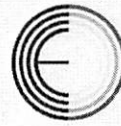


# EXHIBIT E

(CITY OF STAMFORD REQUEST FOR PROPOSAL NO. 711)



COLLECTIVE FOR  
COMMUNITY, CULTURE  
AND ENVIRONMENT

Level Infrastructure

PennPraxis

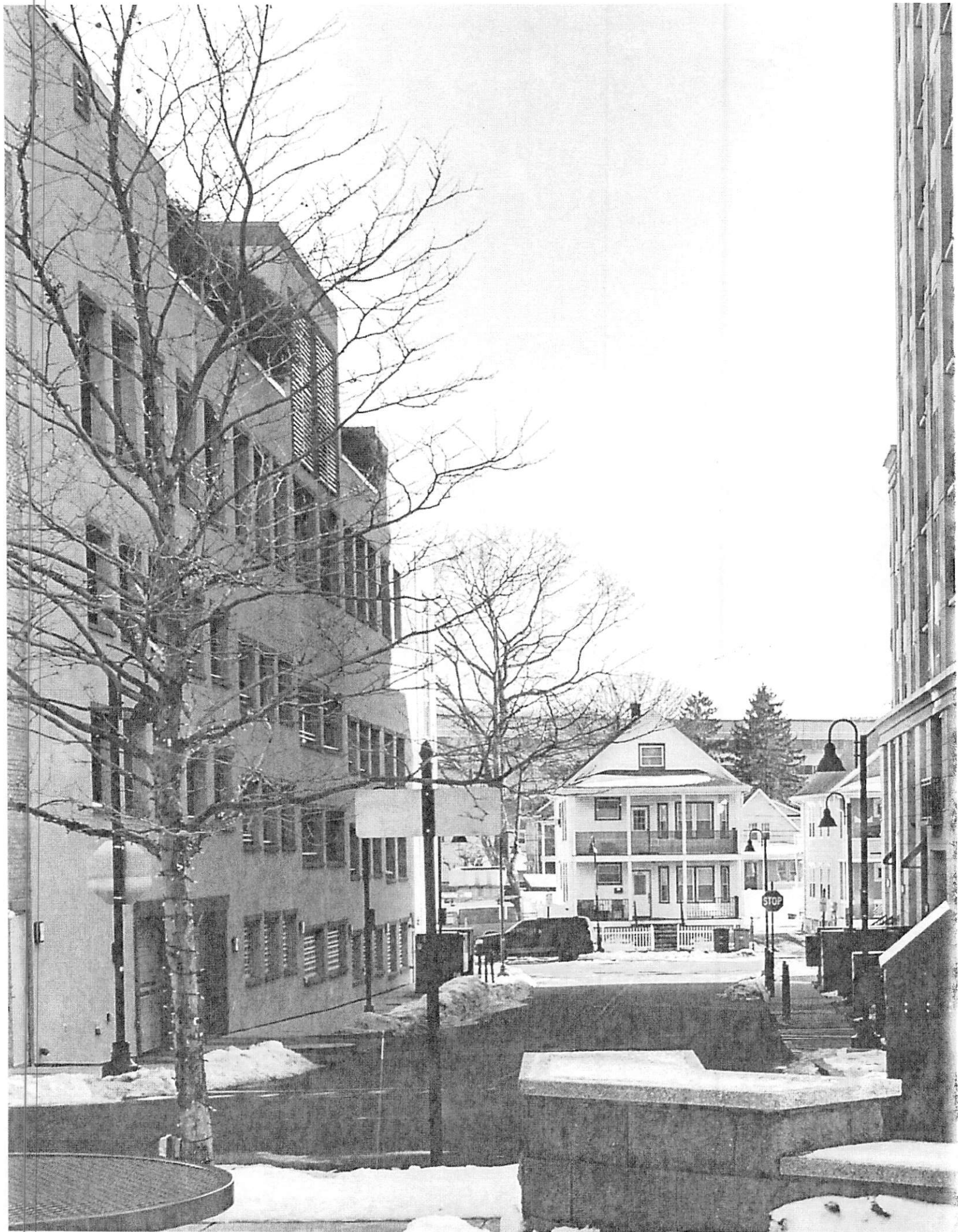
Larisa Ortiz Associates (LOA)



# THE END

**NEIGHBORHOOD &  
HISTORIC PRESERVATION PLAN,  
PHASE 1**

**PROPOSAL FOR PLANNING SERVICES  
MARCH 2, 2017**







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March 1, 2017

Beverly Aveni  
Purchasing Agent  
City of Stamford  
Purchasing Department  
888 Washington Boulevard  
Stamford, CT 06901  
Attn: South End Neighborhood & Historic Preservation Plan, Phase I

Dear Ms. Aveni,

The high aims of the City of Stamford's South End Neighborhood and Historic Preservation Plan—and the people, cultural landscape and potentials of the South End community itself—inspire the enclosed proposal. The **Collective for Community, Culture, and Environment** is invested in deep engagement of diverse groups and in dialog to cultivate a shared commitment to an equitable and charismatic vision for the South End. The Collective offers great experience and capacity for creatively integrating analysis, community-based planning and design to help the communities of the South End and the City of Stamford define a direction, backed by the technical tools, policies and strategies to realize it fully.

The Collective for Community, Culture and Environment is a practice of accomplished professionals who joined forces to take on complex problems of community transformation. We are motivated more by cause than fee. The Collective understands design and planning as arts of negotiation, where interests and opportunities can be harmonized in a transformative “big idea” as well as in the physical reality and the policies and commitments that shape it.

The Collective believes the goals of the City and the neighborhood will be best served by an agile team of experienced principals who can act as direct advisors and co-producers of change—the city and stakeholders’ creative delivery team. We understand that you don’t need procedural work generated by staff in the form of serviceable reports and best practices.

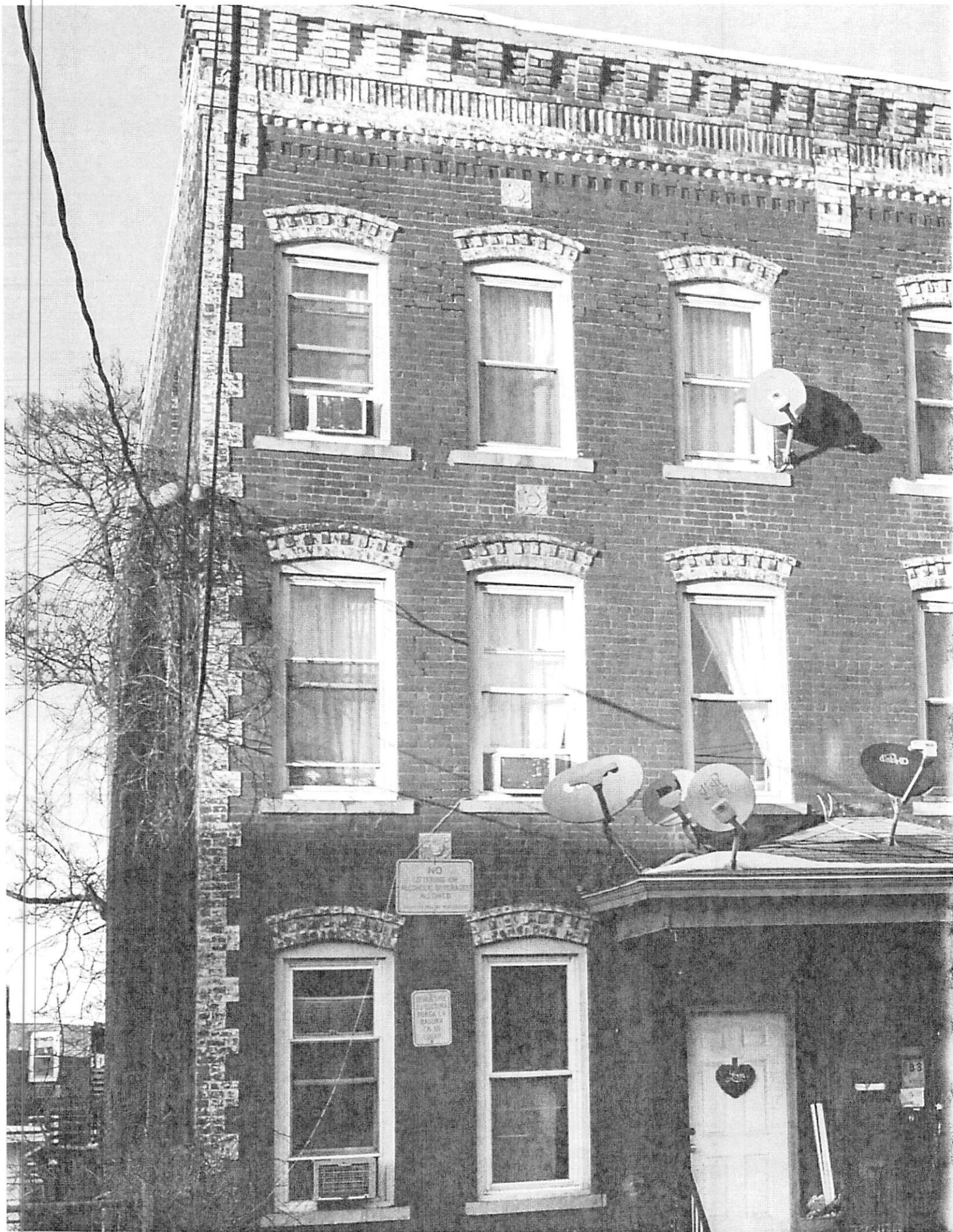
We have assembled a team with imagination and judgment to engage and advise the City and stakeholders. The **Collective for Community Culture and Environment** is the project lead and will provide engagement, planning, landscape and urban design, and communication design services. We will work in concert with our supporting team of high-level strategists, all of whom Collective principals have collaborated with on past projects: **Level Infrastructure** for transportation and infrastructure planning, **Penn Praxis** for historic preservation, and **Larisa Ortiz Associates** for retail analysis and revitalization. We are equipped to respond to the many challenges the City has laid out in the RFP, and to provide smart analysis of options, to develop unifying ideas and tailor-made tools for implementation, and to create a strategic infrastructure investment plan.

We understand that it will take diligent and intelligent work on your consultants’ part, and the good faith efforts of many people in Stamford, to ensure that all members of the community are part of the success story of the neighborhood. We would welcome a chance to be part of this worthy endeavor. We believe we bring outstanding capacity, creativity, and the strongest possible references for past work, to the problems and opportunities of the South End.

