

INNOVATION IN ARCHITECTURAL
EDUCATION (SDGs)
Practice Examples

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The Climate School, Columbia University, New York
October 28 2022 UIA Webinar

WHAT is INNOVATION?

2 among many definitions

(the use of) a new idea or method (Cambridge dictionary)

*Innovation is the process of **creating value** by applying **novel solutions to meaningful problems.*** (Digital Intent)

INNOVATION in ARCHITECTURAL EDUCATION?

‘creating value’ – for who, what, how?

> for people , the planet, next gen professionals?

‘novel solutions’ – out of the box thinking

> Inclusive and resilient communities.

‘meaningful problems’ – inequality, climate change

environmental, social, economic impacts of design

What are your architectural education innovation priorities?

my ATTEMPTS at innovation in architectural education

with MDGs (2000- 2015) and SDGs in mind

2005-12: Global Studio

Istanbul, Vancouver, Johannesburg, Bhopal (educating to support MDG, goal 7)
600+ students, 35 countries, 60+ universities, 12 disciplines; many communities of the urban poor

2013-15: People Building Better Cities

Traveling exhibition , 10 countries , 18 cities

2019- : Accelerating the SDGS and the Local Project Challenge

Survey, conference, call for projects, publication

2022- 2030: SDGs Local Studio

UN MILLENIUM PROJECT 2002 - 2004

10 TASK FORCES established in 2002 to develop policies & strategies to achieve the Millennium Development Goals



Task force 8 Report: *A Home in the City* - www.unmillenniumproject.org

SDGs and NUA: overall, encourage interdisciplinary approaches in design



EXPAND THE PARAMETERS FOR DESIGNERS- provide innovation opportunities

SDGs (2015-30)

SDGs built on MDGs

193 countries signed on to SDGs

Agenda 2030 for Sustainable Development

17 SDGs + 169 targets

Which goals matter most to designers?

Goal 11 – cities ?

Goal 13- climate action?

Goal 10 – reduced inequalities?

Goal 16 - peace, justice, strong institutions?

Goal 3 - health and well being?

NEW URBAN AGENDA (2016)

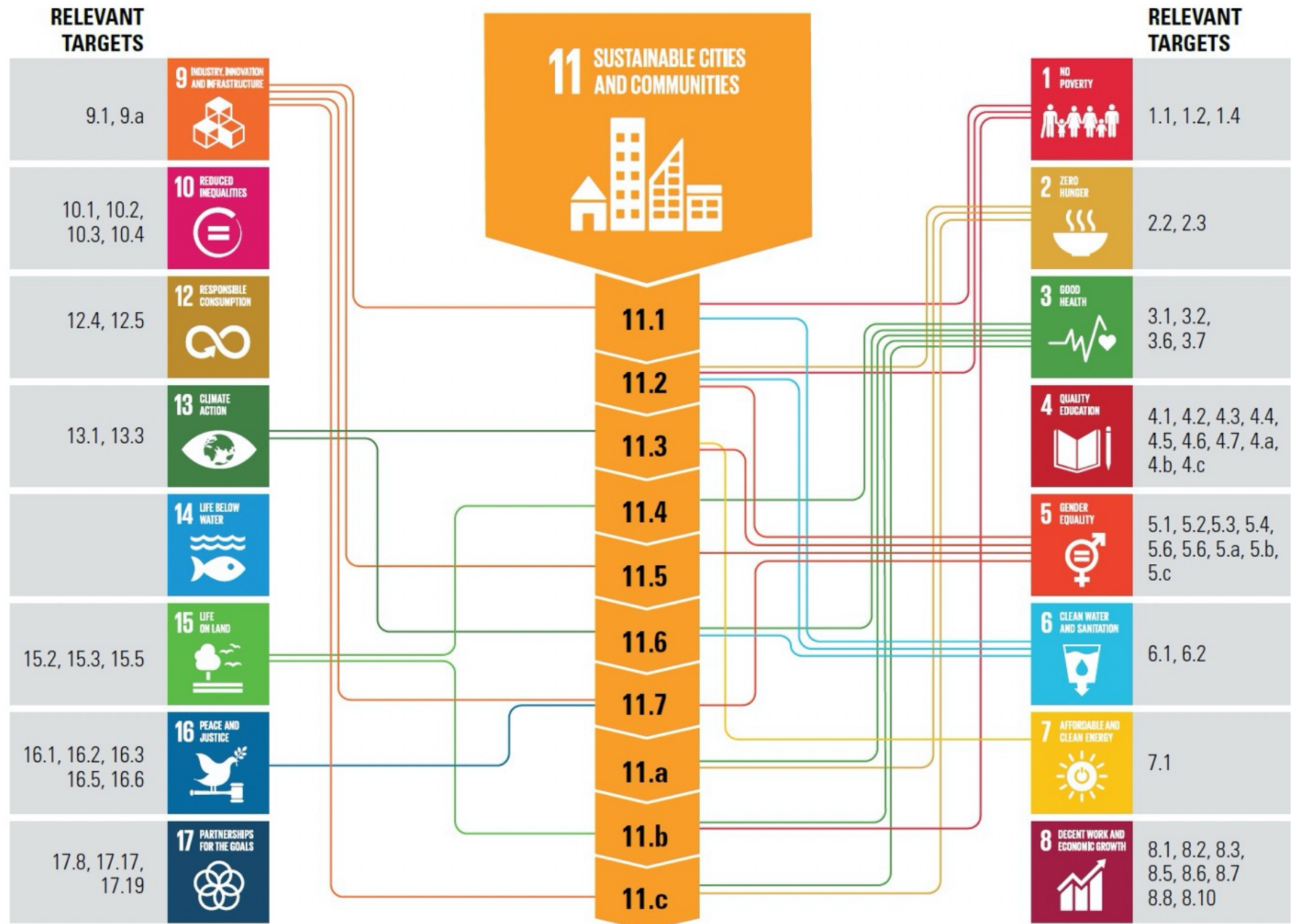
167 countries signed on NUA

NUA works as SDGs accelerator , especially SDG 11

11: ‘Make cities inclusive, safe, resilient & sustainable’.

NUA helps provide a spatial framework for SDGs delivery in cities.

Innovation opportunities exist in connecting & addressing various SDGs.



PROJECTS – reflecting on innovative aspects

Global Studio (2005-2012)

Address **meaningful problem** “**urban professionals don’t listen**” in a **novel** way and **create value**- for all

Innovation issues: reciprocity, decolonization; listen , earn trust, “people as partners”

People Building Better Cities traveling exhibition (2013-15)- 10 countries , 18 cities

Address **meaningful problem** that **academic knowledge** (aka publications) can be exclusionary & often has **limited impact**.

