accessible, inviting, comfortable, and promote equitable usability for people with diverse needs.

**DIRECT AND
ORIENT
VISITORS**

and users through well-lit spaces that are easy and intuitive to navigate, supported by clear and consistent signage accessible to people of different ages and cultures.

**ENHANCE
COMMUNITY
SAFETY**

while maintaining a welcoming public space by designing to encourage active use and thoughtfully integrating any required security measures.

**CONVEY A
SENSE OF
WELCOME**

by creating public spaces, entrances, and lobbies that are readily perceptible from the street, accessible, and visually transparent.

**ENCOURAGE
PHYSICAL
ACTIVITY**

for users of all ages and abilities through active environments and programming that inspires movement.

**FOSTER
WELL-BEING**

by providing access to daylight, fresh air, drinking water, and visual connections to nature.

**SAFEGUARD
PUBLIC HEALTH**

by meeting and exceeding safety codes and creating positive environmental conditions that include healthy air quality, comfortable temperatures, appropriate acoustics and lighting, and high-quality, sustainable materials.



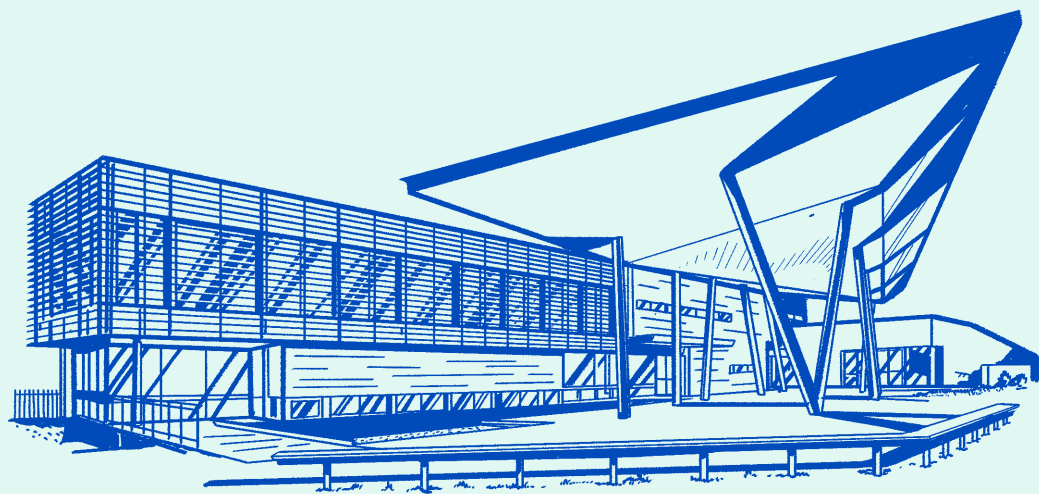
Taking inspiration from its location in Chelsea Park, the Chelsea Sexual Health Clinic features expansive views and curved wood ceilings.



The Astor Place reconstruction increased pedestrian space, created two new public plazas, and restored an iconic spinning-cube sculpture.



The Ocean Breeze Athletic Complex supports the community's physical activity with an eight-lane track, field space, and more.



Sustainable and Resilient

New York City's public buildings and spaces must meet the highest environmental standards, from energy performance to responsible use of natural resources. Project decision-making must consider all aspects of responsibility and resilience, including the risk of climate change and community needs during extreme events.



The Queens Botanical Garden Visitor & Administration Center makes sustainability visible to visitors through a sloping green roof, systems that funnel and collect rainwater, and touchscreens with real-time energy data.



The 1.5-acre green roof of the 1/2/5 Garage harvests rainwater that is repurposed in the building, including for washing sanitation trucks.

EMPLOY INNOVATIVE SOLUTIONS

that meet the highest standards of environmental sustainability and resiliency.

ENHANCE THE SURROUNDING ENVIRONMENT

by managing stormwater, offsetting urban heat effects, using native plants, and considering impacts on local and regional ecosystems, including migratory birds.

EMBRACE FLEXIBILITY

to anticipate changes in operational and community needs by designing facilities to easily adapt to different uses.

LIMIT ENVIRONMENTAL IMPACTS

by optimizing energy performance, minimizing greenhouse gas emissions, limiting water use, and reducing waste.

PLAN FOR RISK

by addressing the impacts of climate change and other changing public health and safety conditions, including sea-level rise, intensifying storms, and extreme heat.