Thank you for your consideration. We have tried to take a stand here on an approach to the scope of work, as you invited us all to do, but we also want to signal that we are quite flexible and well aware that this statement is based on limited information—a provisional starting point in what we hope will be a longer conversation.

Sincerely,

Ellen Neises, Principal  
Collective for Community, Culture and Environment, LLC  
917.796.3168  
eneises@collectiveforcce.com





## PROPOSED APPROACH



# PROPOSED APPROACH

**The Collective for Community, Culture and Environment** team understands this assignment to have 5 essential components:

1. Deep engagement of a diverse group of residents and stakeholders;
2. Strategic analysis of options and questions to identify and gather the information that is most needed to make good decisions;
3. Dialog and cultivation of a shared “no regrets” commitment to an equitable and exciting vision for the future of the South End, one that serves its communities and the city as a whole;
4. Imaginative plan that embodies that vision, backed by the creative and technical tools and strategies that will realize it;
5. Priorities for infrastructure investments and areas for further study.

**We see design and planning as arts of negotiation, where interests and opportunities can be harmonized in a transformative “big idea” as well as in the physical reality and the policies and commitments that shape it.**

We believe the goals of the city and the neighborhood will be best served by an agile team of experienced principals who can act as direct advisors and co-producers of change—the city and stakeholders’ creative team. You want an idea that is big enough to bring people together around a common project, and an action plan whose logic is evident and self-propelling. That big idea will have much more staying power if we cook it in Stamford, from real local ingredients.

Over 12 months, the Collective for Community, Culture and Environment team will help the city resolve an inclusive, tailor-made development scenario that balances new ideas and innovation with the history, character and people of the South End. We think we can accomplish Land Use Bureau Chief Ralph Blessing’s goal of making the long-time communities of the South End a part of the neighborhood success story.

The Collective is invested in authentic community-based planning and design. This is the reason that a group of accomplished professionals came together to join forces and talents in the Collective. We bring the experience, methods, orientation (and references) to help communities and stakeholders develop principles and strategies to navigate the market forces, promote genuine affordability, and build on local character, diversity and heritage.

We understand that the South End neighborhood has been the focus of many planning and redevelopment studies, from the framework plans of the mid-1990s to the more recent strategic and master plans, the neighborhood has received careful consideration. These efforts have been successful by many measures, with large residential development projects, new green and open spaces, public amenities and schools coming to fruition after years of study and planning. And it is with the success of these efforts that the City of Stamford has rightly renewed focus on equity, affordability, diversity, and neighborhood character in the South End.

It seems the City is also particularly interested in bringing a high degree of creativity to the next phase of transformation to stimulate innovation and, at the same time, to re-ground the South in the rich mix of qualities, places and kinds of narratives that connect to the historical cultural landscape of the South End as:

- A celebrated walkable live / work community (this, more than the value of individual buildings, seems to have been the basis of the historic district designation by the federal government),
- A place imbued with maritime-industrial character, at once productive, social, domestic and ecological,
- The principal platform for Stamford to commune with the Sound, the confluence of rivers, sea and many peoples and histories.

We believe there is a real danger that the budget will be spread too thinly among many inventory and plan-writing tasks, and that the results will be diffuse—learning and discussion but no galvanizing vision and action plan. Fine-grained inventory may be needed to make key decisions in one area but not in others. We have assembled a team with the experience of the fine grain in many places, and with the directness and interest in results to listen carefully to all the players, assess the situation quickly and propose

a refinement of the inventory and plan scope of work that zeros in on the key issues. This approach will leave us, and the Land Use Bureau, room for creativity, vision and design.

### **The Collective for Community, Culture and Environment**

has assembled a team that fits this approach to the project. The Collective will manage the entire effort with a single principal in charge, leading and integrating the work of two coordinated Collective work teams—one for planning and engagement, and one for design—and the work of three sub-consultants.

The Collective proposes a 4-person engagement and planning team that has produced successful plans with many communities where rapid redevelopment threatens to displace long-standing residents, and that is adept at interpreting stakeholder needs and interests. The Collective's 3-person design team for this project have led a number of large-scale, complex district redevelopment and public realm design efforts that balance preservation, renovation and innovation. Their past accomplishments feature signature park spaces and mobility networks, sustainable systems design for water management, flood control and remediation, urban form-making and strategic spatial envelopes for building fabric, architectural features and typologies, community facilities, dynamic identity streetscapes, and tidal and riverine ecologies.

**Penn Praxis**, our historic preservation collaborator, is led by a principal who is both a preservationist and a planner, with a strong orientation toward linking the past with new possibility, and great skill at creating and communicating that potential. **Level Infrastructure**, our infrastructure planning engineers, help cities analyze the options to create sustainable transportation, energy, waste, and water systems that contribute long-term cultural, ecological and economic value to all residents.

Lighter on their feet, diversely capable and more creative with cutting edge technology than many large engineering firms, Level is well-equipped to review South End transportation studies and other infrastructure analyses, and to traverse technical, financial, environmental, regulatory, and political constraints to advise Stamford on a coherent long-term investment plan. **Larisa Ortiz Associates**, our retail development strategists, have deep experience with the dynamics of transitioning commercial markets similar to that of the South End, including how characteristics vary within the trade area and how they are likely to change due to new investment and shifts in policy.

continued on next page



# PROPOSED APPROACH

**With this team, we believe we are ideally composed to tackle the key competencies required to deliver the broad scope and lean budget of the South End Neighborhood and Historic Preservation Plan—a shared vision for the future and the planning and design ideas to get there:**

--Design of community-based planning processes that foster trust and “no regrets” decision making in a place of many interests

--Mastery of rapid assessment, analytic, geographic information systems and mapping techniques to organize key information as efficiently as possible; techniques may include some self-assessment methods that will tap into the expertise of community groups and build capacity in the neighborhood

--Comprehensive and multi-pronged approach to equity rooted in preservation and creation of housing that current and future residents can afford, taking advantage of all available state, local, and community public subsidies as well as innovative tools such as limited equity, land trusts, and mutual housing; while linking all job creation recommendations to local hiring and asset building.

--Transportation infrastructure analysis that looks at optimization of trains, bikeways, parking, shuttles, buses, navigable waterways, levels of service for bridge and road network, as well as innovations like test areas for autonomous vehicles

--Urban design of distinctive streetscape incorporating green infrastructure that will allow the peninsula to adapt to rising groundwater levels and potential salt intrusion that will accompany sea level rise

--Mobility and circulation design that integrates the South End and the rest of the City with as many modes of movement as possible, making much more of the water’s edge, reducing barriers to flow and dead zones around the Stamford Transportation Center, reviving the South End’s walkable history by knitting character areas together to create a unified community, rather than a series of enclaves

--Commercial development strategies that increase the character, livability and economy of the South End, produce life on the street and more mixed use fabric and cultural expression, reduce the isolation of the neighborhood, ensure affordability, and build community

--Community needs assessment, facility programming and investment planning to help expand services provided by the community center, faith communities and civic organizations, and open spaces, sport and education facilities recently built by developers

--Infrastructure inventory that considers not only transportation but also energy strategies, climate resilience including the Stamford 2030 planning effort and Mill River dam removal impact, green infrastructure, sewerage and MS4 implementation, high speed internet and other infrastructure to stimulate development of an innovation district

--Zoning strategies for special districts / revitalization zone, industrial areas, and creative zoning approaches to live / work and other distinctive mixed uses

--Design guidelines and incentives for infill, and building and landscape typologies for adaptation of fabric and infill sites, as well as for the Pitney Bowes complex

--Landscape architectural design to improve and integrate Kosciuszko Park with Woodland Cemetery, and over time with greenways that makes strong connections across Route 95

--Preservation of the cultural landscape and heritage assets of the South End and strategy for integrating assets into the future vision





PHOTO: VINI DEVINGO



PHOTO: MATTHEW BROWN / HEARST CONNECTICUT MEDIA



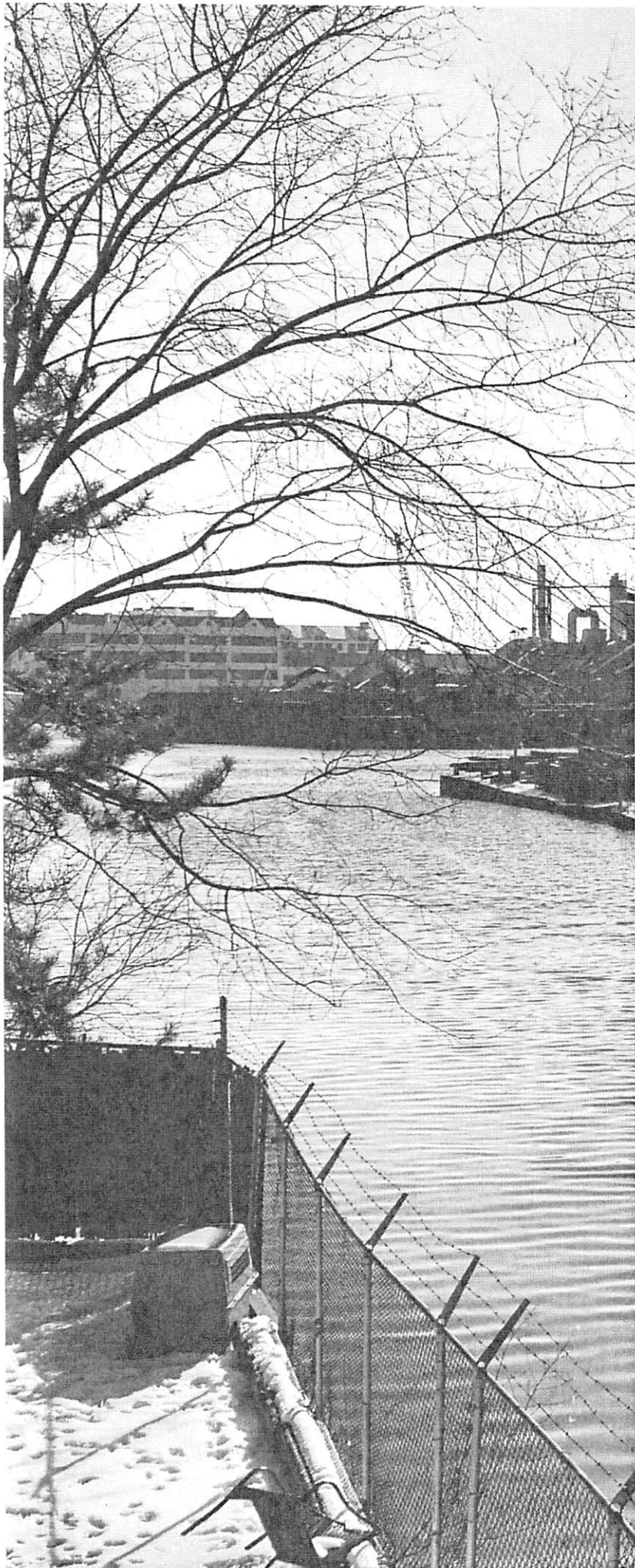
© Vladimir Brezina / Wind Against Current



PHOTO: ROGER KING







## WORK PLAN



# WORK PLAN

As outlined in the Project Approach, the Collective suggests a shift in the definition of some tasks. A “brain trust” approach would allow us to help the City identify key areas of leverage, and perhaps focus the inventory, planning and design effort on a narrower and deeper set of topics and products that will contribute most to a shared vision and implementation strategy, and that will have the greatest impact on displacement, heritage loss, equity, quality of life and economic vitality in the South End.