Innovation issues : communicate beyond the university; stimulate dialogue on local concerns

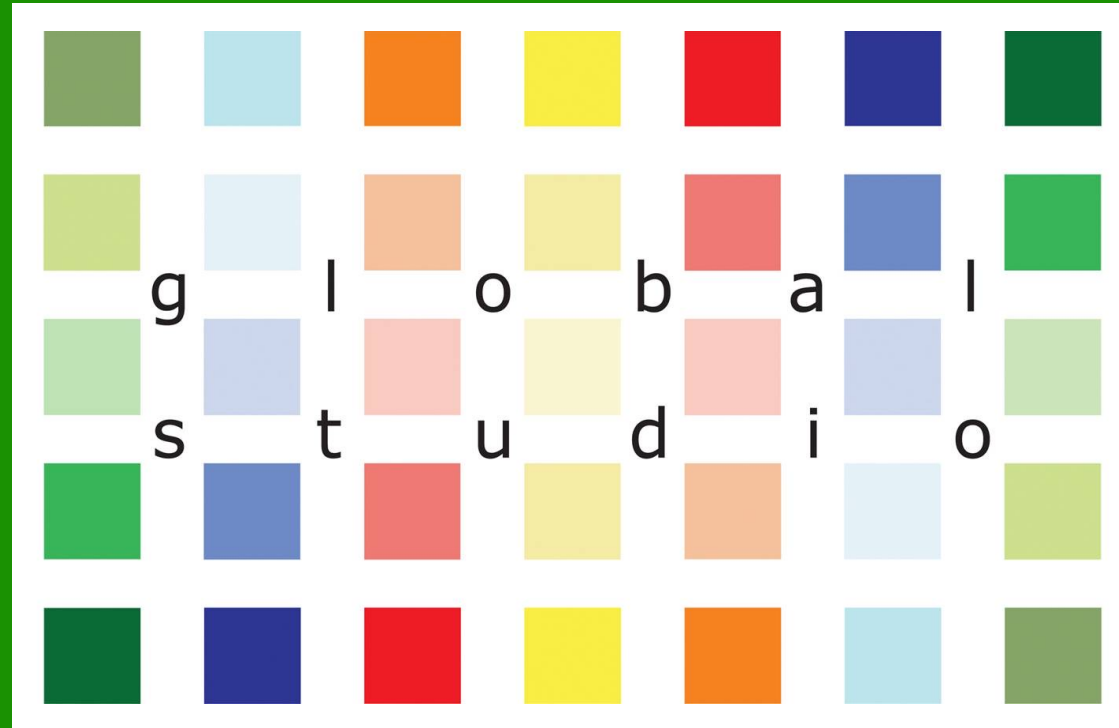
Accelerating the SDGs (2018 -)

Address **meaningful problem/ question** *How are the SDGs traveling in your world ? Follow survey up with*

LOCAL PROJECT CHALLENGE *to create value in novel way.*

Innovation issues: combine research + action; engage broadly (students, educators, the professions AND civil society.

www.theglobalstudio.com



A PROJECT INITIATED BY THE UNITED NATIONS MILLENNIUM PROJECT TASK FORCE
ON IMPROVING THE LIVES OF SLUM DWELLERS IN 2004
& DEVELOPED BY
UNIVERSITY OF SYDNEY, COLUMBIA UNIVERSITY, UNIVERSITY OF ROME

Adopting a participatory process, design professionals can partner with communities.

Global Studio uses a nonlinear process— developed with students, academics, urban practitioners, and community partners— to create action planning, participatory practices, and partnership building, always adapting to a specific context.

LISTEN, OBSERVE AND ASK

What do people like/dislike about where they live?

What would improve their lives?

What physical changes could help improve their lives?

What is the political, developmental, and historical context?

Does the community have a vision for the future?

and

Will the project build capacity?

Will it generate income or create jobs?

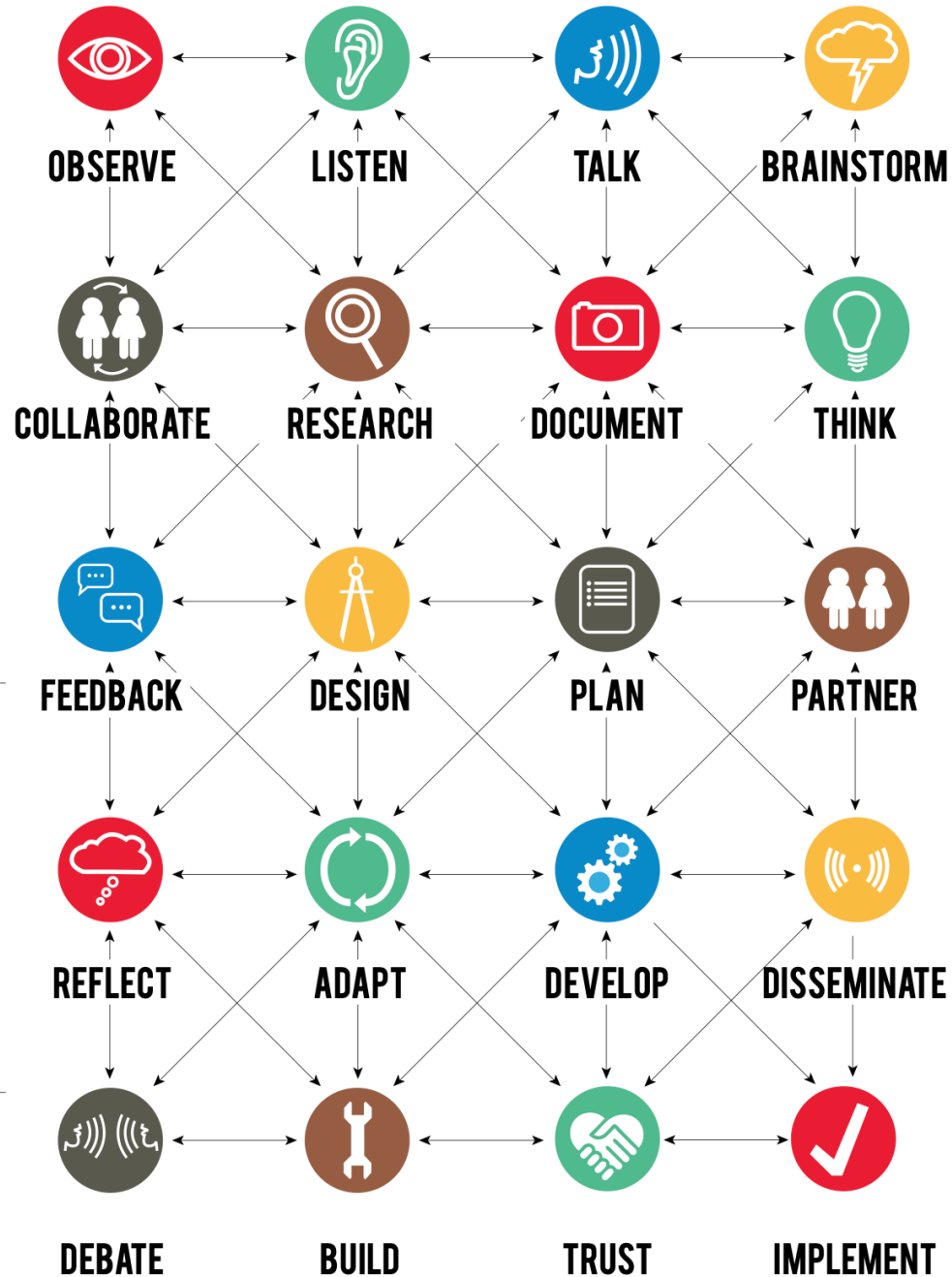
Will it build community confidence?

Will it build partnerships?

Is it something people want?

CAN DESIGN MAKE A DIFFERENCE?

No project is too small.
One size does not fit all.



GLOBAL STUDIO Inclusivity and Education

GLOBAL STUDIO educates urban professionals, in place, to promote inclusive, equitable cities.

PEOPLE AS PARTNERS

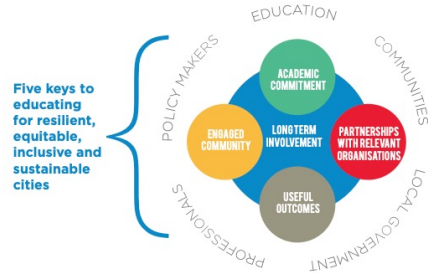
Rethinking architectural practice and education

Global Studio is a design and planning "think and do tank" spearheaded in 2004 by the United Nations Millennium Project Task Force on Improving the Lives of Slum Dwellers.