EMPOWER RESPONSIBLE CHOICES

by allowing users to limit their own resource use, including energy and water consumption and material waste.

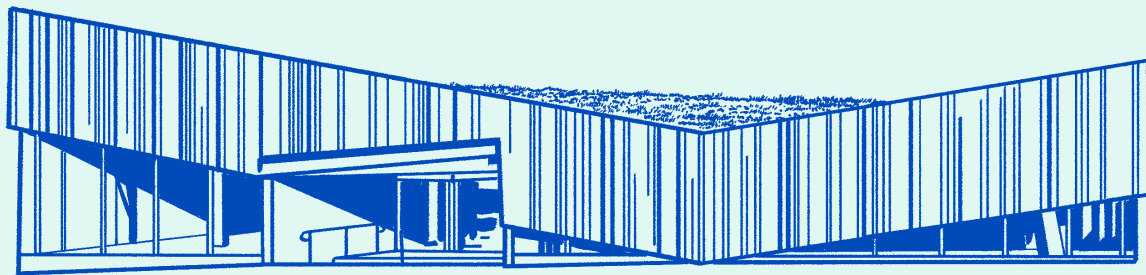
BUILD RESILIENT COMMUNITIES

by designing public facilities to perform effectively during emergencies, provide essential services to vulnerable community members, and return easily to normal operations.

The renovation of the Queens Museum increased the natural light entering the galleries while adding connections to a nearby park.



Functional, Durable, and Cost- Sensitive



Public design must be guided by a holistic view of an asset over its entire lifespan, balancing functionality, performance, operations, cost, and schedule. The design should be functional, durable, and easily maintained with available resources to serve the community for decades.

**RESPECT
PUBLIC
INVESTMENT**

by meeting schedule and budget requirements to ensure that public funds are well spent and communities are well served.

**THINK
HOLISTICALLY**

by looking beyond initial costs to consider lifecycle costs and resource utilization.

**REFLECT THE
NEEDS OF
AGENCY
SPONSORS,**
intended users, and communities through a design well-suited to its intended use.

**THOUGHTFULLY
INTEGRATE
BUILDING
SYSTEMS,**

services, and equipment into the overall design from the earliest stages.

**EASE
CONSTRUCTION**

by choosing materials and systems that are proven, readily available, and achievable with local construction practices.

**DESIGN FOR
LONGEVITY**

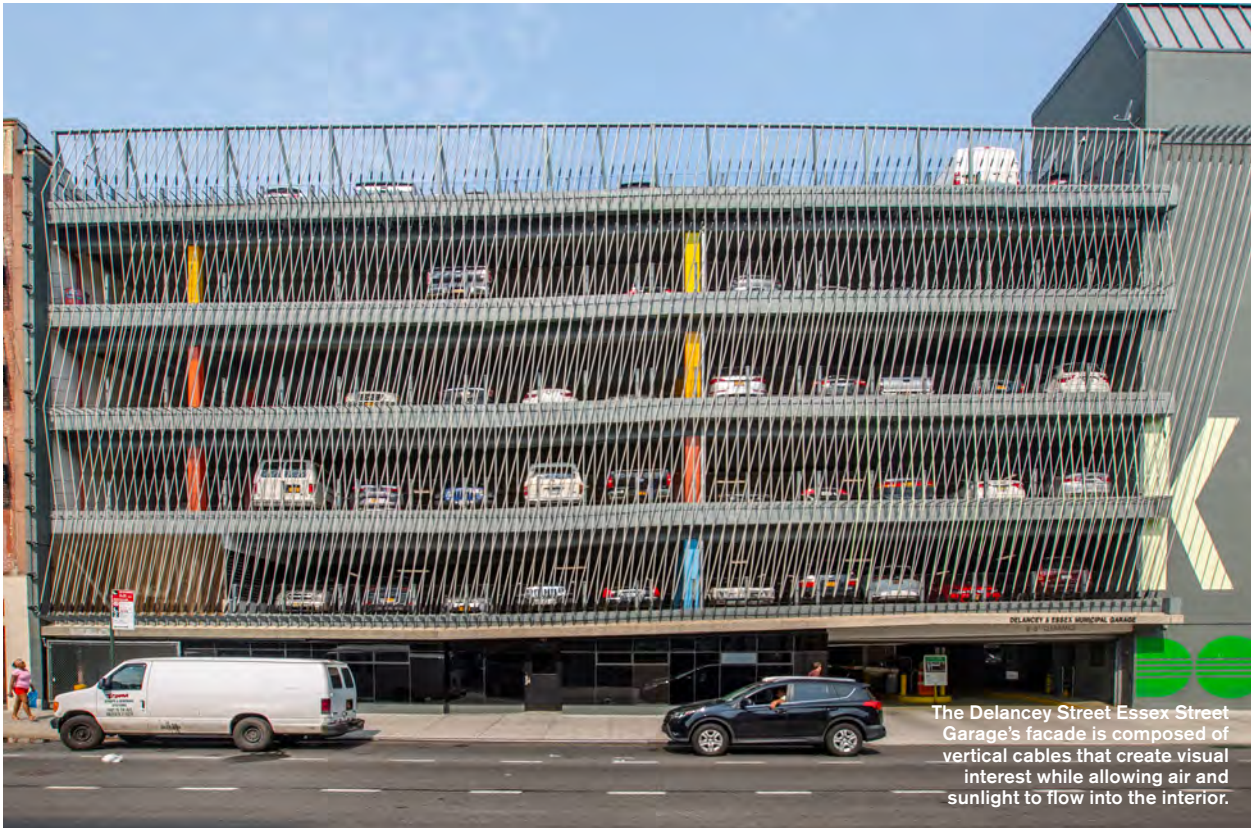
by selecting high-quality, durable materials and systems that are simple to operate and maintain with available resources.