We understand that the first phase of work includes the preparation of a detailed scope of work for the South End Neighborhood and Historic Preservation Plan based on scoping discussions with the client, review of all available material to assess gaps in critical information, and interviews with the key stakeholders. Our team is open to adjusting the approach we propose here, and to working with a high degree of flexibility to respond to the City’s needs and the interests of stakeholders, as they are discovered through the process.

## WORK FLOW

### PHASE 1: PUBLIC ENGAGEMENT

### PHASE 2: ANALYSIS

QUARTERLY PROGRESS REPORT #1

QUARTERLY PROGRESS REPORT #2

EXISTING CONDITIONS ANALYSIS

ACTION PLAN

STEERING COMMITTEE

SOCIAL MEDIA & WEB

STAKEHOLDER INTERVIEWS

STAKEHOLDER ENGAGEMENT

FORUM #1

INTRODUCTIONS

SWOT EXERCISE

VISIONING EXERCISE

Pending more thorough analysis and conversation with the City and stakeholders, we recommend some modifications to the base scope of work to be accomplished within the project budget of \$150,000. "Optional Scope Items" beyond the base fee (per the City's request in section D2 of the RFP) are noted in the task descriptions.

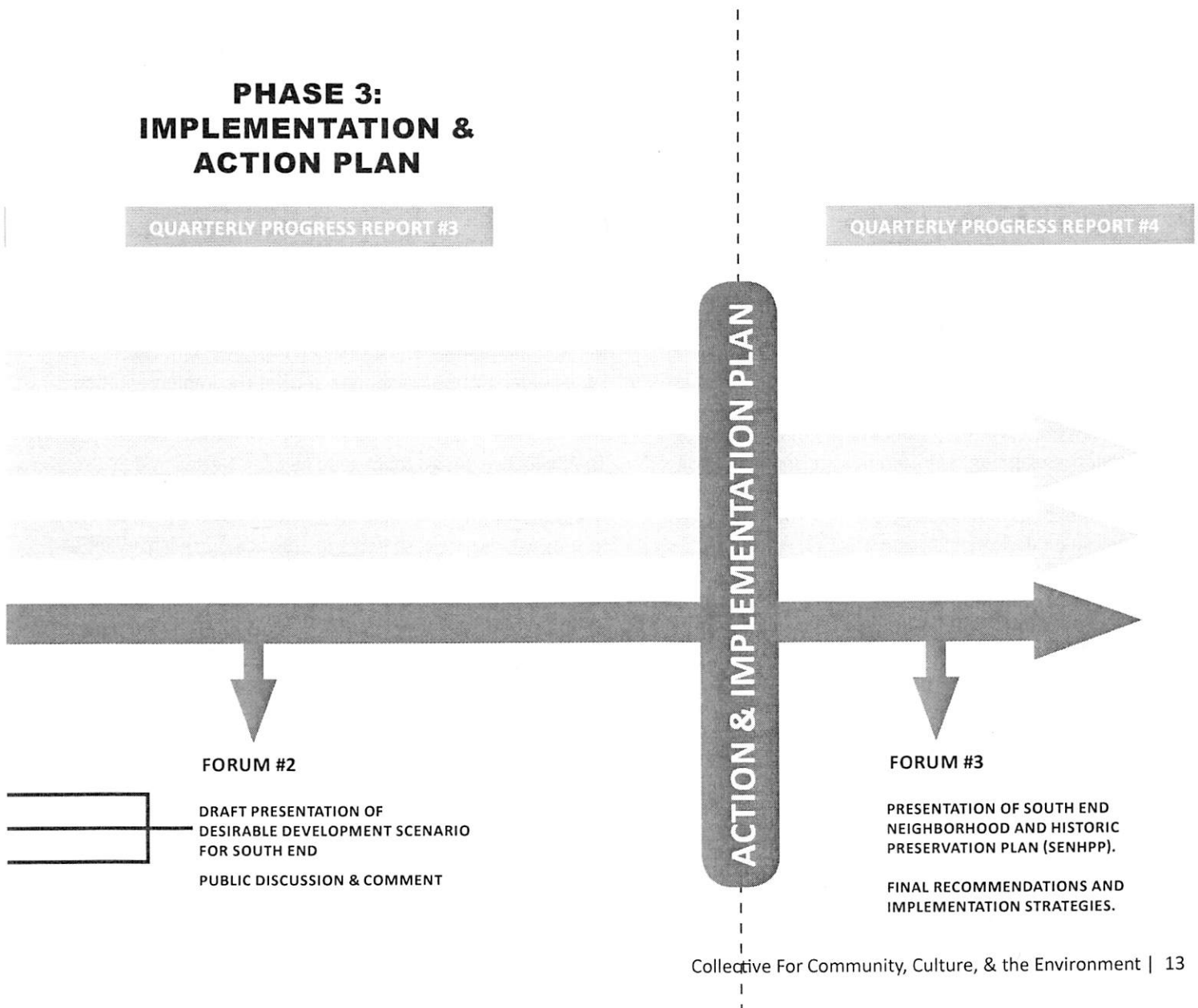
As shown in the budget diagram on page 55 and the work flow diagram below, we propose to allocate most of the effort to engagement (30%) and the development of a South End Action and Implementation Plan which will articulate a vision and support it with highly instrumental, coordinated, implementation plans in the areas of greatest concern and opportunity (50%).

Our proposed tasks are outlined in brief text descriptions of each task. For clarity, topic-specific work plans for Level, Penn Praxis, and Larisa Ortiz Associates are outlined separately, even though all team members' Engagement, Analysis, and Plan work will be shared, debated, and integrated in a coordinated set of conversations, and ultimately, a coordinated South End Action and Implementation Plan.

## PHASE 3: IMPLEMENTATION & ACTION PLAN

QUARTERLY PROGRESS REPORT #3

QUARTERLY PROGRESS REPORT #4



# WORK PLAN

## **PHASE I: ENGAGEMENT**

### **(30% of scope, concurrent with analysis and plan phases)**

We understand the success of this planning effort is fully dependent on engagement of the diverse people and groups invested in the future of the South End. The same Collective personnel who lead the engagement effort will also lead the planning analysis and strategy components of the project, in close collaboration with the design team to ensure that engagement is not a tack-on plan marketing effort but the center of our work to help the South End and City form a strong for development and preservation.

The Collective's engagement work, outlined below, will be fully coordinated with the engagement work that will be performed by Level Infrastructure, Penn Praxis, and Larisa Ortiz, outlined on the subcontractor work plans that follow on pages [20-25].

#### **TASK 1A Steering Committee:**

The Collective team's conditions analysis and planning process will be grounded in the expertise of actively engaged local stakeholders and regular input of a Steering Committee, advising the City Land Use Bureau and the team. In consultation with the Land Use Bureau, the Collective will establish a Steering Committee of 10-15 stakeholders, including advocates, preservationists, public officials, and others who will lend their knowledge of local context, concerns, organizations, and dynamics to the study team and City. The Collective proposes a schedule of six bi-monthly meetings of the Steering Committee, with the possibility of more frequent meetings, if useful. The Collective planning team, led by Jocelyne Chait, will maintain communication with Committee members between meetings, if desired by the City. The Collective team will share its work in progress with the Steering Committee, and solicit feedback.

#### **TASK 1B Public Forums:**

The Collective proposes 3 major public forums to create openings for local residents, businesses, and other stakeholders to provide input to the consultant team, as well as review and comment on the team's analysis and the draft and final South End Action and Implementation Plan. In the first forum, participants will be guided to articulate their ideas and desires for the South End, and any possible ingredients for a neighborhood vision. The consultant team will present the objectives of the planning process, information and the team's preliminary analysis, and frame a series of questions. The Collective's

engagement team, which includes Spanish-speakers and sign language interpreters, will engage participants in exercises to identify strengths, weaknesses, opportunities, and threats. The team will design activities that, informed by the SWOT, elicit participants' ideas and identify points of consensus, broad agreement, tension, or dissent. The team will summarize the forum findings in a report that will be shared with the Steering Committee.

At the second forum, the team will present its analysis work (outlined in the phase II work plan) and a draft, or perhaps alternative, development scenarios that respond to interviews, Steering Committee meetings and ideas developed during the first forum as well as information gathered and ideas generated by the team. Each of the key action planning areas: Land Use, Community, Transportation and Infrastructure, and Historic Preservation—will be discussed in relation to potential visions and development scenarios for the South End. The Collective will facilitate discussion of the analysis, draft scenarios and "big ideas" by residents, stakeholders and content experts. Questions, critique and ideas will be recorded, followed up, and incorporated as the team refines the Plan.

A final forum will be held to present a well-developed draft of the South End Action and Implementation Plan, focusing on both the large moves and the fine-grained strategies for implementation. The Collective will work with key stakeholder groups to examine and vet the implementation tool kits for each area.

The Collective design team, lead by Ellen Neises, will support all public forums with high-quality communication materials for meetings and web presentation. The three forums will require research and advance outreach; event facilitation and recording; and analysis, synthesis, and reporting on the results. Translation services will ensure inclusion of all stakeholders. Between the forums, the Collective or its subject expert subconsultants will follow up as needed to better understand a perspective or issue, or to test strategies with stakeholders.