The focus of Global Studio's efforts has been international and interdisciplinary, involving work with disadvantaged communities, NGOs, and local governments. Global Studio offers conferences and symposia to disseminate knowledge and encourage understanding across diverse platforms.

To date there have been over 600 participants from 66 universities, more than 30 countries, and 10 academic disciplines.

Istanbul (2005), Vancouver (2006), Johannesburg (2007, 2008, 2009), Shqgal (2012)
theglobalstudio.com



ACTION PLANNING + ENGAGED INQUIRY + CITIZEN ENGAGEMENT + TRUST

PUTTING KNOWLEDGE AND IDEAS INTO ACTION

PRINCIPLES AND PRIORITIES

- 1 WORK** with, and learn from, disadvantaged communities.
- 2 DEVELOP** participatory design and planning skills to support community-driven change.
- 3 EMPOWER** participants; be driven by local needs; promote social entrepreneurship and on-going action.
- 4 COMMUNICATE** outcomes to communities, local government, organizations, and general public.
- 5 CREATE** global networks of professionals, educators, students, and communities.
- 6 CONTRIBUTE** to knowledge production, build bridges between communities and institutions and deliver innovative, proactive solutions.
- 7 ENCOURAGE** development of the "citizen scholar" and "citizen professional."
- 8 CONTRIBUTE** to the implementation of the Millennium Development Goals, especially "environmental sustainability," improving "the lives of slum dwellers," and developing "an international network for development."

CREATE *Public Space*

Two proposals for public “commons”

A PEDESTRIAN-CYCLIST FRIENDLY LAKE FRONT

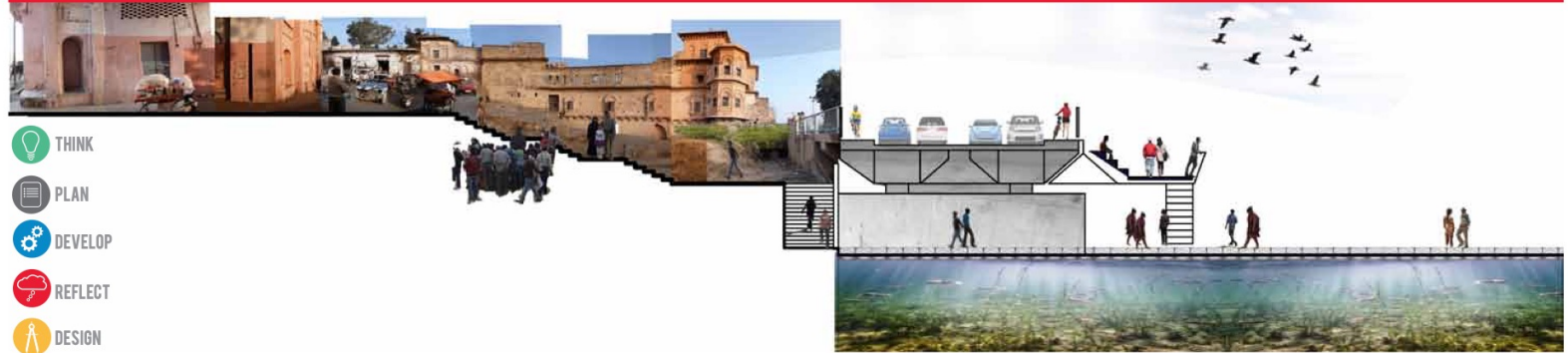
Cantilevered pedestrian walkway
Provides safe pedestrian access to the lake front promenade.

Generates health and environmental benefits: cleaner air for pedestrians; water-cleansing plants.

Floating pontoons

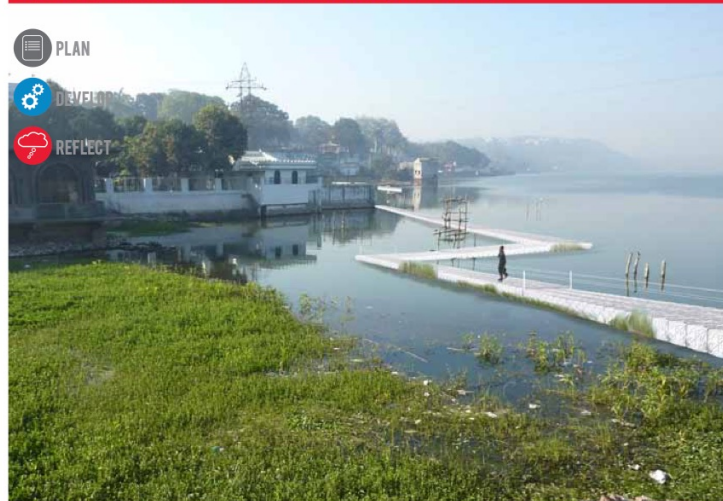
Resolve pedestrian congestion and connect to strategic points along the lake front.

THE ABANDONED PARI GHAT IS THE ONLY ACCESS TO THE LAKE FRONT FROM THE OLD CITY, AND HAS THE POTENTIAL TO BECOME A SIGNIFICANT PUBLIC SPACE IF UPGRADED



- THINK
- PLAN
- DEVELOP
- REFLECT
- DESIGN

FLOATING PONTOONS CONNECT TO KEY PUBLIC BUILDINGS ON THE LAKE FRONT



- PLAN
- DEVELOP
- REFLECT

THE CANTILEVERED WALKWAY ALLOWS PEDESTRIANS AND BICYCLISTS SAFE ACCESS TO THE LAKE



- THINK
- PLAN
- DEVELOP
- DESIGN

BEFORE - LACK OF CONNECTION BETWEEN THE GHAT AND LAKE



- OBSERVE
- DOCUMENT
- RESEARCH

AFTER - A SAFE, PEDESTRIAN CONNECTION UNDER VIP ROAD



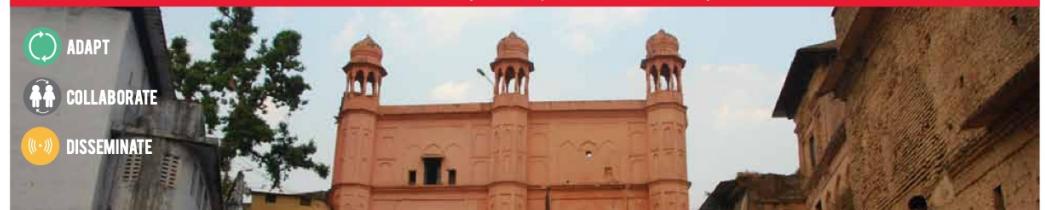
- COLLABORATE
- PLAN

PARI GHAT PARK

Unlocks social, economic, and environmental opportunities through a public park at Pari Ghat, creating a space for children’s play; creative and commercial activities; and urban agriculture.

Draws attention to Pari Ghat as a

‘PARI GHAT PARK’: POTENTIAL GREEN COMMUNITY SPACE FOR CHILDREN, CREATIVE / COMMERCIAL ACTIVITIES, URBAN AGRICULTURE PILOT PROJECT



- ADAPT
- COLLABORATE
- DISSEMINATE

GIVE People a 'Voice'

"WE ARE BHOPAL" FESTIVAL AT PARI GHAT

"We are Bhopal," was a Global Studio event that promoted connectivity amongst residents, and involved speakers, musicians, and participatory activities. The event provided Global Studio with an opportunity to present and receive feedback on its urban design proposals.