**EASE
MAINTENANCE**

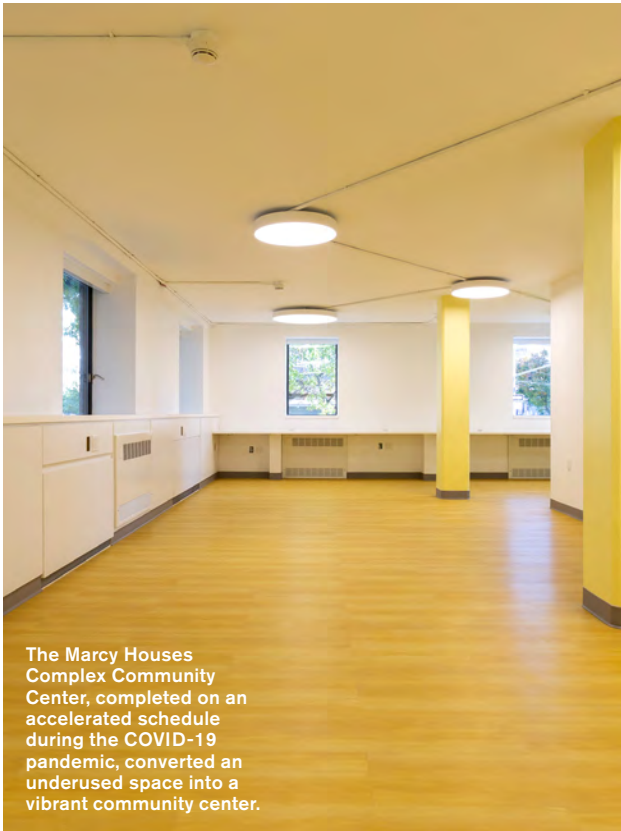
by designing for easy access, repair, and replacement of parts or equipment without significant impacts on surrounding structures or systems.

LIMIT DELAYS

by delivering well-coordinated documents that meet or exceed code requirements and industry standards, clearly define and detail materials and systems, and provide appropriate construction tolerances.



The Delancey Street Essex Street Garage's facade is composed of vertical cables that create visual interest while allowing air and sunlight to flow into the interior.



The Marcy Houses Complex Community Center, completed on an accelerated schedule during the COVID-19 pandemic, converted an underused space into a vibrant community center.



Alternative project delivery methods expedited construction for the Brooklyn COVID-19 Center of Excellence.