### **TASK 1C Stakeholder Interviews:**

The Collective will develop, with assistance of the Steering Committee and City, a strategy to identify and engage approximately 15 stakeholders in individual interviews at the start of the project to ensure that a broad spectrum of perspectives and interests, across multiple sectors. These might include residents, business owners, developers, preservationists, affordable housing advocates, educators, cultural organizations, health care and service providers, and faith-based and youth groups. Active participants in a planning process, especially one built on respect for their time and community expertise, are more likely to remain engaged and commit to plan implementation. A preliminary outreach and participation program will be presented for discussion and approval at the first Steering Committee meeting. Incorporating stakeholders' knowledge of existing conditions and local history is essential to developing a plan that imagines a socially, economically, environmentally, and culturally vibrant South End and has broad support for implementation.

### **TASK 1D Social Media and Project Website:**

In the first six weeks of the project, with insight gained from stakeholder interviews and the first Steering Committee meeting, the Collective design team will create an attractive and clear project website as a medium of communication about all phases of the project with a broad audience. We will use digital outreach tools and social media to increase interaction, availability of information, and awareness of opportunities for input at public forums and in smaller meetings with the Collective team.

### **TASK 1E Other Small Group Meetings:**

A round of small group discussions with stakeholders and the Steering Committee will follow the second public forum and support the work of the Collective, Level Infrastructure, Penn Praxis and Larisa Ortiz Associates to shape and coordinate a set of fine-grained tools and policies to support the direction, and to prepare a draft final Plan for discussion at the third public forum. Other small group meetings will be organized by the Collective engagement and planning teams as needed.



PHOTO: MATTHEW BROWN / HEARST CONNECTICUT MEDIA

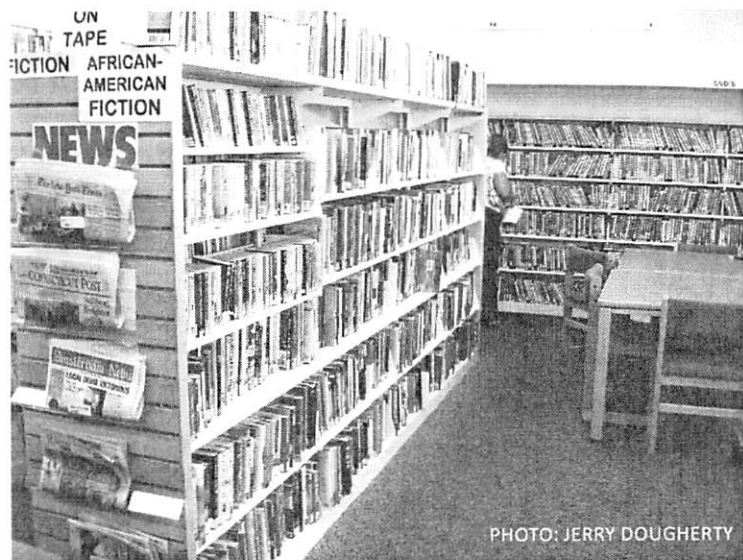
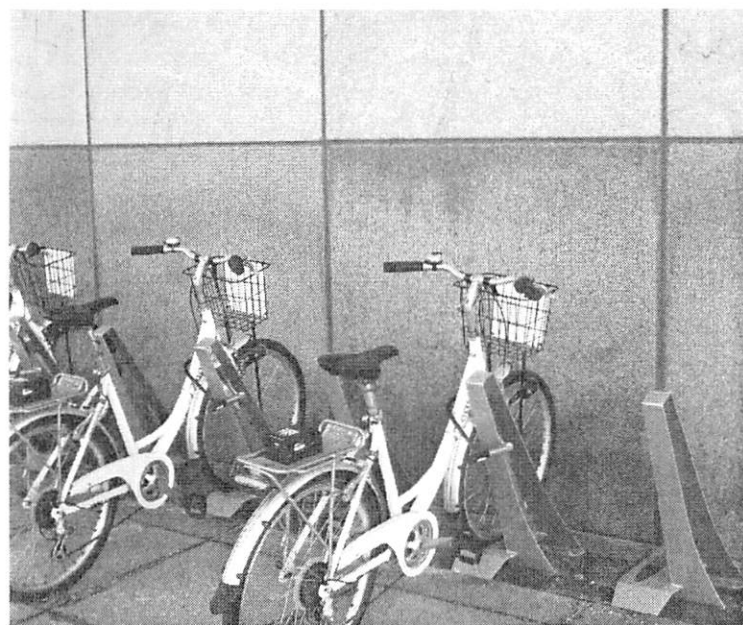


PHOTO: JERRY DOUGHERTY

# WORK PLAN

## PHASE II: ANALYSIS (20% of scope)

As we suggest in the statement of our recommended approach, the Collective believes there is a danger that the \$150,000 project budget for this phase of work may be spread too thinly among the inventory tasks, not all of which are equally consequential for dialog, decisionmaking, and early stage planning for action and implementation. If this happens, the results may be more diffuse than the City would like—learning and discussion but no galvanizing vision and action plan. Fine-grained inventory, which is time-intensive, may be needed to make a key decision in one area, but not in others, or down the line, but not immediately.

To conserve the budget for creative and careful development of a shared development scenario and smart action and implementation planning, we propose to use our experienced team to help the City evaluate available information and develop rapid assessment techniques—like those outlined in the Penn Praxis work plan—where necessary. The team’s principals will also further develop and cost our recommendations on Optional Scope Items to produce additional information. We propose to shift the focus of Phase II tasks from Inventory to Analysis, and to use our experience of the fine grain in many other places to assess the situation quickly and zero in on the key questions. This approach will leave us, and the Land Use Bureau, room for creative planning in the third phase of the project.

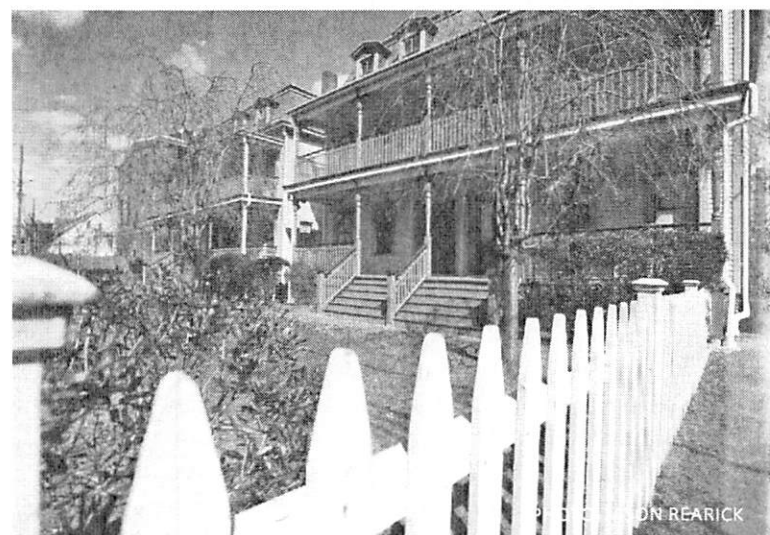
The Collective’s approach to Existing Conditions Analysis is outlined below, and augmented by the coordinated Analysis work plans of Penn Praxis, Larisa Ortiz, and Level Infrastructure on pages [20-25].

### TASK 2A Community Needs and Demographic Analysis

Rather than conducting an exhaustive analysis of all possible community data, we will focus on analysis of major community issues and needs. We will confer with the client to identify the City’s priority concerns, and with community organizations and leaders to identify the primary issues, particularly those that have a bearing on the direction of development.

We will factor in what we learn from interviews, review of past and current planning efforts, our team’s time on the ground in the South End and the issues raised at the first public forum. We will advise the client on how best to manage additional data-gathering to fill critical gaps. We will draw on sources such as the US Census and

Stamford Hospital Community Health Needs Assessment, and direct observation and discussion with residents and community leaders. We imagine that block by block or cluster characterizations of land use may support decisionmaking. Another option we will consider is the potential for self-assessment tools such as surveys of community organizations to characterize demographics, living conditions, affordability challenges, employment and needs and neighborhood experiences of their members.



### **TASK 2B Land Use**

The Collective will draw on the City's land use data sources, which we understand may be limited, and perform a zoning analysis. We will draw on local housing and land vacancy surveys, ownership records, and direct observation of predominant land uses to suggest a shorthand approach to ownership and land use characterization that may be less time-intensive than a lot by lot, verified land use data inventory. We will analyze past zoning changes and proposals, and consider the impact of the design of the South End's special districts / revitalization zone. The Collective will identify key land use questions and opportunities based on our knowledge of zoning and land use strategies applicable to South End concerns about displacement, retail stimulus, industrial and mixed use areas, innovation districts and the development scenarios of interest to stakeholders.

This work will be closely coordinated with the work of all three subconsultants, but particularly the heritage preservation team. We are very good at systems thinking, and we will be looking for opportunities to hybridize the typically singular goals of individual systems to produce multiple benefits and to discover reciprocities among competing land uses.

The Collective has the planning and GIS capability, and interest, to produce a full land use inventory, but this would likely be an Optional Scope Item beyond the base fee if the client is interested in the deliverables and approach we propose to the Plan phase of the project.

### **TASK 2C Review of Existing Plans and Policies**

All project team members will review the many previous South End and surrounding Stamford area studies and plans through the lens of their particular areas of expertise. We will extract salient analyses and conclusions as well as maps and policy recommendations. We will collaborate with the Land Use Bureau to identify key gaps in demographic, socio-economic, health, housing, land use, and community facilities and services data. This task will be completed prior to stakeholder interviews and other Task 2 items.

### **TASK 2D Transportation**

The work plan for this task, which is combined with task 2G, is described in the Level Infrastructure scope under the Analysis heading.

### **TASK 2E Historic Preservation**

The work plan for this task is described in the Penn Praxis scope under the Analysis heading.

### **TASK 2F Open Space, Urban Design & Physical Assets**

This task (renamed and slightly reorganized to include the urban design element of task 2G) will be performed by the Collective design team. Working together, the team's landscape architect and architect will visit all areas of the peninsula to evaluate the open space and urban design fabric of the neighborhood. We will map physical assets such as sports and boating facilities, as well as potentials for improving the physical plant of the peninsula through mobility improvements, lighting, park redesign and other upgrades to the fabric. We will consider with the planning team how design guidelines, codes and other tools might be used to augment strategic investments. This task will allow us to suggest some possible ways in which public space, urban design, mobility design, environmental graphics, wayfinding, ecology and programming might be used to support development scenarios and the Community Plan (in task 3B).

### **TASK 2G Sustainability and Resiliency**

The work plan for this task, which is combined with task 2D, is described in the Level Infrastructure scope under the Analysis heading.