'NARRATING LOCAL HISTORIES' PHOTO EXHIBITION



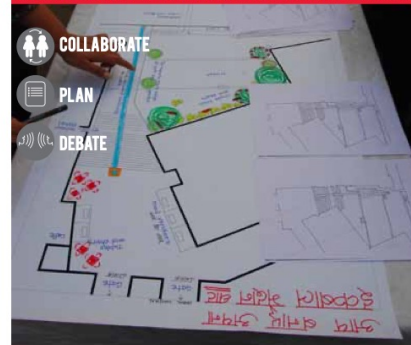
EVENING PERFORMANCE BY LOCAL MUSICIANS



GIVING A VOICE TO COMMUNITY ASPIRATIONS—"ENVISION THE LAKE FRONT"



ENABLING COMMUNITY VISION, 'DESIGN YOUR IDEAL PARI GHAT'



GATHERING DIVERSE OPINIONS



ENGAGING THE COMMUNITY

The festival provided an opportunity to present the master plan for the lake front and Pari Ghat to the local community and visitors, and gather their feedback.

Children, youth, and adults were encouraged to illustrate their own visions for the Ghat.

ASKING PEOPLE WHAT THEY WANT



REACHING OUT THROUGH SOCIAL MEDIA



USE ACTION AND RESEARCH TO DISCOVER ISSUES AND ENGAGE PEOPLE.

CONSULT LOCAL EXPERTS.

USE SOCIAL MEDIA TO INCREASE OUTREACH AND GATHER FEEDBACK.

PROVIDE FUN PUBLIC EVENT THAT PROVIDES A PLATFORM FOR COMMUNITY CONSULTATION.

PRESENT OUTCOMES TO LOCAL COMMUNITY.

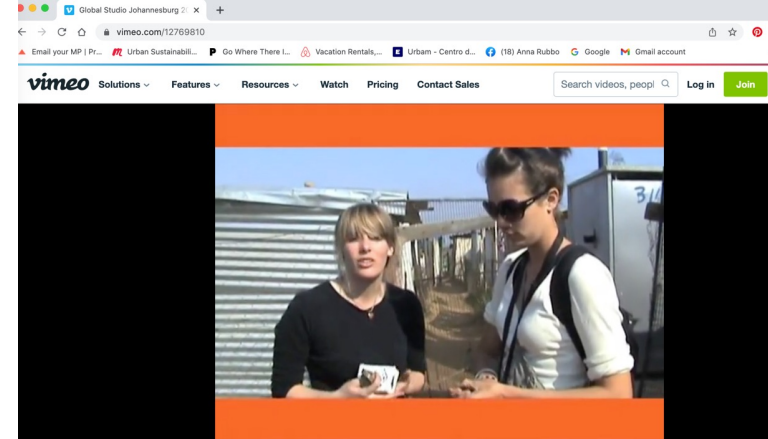
For more information and resources on this topic — Use your smart phone's QR Code reader.



A Global Studio and CSUD at Columbia University project to share and exchange knowledge, build networks, and promote dialogue between communities, urban practitioners, universities, NGOs and policy makers on people's participation in meeting the challenge of inclusive urbanization and climate change.



GLOBAL STUDIO



Global Studio Johannesburg 2008

Global Studio Films

TURKEY 2005

[Global Studio Istanbul \(2005\)](#)

SOUTH AFRICA 2007-09

[New Mindsets \(2007\)](#)

[Small Change, Big Difference \(2007\)](#)

A student made film about insulating shacks

[SABC \(South African Broadcasting Corporation\) \(2007\)](#)

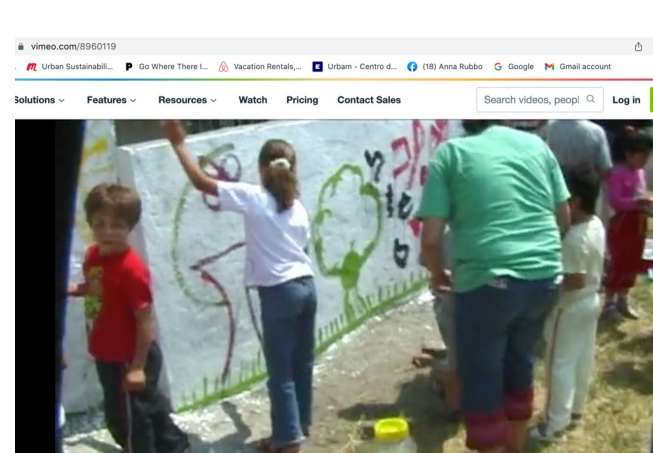
[Academic Acupuncture \(2008\)](#)

[Diep Salute \(2009\)](#)

A student film made to promote hip hop artists

INDIA 2012

[Short films and interviews with “Reimagining Inclusive Urbanization” conference speakers and Global Studio participants.](#)



Global Studio came to Bhopal India in January of 2012 this film shows aspects of the Pannura

[Follow](#)

GLOBAL STU

Created by [Simon J Forbes](#)
10 years ago

A channel to show film about G
place-based action research pr
where international students, a
and professionals come togeth
universities, local government,
CBOs across the world to colla
disadvantaged...

[+ More](#)

[BROWSE THIS CHANN](#)

Diverse modes of communication

<http://peoplebuildingbettercities.org/globalstudio/>



Global Studio Bhopal: Dr Anupama Kundoo

Simon J Forbes

Follow

GLOBAL STUDIO

Created by Simon J Forbes
10 years ago

A channel to show film about Global Studio's place-based action research programs where international students, academics, and professionals come together with local universities, local government, NGOs, and CBOs across the world to collaborate with disadvantaged...

+ More

BROWSE THIS CHANNEL

Films made by Global Studio
<http://peoplebuildingbettercities.org/globalstudio/>



An international traveling exhibition to promote dialogue on participation and inclusive urbanization.