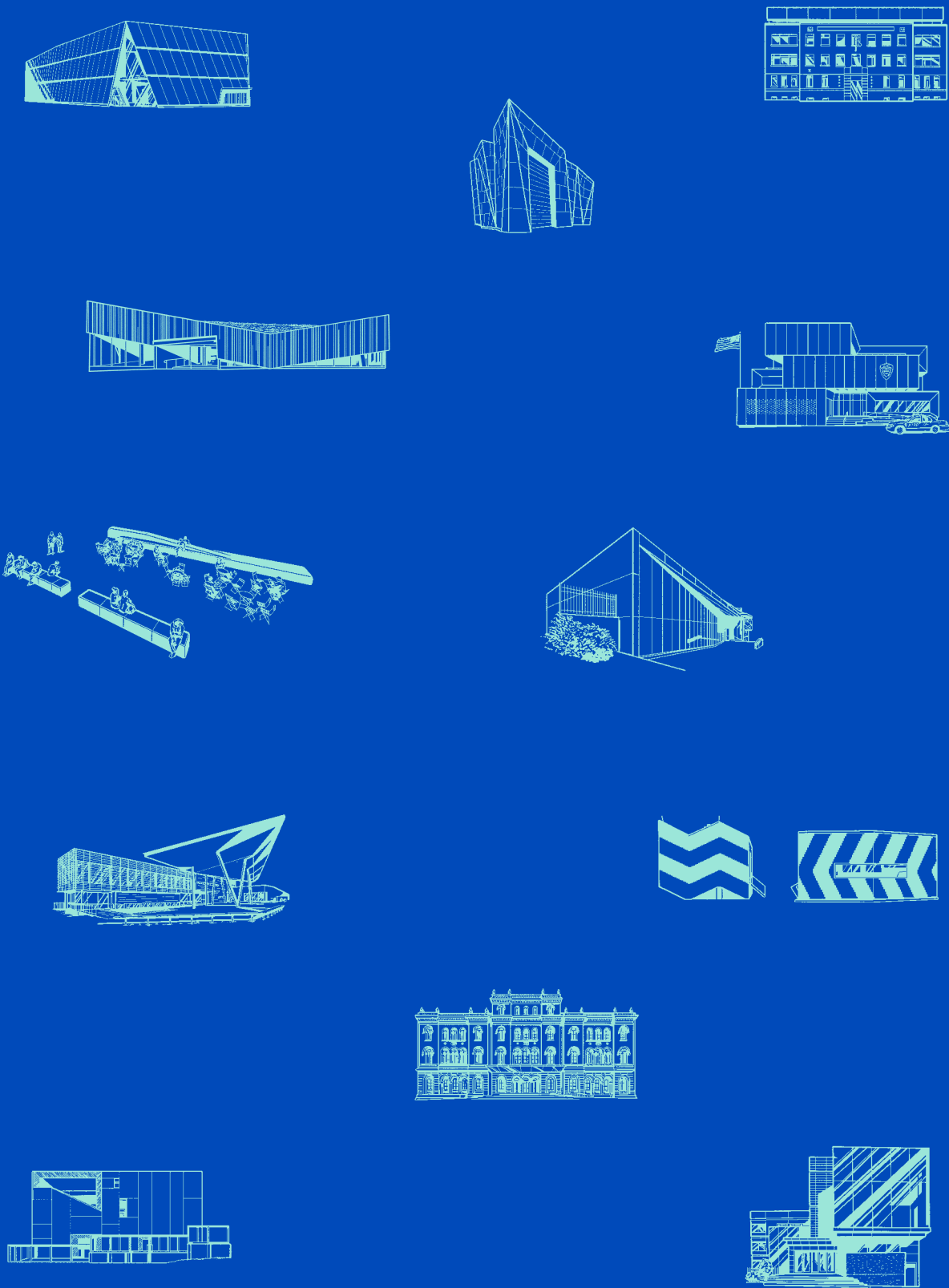
Rescue Company 2 responds to context, resources, and operations, including with a large interior void that enables firefighters to practice rescue situations.



DDC's Project Excellence Principles are outlined as a guide to our agency, our partners, and the residents we serve. While aiding us to create enduring public buildings and spaces, these principles are meant to be flexible. New York City's public works programs must always adapt to new laws, policies, and priorities. The design and construction of public buildings and spaces should also respond to new community concerns and the changing needs of our sponsoring agencies.

As our city continually changes and evolves, so will DDC.

For additional resources visit nyc.gov/ddc/project_excellence



Project Excellence is DDC's commitment to the timely and cost-effective delivery of exceptional public projects, including libraries, fire and police stations, public plazas, and cultural institutions.