**TASK 2H Retail Analysis** The work plan for this new proposed task is described in the Larisa Ortiz Associates scope of work under the Analysis heading.

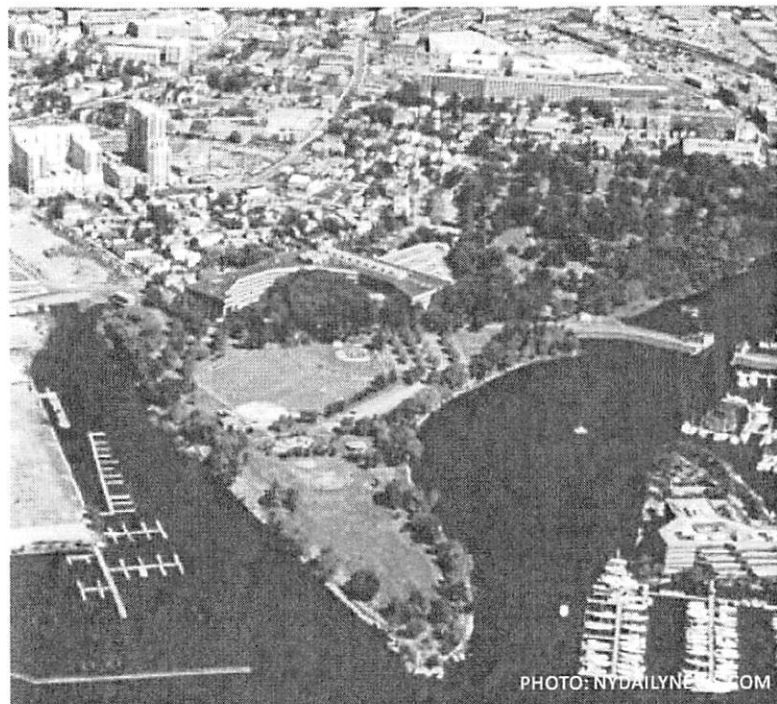


PHOTO: NYDAILYNEWS.COM



# WORK PLAN

## PHASE III:

### **SOUTH END ACTION AND IMPLEMENTATION PLAN (50% of scope)**

The Collective engagement and planning team, the Collective design team, and all the subject experts on the team—Penn Praxis, Level Infrastructure, and Larisa Ortiz Associates—will collaborate on the development scenario for the South End, and a unified action and implementation plan to realize that scenario. We propose to develop and integrate detailed individual action and implementation plans for 4 areas, and to connect the development scenario to one or more “big ideas” for the South End. Visualization and naming of the shared vision and its major elements is often required to build commitment to a creative, shared, long-term plan.

#### **TASK 3A Land Use Strategies and Action Plan**

The land use strategies and action plan will comprise tools and strategies needed to realize the specific recommendations included in the larger vision and development scenario for the South End. We will recommend, and vet with stakeholders and Steering Committee, specific zoning changes and approaches to design guidelines. We will identify supportive tools and procedures, with a particular concern for ensuring affordability. We will draw on strategies and tools we and others have developed in work with other communities facing a loss of affordability, rapidly changing neighborhood character, and the associated displacement of residents. We will also look to innovate and produce a new approach made from the local ingredients and ideas we find through the process.

#### **TASK 3B Community Strategies and Action Plan**

The Collective engagement and planning team will work with all stakeholders, and particularly the long-time residents and their community organizations to develop a set of priorities for strategies, partnerships and investments to improve affordability, health, employment, education, open space access and environmental quality.

Rather than think of this as the community benefits agreement portion of a development plan, the Collective’s aim will be to look for synergistic opportunities, places where interventions in one sphere—preservation of housing affordability, for example, or expanded fresh food retail—have the potential to improve a number of conditions, such as public safety, school attendance, or health. We will work to differentiate the roles of the public agencies and investment, and the roles of the

private and non-profit sectors, to propose strategies and narratives for each. We imagine the work of Larisa Ortiz Associates will be folded into both the Community and Land Use Strategies and Action Plan. Training, education, and employment strategies that benefit the community will likely also emerge from the team’s heritage and infrastructure, resilience and sustainability work.

#### **TASK 3C Transportation Infrastructure Strategies and Action Plan**

The work plan for this task is described in the Level Infrastructure scope under the Plan heading. Infrastructure proposals will be integrated into the layout plan and vision (Task 3E). The action plan will include prioritization of infrastructure investments and areas for further study, and outline capital planning considerations.



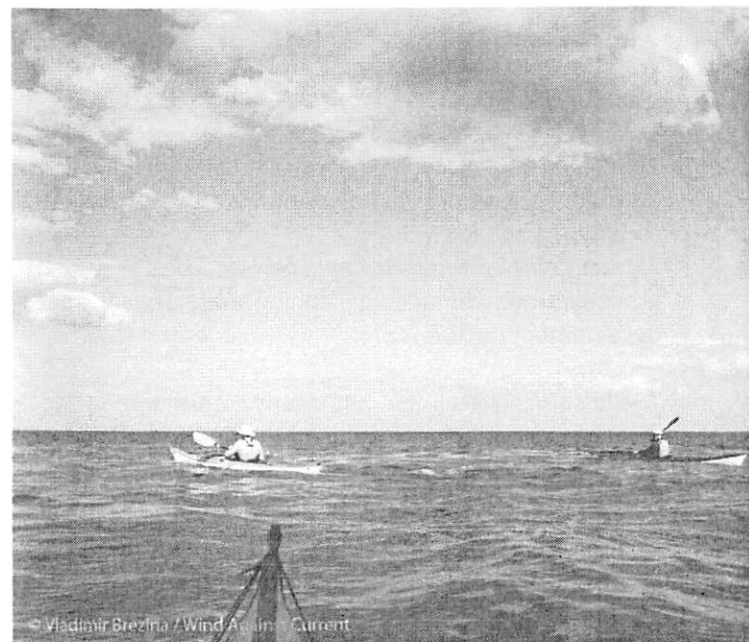
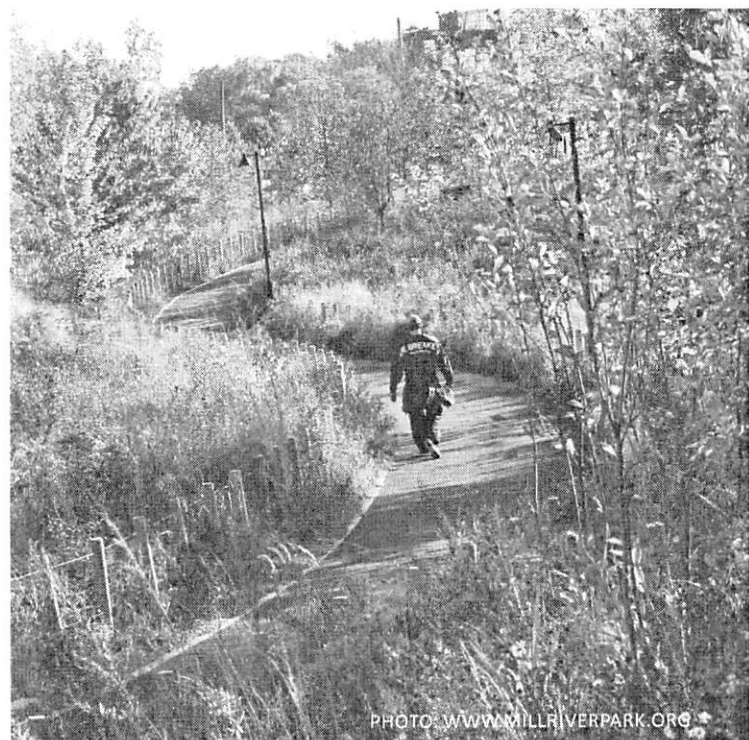
### **TASK 3D Historic Preservation Strategies and Action Plan**

The work plan for this task is described in the Penn Praxis scope under the Plan heading. Heritage recommendations will be closely strategized as part of the development scenario and land use action plan.

### **TASK 3E Vision**

The Collective proposes to add a task to create a vision statement of the rationale behind the agreed upon development and preservation scenario. We propose to produce a vision statement, layout plan and visualization for a shared concept for the future of the South End. This will serve as a visual executive summary of the rationale for the strategies, compromises and commitments that follow in the action and implementation plans. The team will integrate design, planning and systems thinking to articulate what the South End and City mean by a contemporary walkable cultural landscape or an innovation district, or other catalytic framing ideas for the preferred development and preservation scenario. This cover piece will help situate and propel the creative set of tools and strategies needed to realize that vision outlined in a coordinated Action and Implementation Plan that incorporates the 4 chapters below. The Collective design team will lead development of this work, and be responsible for layouts, branding and graphic design, and the design of usable, catalytic document.

The Collective and its consultants have the design and planning skills to produce a full vision plan or concept plan for South End, but this would be an Optional Scope Item beyond the base fees, we understand that the City's focus is on developing—not simply listing—the tailor-made strategies and tools for implementation of the vision.



# WORK PLAN

## PENNPRAXIS

The RFP signals that the City of Stamford sees historic preservation as an important element of action and implementation planning for the South End. Redevelopment planning must account for immediate economic, environmental and community change, and for emerging opportunities like the innovation district. It must also project the City and community's long-term goals of social equity, community character and sustainability.

The Collective selected Randy Mason / Penn Praxis as our preservation collaborator because he is both a preservationist and a planner, with a strong orientation toward linking the past with new possibility.

Penn Praxis begins with the cultural landscape perspective: we must understand the place holistically and as it has evolved over time; connect historic resources to contemporary and future needs, not isolate them; and center our analysis on how the place does, and should, change, not only on what has not changed.

By examining the inherited built environment, preservation focuses attention both on significant individual resources—buildings, blocks and landscapes—and on important connective tissue, including shared sense of identity. Historic preservation is not the dominant concern in this project, we fully understand. But historic built environments and strong and adaptable preservation strategies and policies are an important alloying element— even small amounts, added in the right places and the right times, can strengthen the whole place.

We believe the two keys to effective historic preservation planning are:

- 1) Building a base of information (spatiality, historical evolution, regulatory environment, current and projected conditions) and
- 2) Integrating cultural heritage analyses, goals and outcomes into overarching planning strategies and specific development decisions.

The historic environment has clearly contributed to the distinctive character and value of the South End. We see our role as finding ways to add value in the future by enhancing the historic built environment.