About People Building Better Cities

Exhibition Schedule

Join the Conversation

Resource Platform

Get Involved

<http://peoplebuildingbettercities.org>

BANGKOK

Feb. 22 - Mar. 15, 2013

RIODE JANEIRO

Mar. 13 - May. 18, 2013

SYDNEY

Apr. 12 - May. 19, 2013

JOHANNESBURG

May. 18 - Jul. 26, 2013

NAIROBI

Jun. 5 - Jul. 7, 2013

MUMBAI

Sep. 20 - Oct. 5, 2013

BEIJING

Sep. 28 - Oct. 20, 2013

DELHI

Oct. 4 - Oct. 18, 2013

CHENNAI 1

Oct. 8 - Oct. 22, 2013

CINCINNATI

Nov. 7 - Nov. 20, 2013

SHANGHAI

Nov. 24 - Dec. 6, 2013

NEW YORK

Dec. 3 - Jan. 4, 2014

MEDELLIN

Apr. 5 - Apr. 11, 2014

DURBAN

Aug. 3 - Aug. 7, 2014

MELBOURNE 1

Aug. 19 - Aug. 29, 2014

BRISBANE

Sep. 1 - Oct. 1, 2014

CHENNAI 2

Sep. 24 - Dec. 24, 2014

MELBOURNE 2

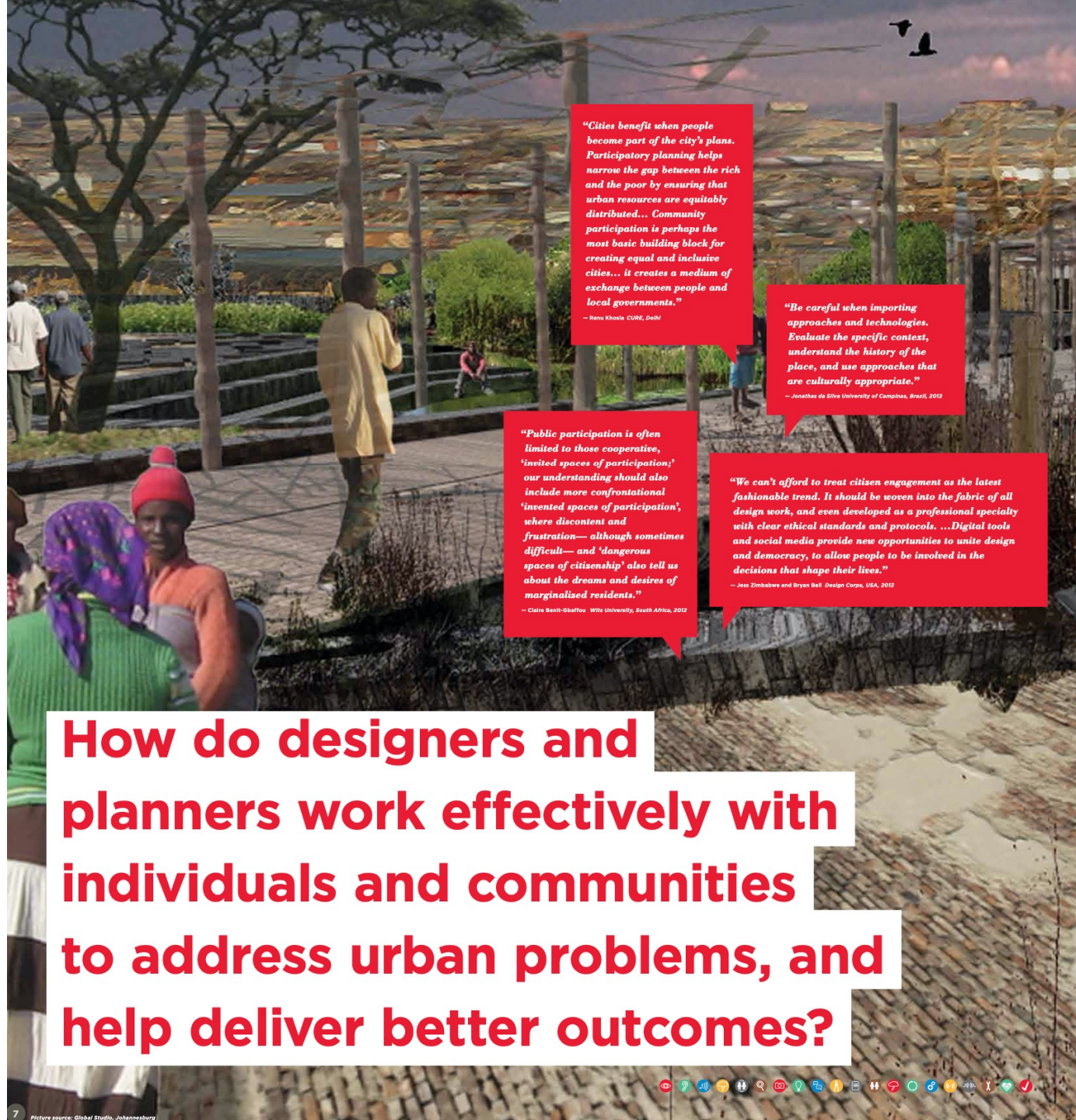
Feb. 16 - Feb. 17, 2015

CHRISTCHURCH

Jul. 28 - Aug. 29, 2015

ANN ARBOR

Oct. 2 - Oct. 23, 2015



"Cities benefit when people become part of the city's plans. Participatory planning helps narrow the gap between the rich and the poor by ensuring that urban resources are equitably distributed... Community participation is perhaps the most basic building block for creating equal and inclusive cities... it creates a medium of exchange between people and local governments."

—Renu Khosla CURE, Delhi

"Be careful when importing approaches and technologies. Evaluate the specific context, understand the history of the place, and use approaches that are culturally appropriate."

—Jonathan de Souza University of Campinas, Brazil, 2012

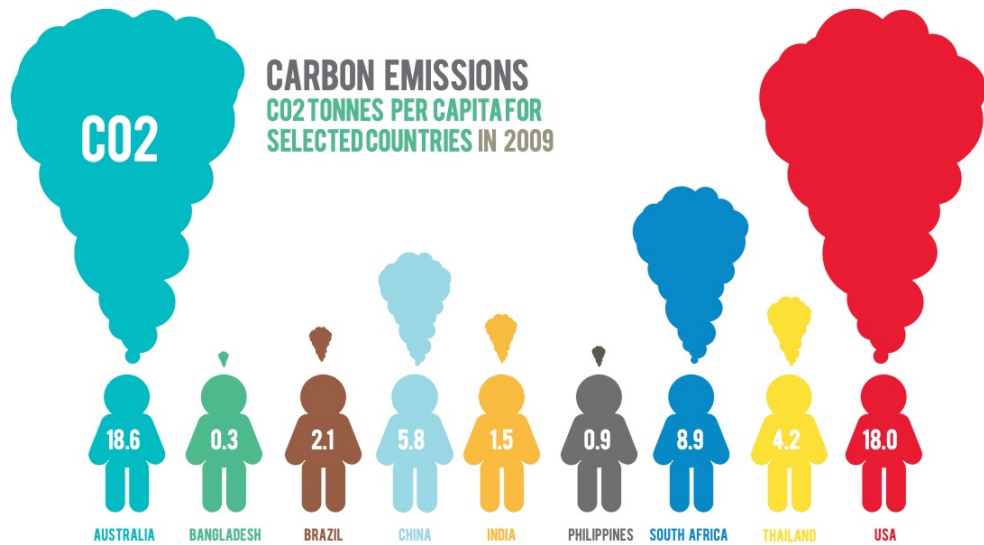
"Public participation is often limited to those cooperative, 'invited spaces of participation;' our understanding should also include more confrontational 'invented spaces of participation', where discontent and frustration— although sometimes difficult— and 'dangerous spaces of citizenship' also tell us about the dreams and desires of marginalised residents."

— Claire Booth-Obafunmi Wits University, South Africa, 2012

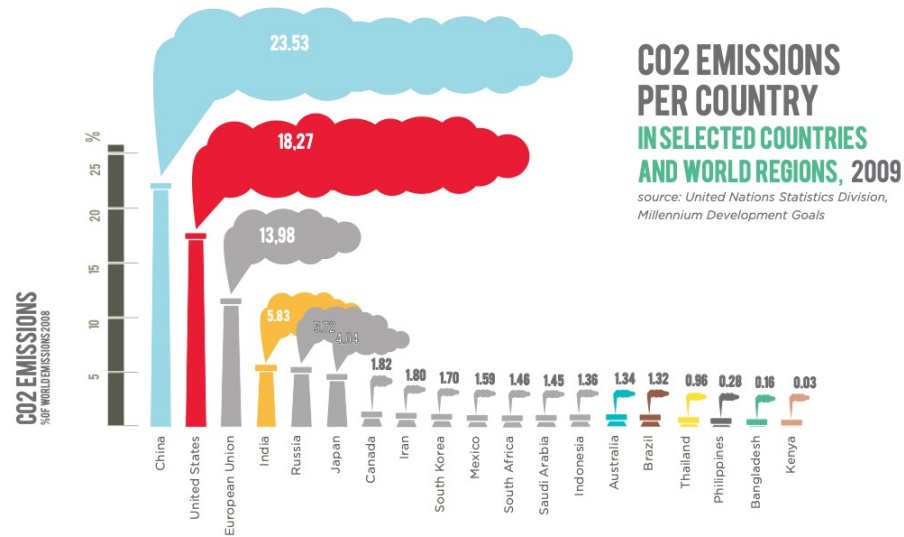
"We can't afford to treat citizen engagement as the latest fashionable trend. It should be woven into the fabric of all design work, and even developed as a professional specialty with clear ethical standards and protocols. ...Digital tools and social media provide new opportunities to unite design and democracy, to allow people to be involved in the decisions that shape their lives."

— Jess Zimbabwe and Bryan Bell Design Corps, USA, 2012

How do designers and planners work effectively with individuals and communities to address urban problems, and help deliver better outcomes?



CO2 emission contribute to extreme weather and global warming. *source: World Bank Development Indicators*



WHERE CAN MITIGATION AND ADAPTATION STRATEGIES BE APPLIED, AND HOW?

URBAN FORM AND STRUCTURE

Increase density to decrease sprawl; increase public space; upgrade vulnerable areas; build in safe areas only; provide for wetlands and urban agriculture.

URBAN INFRASTRUCTURE

Implement city-wide renewable energy systems; capture landfill gas; recycle waste; provide basic services to all residents.

CARBON SEQUESTRATION

Plant trees and increase urban forests

TRANSPORT

Decrease car dependence; expand clean technology public transit for all socio-economic groups; accommodate cyclists and pedestrians.

BUILT ENVIRONMENT

Incentivize energy-efficient design, materials and technologies; retrofit existing buildings; harvest water and solar power.

CLIMATE CHANGE: SOME SOLUTIONS

Urban agriculture



Urban agriculture in Havana contributes to food security and carbon sequestration and lowers transportation emissions. *photo sourced from Inhabitat: Design Will Save the World*

Mass Transit



BRTs have social, environmental and economic benefits in many cities: e.g. Bogota, Curitiba, Jakarta, Guangzhou, Ahmedabad. BRT comfort and convenience discourage private car use. *photo source: Rail for the Valley*

Bicycles



Bicycles provide efficient and zero-emission transport worldwide. An estimated one billion people cycle daily. Regular cycling can help manage or prevent many diseases. *photo source: Global Studio: Bhopal*

Density



False Creek, Vancouver has social mix and mixed use, good public spaces, and well served by public transport. *photo sourced from Cyberdave.blogspot.com*

Green Building



The building sector contributes about 30% annual greenhouse gas emissions and consumes up to 40% of all energy. Council House 2, Melbourne (2006) is an example of how local government can lead the way. *photo sourced from City of Melbourne*

City Greening



Million Trees NYC is a city wide public/private carbon sequestration program to increase New York's urban forests by 20%. *photo sourced from Hunter College—CUNY*

“The biggest contributors to global emissions in 2011 were China (28%), the United States (16%), the European Union (11%), and India (7%).”

—Global Carbon Project, 2012

ACTION PLANNING + ENGAGED INQUIRY + CITIZEN ENGAGEMENT + TRUST

PUTTING KNOWLEDGE AND IDEAS INTO ACTION

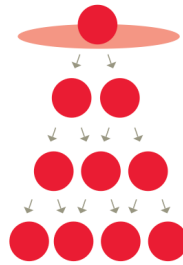


- 7. **ENCOURAGE** development of the “citizen scholar” and “citizen professional.”
- 8. **CONTRIBUTE** to the implementation of the Millennium Development Goals, especially “environmental sustainability,” improving “the lives of slum dwellers,” and developing “an international network for development.”

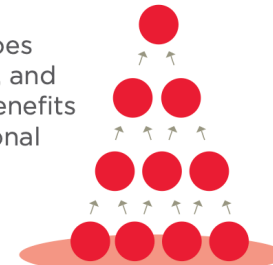
Why action planning? Because top down planning and design have not best served the urban poor well. 21st century professionals require new skills.

Microsoft PowerPoint

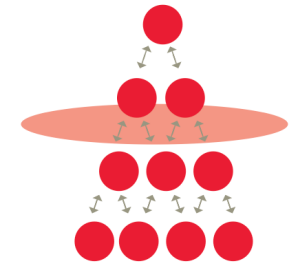
Top-down
planning
and design
put urban
professionals
in the
driver’s seat.



Bottom-up
planning
does the
reverse, and
loses the benefits
of professional
expertise.



Working together in multi-
disciplinary teams makes
‘top-down meet bottom-up.’
Effective action planning
becomes possible.



Action planning provides new opportunities.
Learning to work with communities should start in universities, and professional silos broken down.

For more
information
and resources
on this topic —
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phone’s QR
Code reader.



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**GLOBAL
STUDIO**



LOCAL PROJECT CHALLENGE

CIVIL SOCIETY PROJECTS
PROFESSIONAL PROJECTS
EDUCATIONAL PROJECTS

ABOUT MAP AWARDS

www.localprojectchallenge.org

Accelerating the Sustainable Development Goals worldwide.

ACCELERATING THE SDGs (2018-)

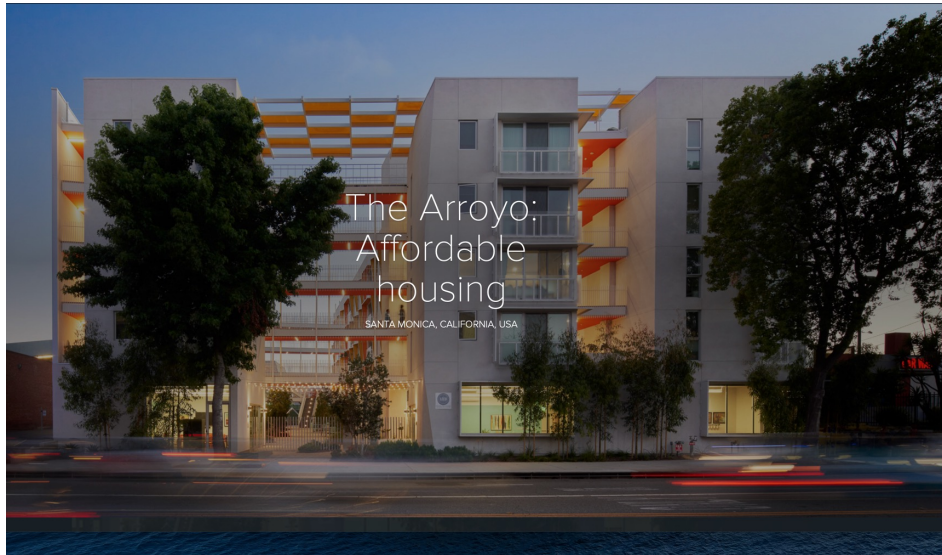
An action research project to engage:

- academics, students, researchers
- urban professionals
- civil society

Stage 1: City Maker Survey (1147 responses)
Stage 2: Local Project Challenge (111 projects)
Stage 3: Dissemination

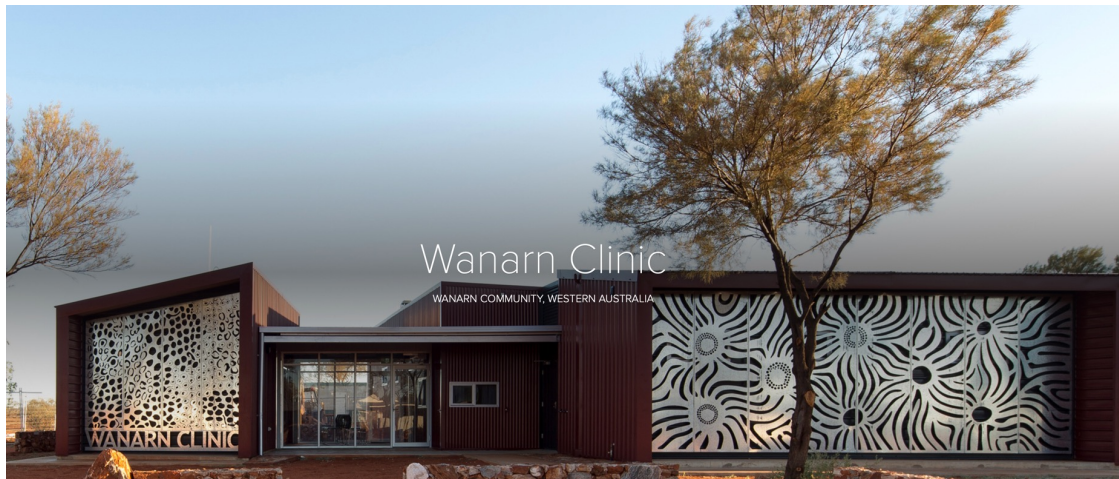
PROFESSIONAL Projects : some examples

STAGE 2: ACCERERATNG THE SDGs (2018-)