### Phase I: Engagement

Penn Praxis will confer with the City about local heritage knowledge and resources and lead the Collective team's stakeholder interviews with the City's Historic Preservation Advisory Commission and civic organizations like the Historic Neighborhood Preservation Program. In the course of stakeholder interviews and conversations with the City, residents and advocates, the Collective team will look to understand the value of specific historic buildings and sites like the cemetery, and broader character from multiple perspectives. We will review with the City Land Use Bureau our understanding of preservation codes of the Connecticut Department of Transportation, Connecticut Housing and Finance Authority, and the Connecticut Historic Preservation Office, as they relate to transportation improvements and other redevelopment issues in the South End. We will add local experts to the team at the discretion of the Land Use Bureau, if our understanding of codes is incomplete.

### Phase II: Existing Conditions Analysis:

Penn Praxis will review all existing plans, policies and data, including (as outlined in section 2e of the RFP), surveys of South End existing historic structures, view sheds and loss of historic structures since the establishment of the Historic District. Penn Praxis proposes to use Character Study Project methods to cost-effectively generate needed information about the historic resources. A Character Study Project (CSP) approach involves design of a survey method at the block / building-group scale (as opposed to the traditional property-by-property scale, which is very time-consuming and beyond the level of detail needed for strategic decisions).

We propose to use CSP to estimate current conditions remotely, use mostly digital data that is analyzed in GIS, in order to direct a highly efficient on-the-ground survey. We would field-check and enrich the data using teams of graduate students under Randy Mason's direction, to carry out a speedy, inexpensive and high-quality survey. For more information about Penn Praxis' CSP methodology, you may look at this link: <https://www.design.upenn.edu/historic-preservation/work/character-study-project-philadelphia>

The team will deliver a GIS-based inventory and compilation of existing data and conditions with a focus on key areas of concern, a narrative summary of history and evolution of the South End; and an analysis of information gaps for potential further study.



Following the interviews and research phase, Penn Praxis will document the use and integration of current preservation tools and policies, including regulations, incentives, legal tools, institutional roles, stewardships and partnership tools. The preservation consultants will filter these findings through the issues and potentials identified by the whole project-client team, and articulate their analysis of the strengths and weaknesses of the current toolbox.

### **Phase III. Strategies and Action Plan**

Penn Praxis will develop a cultural heritage sensitivities analysis, mapping the priority preservation sites and issues, in relation to overall project goals. With input from the client and stakeholders, Penn Praxis will collaborate with the Collective team to develop a Preservation Action and Implementation Plan that proposes a tailor-made set of preservation tools that are fully coordinated with the team's recommendations in other areas. We understand that the City is already savvy about preservation approaches and that creativity will be required on our part to bring new insight and innovation to a toolbox that might include:

- Vision for the future of the South End that is rooted in its heritage--an extension or "re-branding" of the neighborhood identity that re-frames or focuses preservation efforts

- Transfer of Development Rights

- Conservation districts—bespoke to a district, typically to guide new development rather than regulate historic building
- Update of the local historic district—review of changes proposed to listed buildings; could include ranked / tiered listing corresponding to different levels of regulatory control
- Rehabilitation tax credit strategy based on Federal program for 20% credit for commercial projects located in National Register of Historic Places listed districts or on Connecticut program for 25% of the rehabilitation cost
- Various kinds of tax abatement
- Connecticut Trust for Historic Preservation Revolving Loan Fund
- Streamlined permitting
- Demolition delay ordinance to create a window of time for deal-making with a buyer/developer



# WORK PLAN

## LARISA ORTIZ ASSOCIATES (LOA)

The Collective believes the City may wish to enlarge the scope of work around retail strategies for several reasons. Displacement or growth and diversification of commercial businesses in the South End community will have a significant impact on the economic health and employment of low-income residents, and on the affordability and livability of the neighborhood for all residents. Retail has a huge effect on street life, circulation patterns, use mixes, crime, and cultural life and expression of who lives there. Commercial activity has a substantial influence on the attractiveness of an area to workers and companies in the tech and innovation sector. Retail can also build community, reduce the isolation of the neighborhood by creating destinations, or enliven specific areas within the neighborhood. Larisa Ortiz Associates, our retail development strategists, have deep experience with the dynamics of transitioning commercial markets similar to that of the South End, including how the business environment can be changed through new investment and shifts in policy. The base scope of work will help determine the utility of more fine-grained analysis and implementation planning.

### **Phase I: Engagement:**

Larisa Ortiz Associates and the Collective will confer with the City about the business environment and codes, including past efforts to attract, support or subsidize retail, concerns of downtown merchants about competition, and shifts in retail strategy and market that might accompany development trajectories of interest, including the innovation district. Larisa Ortiz Associates (LOA) will review planning documents and interview key stakeholders identified by the City Land Use Bureau and Collective. In consultation with the City, LOA will evaluate the usefulness of a focus group session to explore retail issues.

### **Initial Phase II: Existing Conditions Analysis:**

LOA will review all available market data and make a site visit to conduct a physical analysis of the district to identify key strengths as well as barriers to retail sales. The LOA team will look at characteristics that define the business environment, including spatial conditions, safety, visibility, access and business and residential density, and anchors and destinations, key retail strips and hubs--current and emerging, including the Pitney Bowes area.

Larisa Ortiz and Patricia Voltolini will use their observations, findings from meetings and available data to identify additional information that would be useful in developing tools and an implementation plan (along the lines outlined below). They will also prepare a preliminary analysis of how the South End neighborhood might be better positioned in the marketplace, and what kinds of improvements are critical to retaining and attracting businesses.

### **Phase II: Fine-grained Retail and Market Analysis (Optional Scope Item)**

A fine-grained approach to market analysis, based on demographic data, will allow LOA to capture the dynamics and diversity that do not show through when broad-strokes data are used. Consultants would use the data to characterize "sub-districts" within the trade area. With additional support, LOA will examine strategic positioning and psychographic data. Psychographic data from ESRI Business Analyst is useful for creating a snapshot of who is living within a trade area and what their shopping habits are. LOA will couple that data with a proprietary tool called the Strategic Positioning Matrix, which plots these psychographic profiles to identify business types that are likely to be receptive to the City's efforts to create and communicate new opportunities in the market.

LOA will develop its market analysis to identify opportunities for new retail, and existing retail clusters that can be strengthened. While many market analyses simply present the supply and demand and retail gap or "leakage" in each retail category, LOA will take the City and Collective a step further to understand what the numbers really mean, and to project how many new businesses and square feet of new retail the area can support with additional development and in what retail categories.

### Phase III.

#### Retail Strategies & Action Plan (Optional Scope)

Based on the findings of the above analyses, LOA will craft specific recommendations for how the South End neighborhood should be “positioned” in the marketplace (i.e. target customer, merchandise mix, price point, etc.) and what kinds of investments and strategies are needed to retain and attract the mix of businesses that will serve community needs and contribute to the life of the neighborhood. LOA will coordinate with the Collective to develop an implementation plan that provides direction and guidance on what role the City can and should play, given its capacities and resources as well as the broader political dynamics. We will recommend areas where the City must partner with the primary actors – the property owners, leasing professionals and the existing merchants – in order to realize the retail strategy.





# WORK PLAN

## LEVEL INFRASTRUCTURE

The RFP outlines diverse concerns related to infrastructure analysis and planning, emphasizing the need for transportation problem-solving advice, thoughtful recommendations on the prioritization of infrastructure investments, and assistance to anticipate additional infrastructure feasibility work and capital planning considerations connected with identified priorities. Infrastructure design and planning are intimately connected with many of the South End opportunities the team has identified in our Project Approach including balancing and optimization of all modes of transportation and mobility, high-performing streetscape that improves walkability and incorporates green infrastructure for shade and water and air quality, sewerage and MS4 implementation, energy and climate resilience, high speed internet and other infrastructure to stimulate the growth of an innovation district.

### **Phase I: Engagement:**

Level Infrastructure will confer with the City about its infrastructure questions and goals. After reviewing all of the relevant transportation and infrastructure studies and plans, Level will lead the team's stakeholder interviews where technical expertise is needed to fully engage and interpret stakeholder interests, or to evaluate systems risks. We will interview the City's transportation engineering consultants and DOT planners, as needed, to confirm our understanding of the many transportation studies recently completed and underway. Level will review with the City Land Use Bureau specific questions concerning proposed widening of Atlantic Street and bridges, traffic analyses, connectivity to and around the Stamford Transportation Center, and the design of main corridors along Washington, Atlantic and Canal. Level will engage the key players in the Stamford 2030 planning effort to assess the progress and direction of resilience planning efforts, including evaluation of the sufficiency of the current flood control system as sea level rises over the next 50 years. The team's aim will be to identify all of the major infrastructure issues, with a particular focus on transportation, sustainability and resilience. A second wave of engagement will likely be required to discuss and develop Level's preliminary recommendations on infrastructure priorities.

### **Phase II: Existing Conditions Analysis:**

Level Infrastructure will review relevant studies and identify any critical gaps in the information needed to make sound decisions. Depending on the amount of work required, Level will outline the most efficient methodology for closing those gaps, and perform the inventory and analysis work, as Optional Scope Items.

The team will deliver a succinct analysis of infrastructure in 3 main areas, and an outline of other infrastructure considerations and opportunities. Level will advise the Collective and the City on the development of a vision for the peninsula in these 3 areas, including specific measures like the optimal placement of bikeways or water management features.

1) **TRANSPORTATION:** Level's transportation planning approach will be based on ensuring the public street right-of-way is allocated appropriately for the needs of the community and city. Street space will be re-balanced by assessing needs for private car, public bus, shared vehicles, trucks, bicycles, stormwater management, pedestrian-oriented sidewalks, and street-facing community retail establishments. Much can be done, simply and at low cost, by re-striping and rethinking spatial allocations based on the groups of people at the center of mobility design. When the goal of connecting the South End and downtown Stamford is approached with mobility strategies such as bicycle networks, pedestrian-friendly street corridors, improved bus service and enhanced street ecology, a new street character that is different from existing conditions based on priorities of decades ago, often emerges. To ensure commercial businesses and residents are well-served, impacts from trucks and service vehicles will be mitigated.

2) **WATER AND SUSTAINABILITY:** Principles of sustainable planning will be the starting point for the technical investigations for the concept plan. Level designs stormwater management systems based on ecological principles and the belief that bringing water into community fabric brings people closer to the dynamic, watery nature of coastal life. Exposing, reusing, and recycling rainwater wherever possible will reduce the load on the South End's existing stormwater infrastructure and reduce flood risk. Energy will be studied through new technologies for street lighting, and orientation of buildings to passively mitigate solar gain and harness prevailing

wind direction. If appropriate, concepts for district energy networks based on renewable energy can be studied. During emergencies and regional power outages, providing enough power for communication systems to function and basic needs to be met will reduce community risk and increases community cohesion.