Los Angeles, USA: Koning Eisenberg Architecture (4 SDGs, 4 targets)

Palmira, Colombia : ARUP and AEV Arquitectos (4 SDGs , 4 targets)



Gibson Desert, Australia: Kaunitz Yeung Architecture (5 SDGs , 4 targets)

EDUCATIONAL Projects : some examples

STAGE 2: ACCERERATNG THE SDGs (2018-)



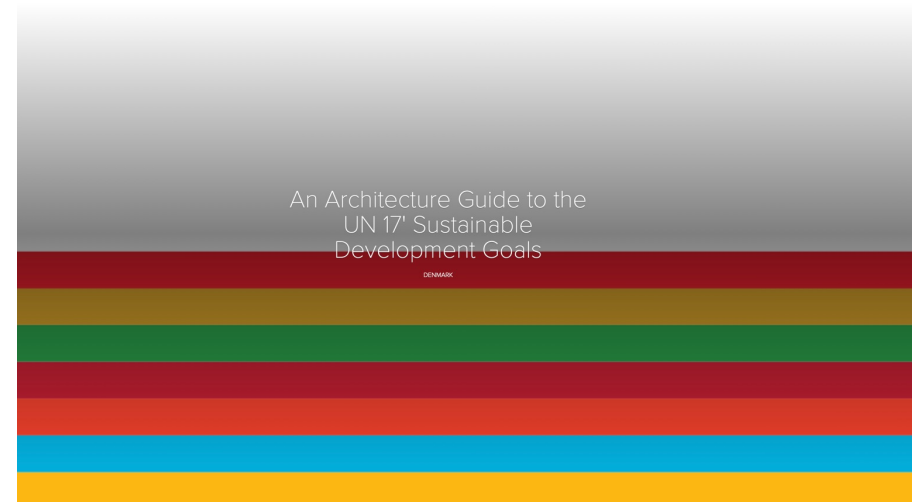
Ireland : Dublin School of Architecture (6 SDGs, 5targets)



New Zealand : University of Auckland & Ako Aotearoa (3 SDGs , 3 targets)



USA: Public School 54 Brooklyn (4SDGs , 5 targets)



Denmark: Danish Academy of Fine Arts (17 SDGs, 5 targets)

TARGET 12-8

PROMOTE UNIVERSAL UNDERSTANDING OF SUSTAINABLE LIFESTYLES



FOR MORE INFORMATION CONTACT

louise@gehlpeople.com

WEBSITE

<https://gehlpeople.com/>

REPRESENTED IN THIS PROJECT

Action research	Architecture	Community development	Construction / Making	Design / Arts
Health / Well being	Landscape architecture	Planning	Place making	Public space
Research	Trades	Transportation	Urban agriculture	Urban design

SUSTAINABLE DEVELOPMENT GOALS

1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS	SDG'S CONSIDERED IN THIS PROJECT

PROJECT OVERVIEW: To achieve the UN's SDGs everyone will have to take action. However, translating the goals into our everyday lives, routines and habits can be confusing - where to start? What actually makes a difference? To overcome this, the "Your Sustainable Life" Pavilion was designed to illustrate how simple choices and actions can add up to have a big impact. The pavilion mimics an apartment with each room dedicated to a different goal. Participants can get informed, experience and test everyday solutions through physical and digital interactions. An online calculator accompanies participants, estimating and recording the effect of pledged actions against the magnitude of global challenges. The pavilion is modular, allowing it to travel to different events, reaching as many people as possible.

CATEGORY: Professional **SETTING:** Urban **STATUS:** On-going

BY: Gehl

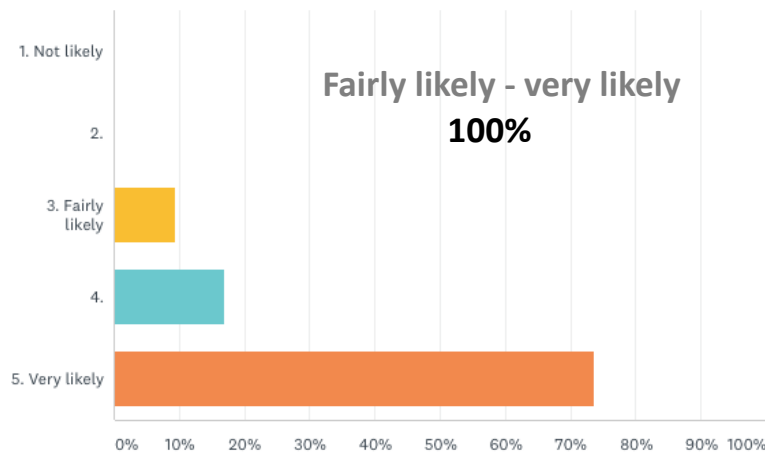
TARGET 11-6

REDUCE THE ENVIRONMENTAL IMPACT OF CITIES



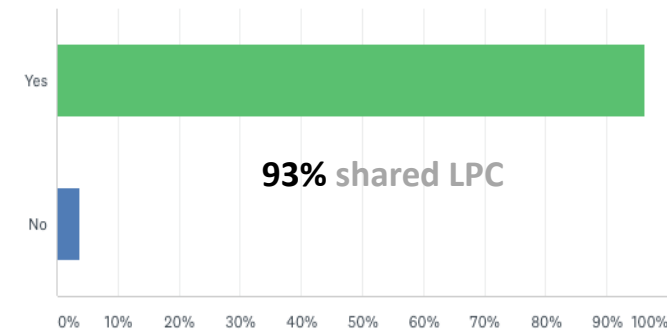
21. On a scale of 1 to 5, in the future, will you be likely to consider the SDGs and their targets?

Answered: 53 Skipped: 5



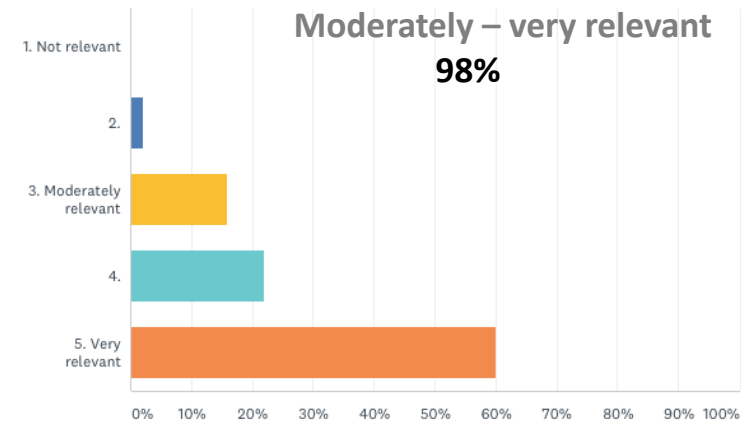
10. Have you shared www.localprojectchallenge.org and your project with your networks?