3) **RESILIENCE:** The technical aspects of Level's resilience analysis will begin with understanding a wide variety of threats including, but not limited to, coastal flood risk, rain event flood risk, heat risk, winter storm risk, power outage, communication outage, and other man-made and natural events. Level looks at both the probability of such events as well as the degree of impact of the event. It is important to understand who in the community will be impacted from shocks and stresses because low- and moderate-income residents are disproportionately displaced when a shock occurs. The analysis will incorporate ways to reduce the impacts of these events, particularly to the residential community. The Collective's planning team will incorporate Level's recommendation on risk reduction and resilience building strategies such as disaster preparedness, community cohesion, and accessible information into the Community Strategies and Action Plan. We believe Level's technical and community-centered approach to resilience planning will help the City identify resilience issues and options, and appropriately prioritize infrastructure investments and other kinds of measures.

### **Phase III: Strategies and Action Plan**

Following discussion of the above analyses with the City, Collective and the Steering Committee, Level will prepare a draft Infrastructure Strategies and Action Plan that encompasses the Transportation Plan (called for in section c of the Recommendations section of the RFP).

Level will review and coordinate their findings and recommendations with the Collective design and planning teams, and explore big ideas for the future of the South End that have an infrastructure dimension. Level's transportation strategies will be incorporated into a conceptual layout of mobility modes that is incorporated into the South End concept plan.

With input from the client, steering committee and key stakeholders, Level will collaborate with the team to develop a revised Infrastructure Strategies and Action Plan that includes infrastructure consultants' recommendations on the prioritization of infrastructure investments, and areas for further study. Level will work with the City to outline capital planning considerations and next steps including approaches to funding or financing key investments.









## EXPERIENCE & QUALIFICATIONS OF THE CONSULTANT

# TEAM PROFILE

## THE COLLECTIVE FOR COMMUNITY, CULTURE & ENVIRONMENT, LLC

**Prime Consultant  
Engagement, Planning, Landscape and Urban  
Design, Communication Design  
New York, NY**

**The Collective for Community, Culture and Environment, LLC** is a women-owned and operated interdisciplinary consulting practice and network. The Collective is a partnership of accomplished professionals who joined forces to take on complex problems of community transformation, economic resilience, cultural diversity, public health, social justice, and environmental sustainability. We are collaborative problem-solvers and creators.

The Collective works with government agencies, nonprofit organizations, community groups, developers, and other design and planning practices on landscape and urban design projects, green infrastructure and resilience measures, planning, zoning, stakeholder engagement and community development efforts. We provide customized teams with the skill set and experience for each project.

Many Collective members—whether planners, designers or technicians—are recognized for their genuine interest and past accomplishments with engagement of diverse publics and contentious issues. The Collective uses meeting design and print and online communication design to cultivate interaction of groups that may not know or understand each other. The Collective has a wealth of experience creating and running participatory processes, including 197-a Plans; 197-c Rezoning Plans; Imagine New York (a regional visioning process that followed the 9/11 attacks); participatory budgeting processes; Brownfield Opportunity Areas; comprehensive climate adaptation plans and discrete sustainability planning projects; and neighborhood-driven planning for health, social services, justice, food systems, and community gardens.

The Collective has extensive experience with stakeholder engagement and community plan development for communities similar to the South End that are anticipating and undergoing rapid changes associated with development. Key reference projects include Chinatown (Manhattan), Prospect Heights / Lefferts Gardens (Brooklyn), and Mott Haven (Bronx).

The Collective engages residents to tap into their knowledge as community experts, simultaneously building local stewardship of the planning process. Our inclusive approach engages a broad spectrum of stakeholders including residents, community organizations, and businesses and builds capacity to shape decisions that impact the environment and daily life.

We are physical designers—including registered architects, landscape architects and urban designers—who have worked at a variety of scales from the building to the district and large-scale landscape infrastructures. The Collective, and its design principals, have worked on all phases of design, beginning with vision, framework, and master plans through construction. We have a particular interest in the design (or retrofit) of good community fabric and of dynamic waterside landscapes. Our designers collaborate with the strongest ecologists in the United States on the integration of ecology and ecological services in nearly everything we design. Collective principals have led “vision quest” efforts that became successful implementation plans, including Hunts Point Lifelines, and facilitated the State of Connecticut’s winning proposal in the National Disaster Resilience Competition sponsored by the U.S. Department of Housing and Urban Development.

Collective principals conduct research, interpret policy, analyze conditions and opportunities, and write articles and white papers on topics critical to our mission, values and expertise. The Collective has also conducted extensive research activities, issued a white paper, and is convening a forum on strategies that produce the greatest leverage in reducing displacement and increasing housing affordability.

Collective members are seasoned experts, with an average of 25 years of experience in our respective fields. Many of us extend our reach as professors and trainers. The Collective’s business model reinforces the project team with a deep bench of advisors providing decades of experience and involvement in different communities and sectors, in government and civic groups.

## **LEVEL INFRASTRUCTURE**

**Infrastructure Planning  
New York, NY**

**LEVEL Infrastructure** provides sustainable infrastructure planning services and resiliency strategies for transportation, energy, water, and waste management networks for cities around the world. Level works with cities to create high-quality infrastructure through technical advice on sustainable design techniques and technologies. Through its design process, Level studies financial, social and legal aspects of a wide variety of alternatives in collaboration with other members of the design, planning and client team. Level brings forward new viewpoints and looks for connections between infrastructure systems to create comprehensive, holistic design solutions. System-wide thinking creates efficiencies and simplicity which cannot be achieved when approaching problems from a single engineering or technical discipline. Great infrastructure projects emerge when we successfully foster an integrated design process. Level has long-standing partnerships with designers, including Collective principals, and with economic advisors, private sector infrastructure service providers, and universities to complement its skills.

## **PENN PRAXIS**

**Historic Preservation Strategy  
Philadelphia, PA**

**Penn Praxis** is a nonprofit research and consulting entity within the University of Pennsylvania School of Design. The mission of PennPraxis is to extend design excellence and innovation beyond the classroom and into communities by creating opportunities for students, faculty and partners to collaborate. PennPraxis pursues this mission by helping faculty take on practice opportunities that match their interests and provide real world opportunities to work with clients on design challenges. Collective principal Ellen Neises and Penn Praxis executive director Randy Mason are colleagues at the University and regular collaborators.

Randy Mason, who will head the Stamford preservation work, is a leading expert on the integration of heritage preservation, planning and design strategies. He has developed numerous strategic plans for cities focusing on key civic assets such as Fairmount Park, the Benjamin Franklin Parkway, and the Delaware Waterfront, the recommendations of which are actively being implemented by partner organizations in the city. Preservation projects include a study on the reuse of historic schools, and a survey and preservation strategy for purpose built religious buildings. In his academic work, Randy undertakes applied research projects on site management and on social, economic and political aspects of historic preservation.

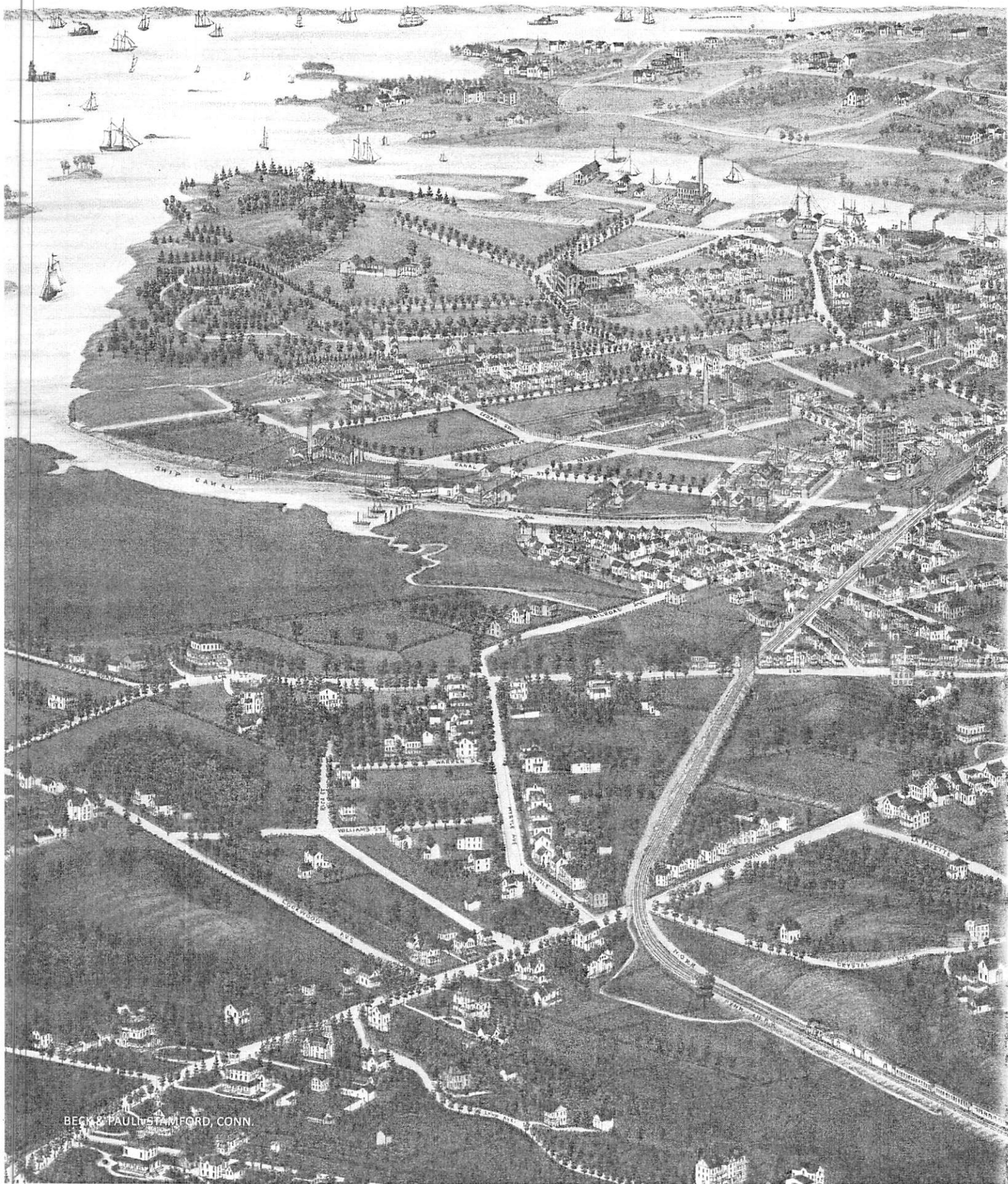
## **LARISA ORTIZ ASSOCIATES (LOA)**

**Retail Analysis & Revitalization  
New York, NY**

**Larisa Ortiz Associates (LOA)** is a nationally recognized Minority and Women-Owned firm dedicated to commercial revitalization, including market analysis, community-based planning, retail and real estate advisory services, and downtown development strategies. Larisa Ortiz Associates has advised municipalities, BIDs and developers across the nation and around the world on how to develop, manage and improve downtown and neighborhood retail environments.