Answered: 54 Skipped: 4



25. On a scale of 1 to 5, do you think that the SDGs will be relevant and /or useful in helping recreate (physically and mentally) healthy, resilient, and equitable cities AFTER the pandemic?

Answered: 50 Skipped: 8



KEY FINDINGS

- **Take-up of SDGs in future work**
- **Spread /sharing of LPC**
- **Usefulness of SDGs post pandemic**

LISTEN, OBSERVE AND ASK

What do people like/dislike about where they live?

What would improve their lives?

What physical changes could help improve their lives?

What is the political, developmental, and historical context?

Does the community have a vision for the future?

and

Will the project build capacity?

Will it generate income or create jobs?

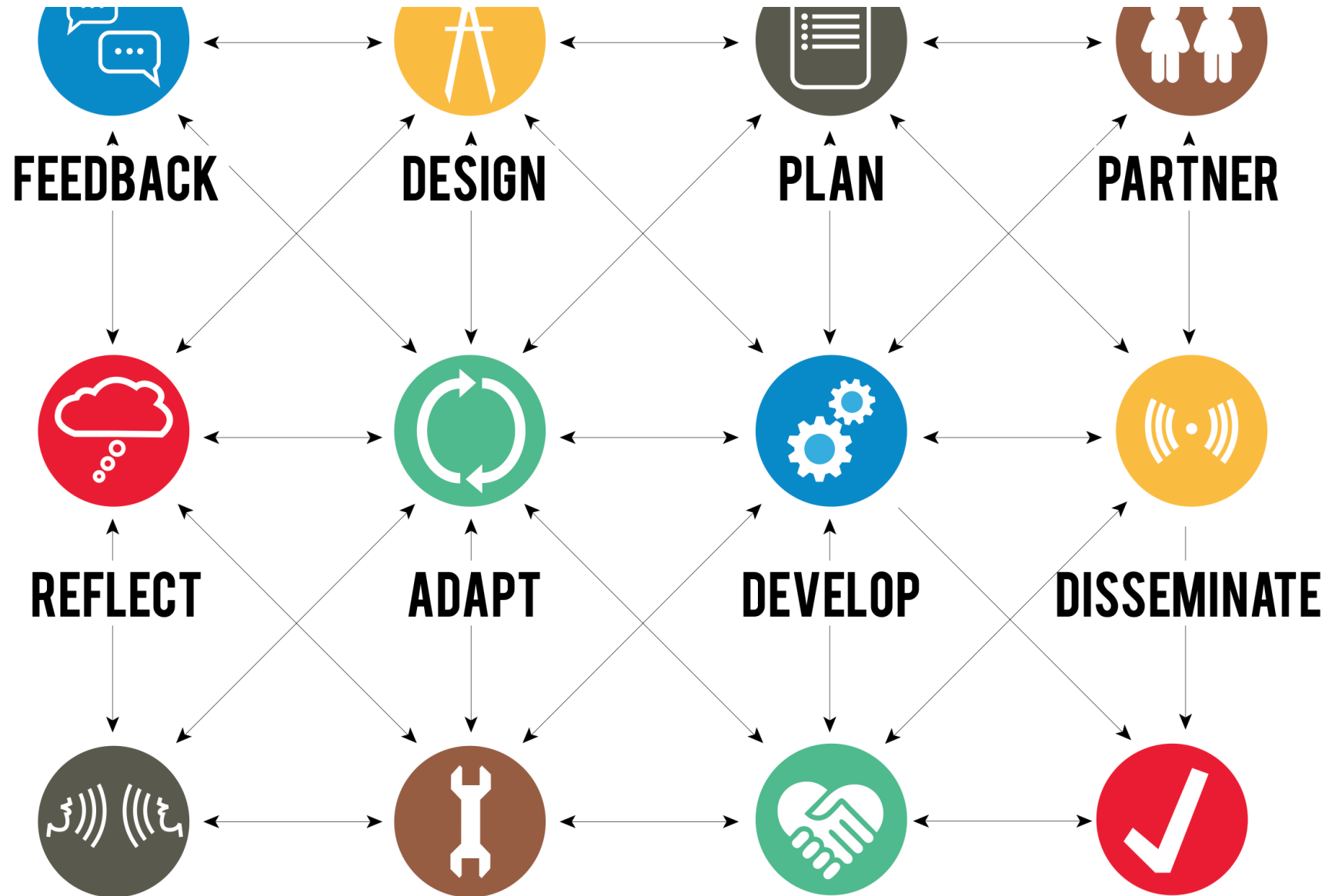
Will it build community confidence?

Will it build partnerships?

Is it something people want?

CAN DESIGN MAKE A DIFFERENCE?

No project is too small.
One size does not fit all.



SDGs LOCAL STUDIO 2023-2030

- An **invitation** to **design schools worldwide** to offer local Studios that **address SDGs**
- **4 cycles** to be showcased at **UN Habitat Forums** 2024, 2026, 2028, 2030
 - **Knowledge** building/sharing **website**
 - **Publications**, symposia etc.

Aims

- Increase awareness of depth and breadth of SDGs
- Build critical capacity in next gen professionals
- Share knowledge, build north-south, south-south, north-north networks.
- Achieve 'out of the box' impacts: for participants, communities, architectural practice

No pics , no logo, but watch this space!

- * meaningful problem !
- * novel solution !
- * create value !



3.7 ARCHITECTURAL EDUCATION IN A GLOBAL HABITAT

UNESCO's 2022 report, Knowledge-driven actions:transforming higher education for global sustainability, advocates the take-up of the SDGs across higher education institutions. How can design and planning educators best utilize the SDGs framework?

Could the adaptation or integration of the SDGs provide the interdisciplinary knowledge and tools required to address issues of resiliency and inequality, as well as the ability to work collaboratively with communities? Past, present, or projected initiatives- studios, coursework, built projects or research – that demonstrate how the inclusion of the SDGs, the Green New Deal or other resilience strategies might throw light on these questions, are encouraged

SCIENCE PANELS

The 17 UN SDG's will be split into six different panels, with various subjects and framing. Each panel focuses on an overarching challenge faced by architecture in the 21st century.

THE SIX PANELS

Panel 1 Design for Climate Adaptation

Architecture faces a grave challenge in a world struck by climate change. The built environment must adapt to changing weather patterns, higher temperatures and flooding.

DESIGN FOR CLIMATE ADAPTATION →

Panel 4 Design for Health

Healthy living takes place in healthy environments, and architects can help improve public health through careful planning, building and consideration.

DESIGN FOR HEALTH →

Panel 2 Design for Rethinking Resources

Resources are getting scarcer, and architects need to address this issue. By using novel materials and recycling on a much greater scale, architecture can change its approach to resources.

DESIGN FOR RETHINKING RESOURCES →

Panel 5 Design for Inclusivity

A sustainable world is one with room and consideration for all people. Architects must design with inclusivity in mind, and take care to understand the needs of the many different people that inhabit the globe.

DESIGN FOR INCLUSIVITY →

Panel 3 Design for Resilient Communities

Communities are people, and people create communities. Architects can positively impact the lives of millions, even billions, by building for the future, and creating communities that last.

DESIGN FOR RESILIENT COMMUNITIES →

Panel 6 Design for Partnerships of Change

Architects must foster partnerships, and work across many different professions and skills to create a sustainable and inclusive future.

DESIGN FOR PARTNERSHIPS OF CHANGE →

Innovation makes



“Don’t try to sort out the mess and ambiguity – engage with it. Give chance a chance. Be prepared to get muddled because you cannot possibly hold it all in your head. Recognize that getting muddled is a prelude to creative work. Encourage random encounters... position yourself with purpose and then let circumstances guide you along.”

— Nabeel Hamdi *Small Change* 2004