LOA's philosophy is that communities reap significant rewards when they take the time to accurately understand their stakeholders and data in order to prioritize solutions that temper market realities with the interests of diverse voices within the community. LOA offers clients a deep understanding of their market potential to establish a commercial revitalization strategy informed by market realities and community consensus. This information can then be used to leverage additional support, resources and funding for revitalization efforts. LOA research director Patricia Voltolini is a member of the Collective.







# ORGANIZATIONAL CHART

CLIENT  
**CITY OF STAMFORD**

PRIME CONSULTANT  
**THE COLLECTIVE FOR COMMUNITY, CULTURE & ENVIRONMENT (CCCE), LLC**  
ELLEN NEISES, PRINCIPAL IN CHARGE, PROJECT MANAGER

## CCCE PLANNING TEAM

JOCELYNE CHAIT, PLANNING LEAD  
LESLIE BODEN, SENIOR PLANNER  
MERCEDES NARCISO, ENGAGEMENT  
JINA PORTER, ENGAGEMENT  
AMELIA AMON, ENERGY

## CCCE DESIGN TEAM

META BRUNZEMA, URBAN DESIGN  
ELLEN NEISES, LANDSCAPE ARCHITECTURE  
YELENA ZOLOTOREVSKAYA, LANDSCAPE &  
SPATIAL ANALYSIS

## SUBCONSULTANT TEAM

### LARISA ORTIZ ASSOCIATES

LARISA ORTIZ, PRINCIPAL  
PATRICIA VOLTOLINI, ASSOCIATE  
NUR ASRI, RESEARCH ASSOCIATE

### RANDY MASON/ PENN PRAXIS

RANDY MASON, PRINCIPAL  
MOLLY LESTER, PRESERVATION  
PLANNER

### LEVEL INFRASTRUCTURE

BYRON STIGGE, DIRECTOR  
APRIL SCHNEIDER, SENIOR  
ENGINEER

# KEY PERSONNEL



COLLECTIVE FOR COMMUNITY, CULTURE AND ENVIRONMENT  
collectiveforcce.com



## ELLEN NEISES

### Landscape and Urban Designer

Ellen Neises teaches landscape design at the graduate school of design at the University of Pennsylvania and works on large-scale and large-scope design and policy problems involving land, water and development. Ellen's design and research interests include climate adaptation, sustainability of high-yield production agriculture, regional and site planning strategies for industry, and community-based planning and design. As an associate partner at James Corner Field Operations from 2002 to 2011, Ellen helped build an international practice and developed designs for a wide range of project types involving development strategy, complex water dynamics, ecological reclamation, and bold physical design.

#### EDUCATION

Master of Landscape Architecture,  
University of Pennsylvania, 2002

Master of Public Policy,  
Harvard University, 1990

B.S. Carnegie Mellon University, 1988

#### PROFESSIONAL AFFILIATIONS

American Society of Landscape Architects

#### FACULTY POSITIONS

University of Pennsylvania  
Associate Adjunct Professor 2011-present

#### RELEVANT EXPERIENCE\*

**Regional Plan Association (RPA)**  
Research and Design Team for  
Fourth Regional Plan  
New York, New Jersey, Connecticut

**South Bronx Unite / South Bronx  
Community Resiliency Agenda**  
Bronx Biolab Design

**US Department of Housing and Urban  
Development (HUD)**  
**Rebuild by Design**  
Hunts Point Lifelines, Bronx, NYC

**Lehigh Valley Planning Commission**  
Slate Belt Comprehensive Plan Design  
Research  
Lehigh Valley, Pennsylvania

**NYS Energy Research & Develop. Agency**  
NY Prize Project for Hunts Point, Bronx

#### RELEVANT EXPERIENCE cont'd

**Urban Land Institute (ULI)**  
Disaster Assistance, Resilience &  
Adaptation Advisory Services Panel  
New York/New Jersey region

#### RELEVANT EXPERIENCE WITH JAMES CORNER FIELD OPERATIONS

**NYC Department of City Planning &  
Department of Parks and Recreation**  
Fresh Kills Park Planning and Design  
Staten Island, NY

**Columbia University**  
Muscota Marsh Park Design

**Toronto Waterfront Development Corp.**  
Lake Ontario Park Master Plan  
Toronto, Canada

**Atlanta Beltline Master Plan**  
Atlanta, GA

**Westport Mixed Use Development  
Master Plan and Design**  
Baltimore, MD

#### AWARDS

Hunts Point Lifelines awarded \$45million  
as a winning entry in Rebuild by Design  
competition

Recognized by the Rockefeller Foundation  
as one of 4 "Global Resiliency Innovators"  
for our comprehensive, culture-shifting,  
resilience proposal for the Bronx

#### AWARDS cont'd

##### With James Corner Field Operations:

Award for Excellence in Design from the  
City of New York for infrastructure design  
at Muscota Marsh Park

National Honour Award by the Canadian  
Society of Landscape Architects

Selected to exhibit Fresh Kills at the  
Venice Biennale (2004) and  
Groundswell at MoMA in New York (2005)

#### PUBLICATIONS

36 Ideas for Staten Island and Coastal New  
York & New Jersey, 2013

#### SPEAKING ENGAGEMENTS

Internat'l Festival of Landscape Architecture  
Canberra, Australia

Landscape Architecture Foundation Summit  
Philadelphia

Congress of the Association des  
Architectes Paysagistes du Québec,  
Montreal, Canada

Expo 2015 Symposium: Landscape,  
Agriculture, Architecture, and Urban Life  
Milan, Italy

American Society of Landscape Architects  
(ASLA) annual conference, Denver

*\*Projects based in NYC unless otherwise noted*





## JOCELYNE CHAIT

### Community Planning Consultant

Jocelyne Chait is an urban planning consultant focusing on community-based planning and sustainable development. Jocelyne has worked with local and citywide organizations and institutions, as well as public agencies, on a number of planning initiatives and research projects; she brings a holistic, integrative approach to urban development. Much of Jocelyne's work for the past twenty years has focused on planning under Section 197-a of the New York City Charter, both in terms of developing implementable plans with local communities and promoting a citywide community planning agenda. She has also provided technical assistance to community boards and local communities responding to proposed rezonings and development plans

#### EDUCATION

Master of Urban Planning  
Hunter College, NY

AA Diploma, Architectural Association  
School of Architecture  
London, UK

#### PROFESSIONAL AFFILIATIONS

Planners Network  
American Planning Association

#### FACULTY POSITIONS

Pratt Institute Programs for Sustainable  
Planning and Development  
Visiting Assistant Professor

International Honors Program  
Cities in the 21st Century  
Traveling Faculty

Hunter College  
Department of Urban Affairs and Planning  
Assistant Lecturer

Cooper Hewitt National Design Museum  
High school planning and design studio  
Visiting Instructor

#### RELEVANT EXPERIENCE\*

**Bronx Community District #7**  
Land Use and Zoning Study and  
Community Visioning Workshop

**Chinatown Working Group**  
The Plan for Chinatown & Surrounding Areas  
incl. Community Visioning Workshops  
(CCCE with Pratt Center)

#### RELEVANT EXPERIENCE cont'd

**Prospect Park E. Network & the Prospect  
Lefferts Gardens Neighborhood Association**  
Neighborhood Research and Community  
Engagement Technical Assistance Project

#### Consulting Work:

**Magnusson Architecture and Planning**  
Melrose Commons LEED for Neighborhood  
Development Certification

#### Design Trust for Public Space

Housing and Open Space Study  
Bronx Community District 3

#### Manhattan Community Board 9

Response to Columbia University's Manhat-  
tanville Campus Expansion Plan and DEIS

#### Brooklyn Community Board 7

Sunset Park Waterfront 197-a Plan

#### Brooklyn Community Board 1

Williamsburg Waterfront 197-a Plan

#### Brooklyn Community Board 1

Greenpoint 197-a Plan

#### Brooklyn CB 1 Rezoning Task Force

Response to NYC DCP Greenpoint and  
Williamsburg Rezoning DEIS

#### Brooklyn Borough Pres. Greenpoint-

**Williamsburg Waterfront Task Force**  
Response to Article X electric generating  
facility siting application

#### Municipal Art Society

Evaluation of 197-a Planning

#### Brooklyn Community Board 2

Draft Fulton Ferry 197-a Plan

#### RELEVANT EXPERIENCE cont'd

#### We Stay/Nos Quedamos, Inc.

Technical assistance in planning, community  
development and grant-writing

#### SPEAKING ENGAGEMENTS

"Democracy and Community Development."  
IACD Conference, Edinburgh, UK

"The Bronx Community Forum: Popular  
Education in an Urban Context" at Pedagogy  
of the Oppressed Conference, Omaha,  
Nebraska

#### PUBLICATIONS (selected)

"The Livable City: Community-Based  
Planning - Building on Local Knowledge"  
The Municipal Art Society of New York, Fall  
2002. (Editor)

"Achieving a Balance: Housing and Open  
Space in Bronx Community District 3"  
(with Margaret Seip and Petr Stand).  
Design Trust for Public Space, 2000.

"Are We Prepared to Participate?" (with  
Margaret Seip) Places, Volume 12, No.2,  
Winter 1999.

"The State of 197-a Planning in NYC." The  
Municipal Art Society of New York, Fall 1998.

"What's missing from Community Planning?"  
Planners Network, November 1996.

"Unraveling the Myth: Co-op Conversion in  
New York City, 1987 to 1990." Community  
Training and Resource Center, 1993.

*\*Projects based in NYC unless otherwise noted*

# KEY PERSONNEL



COLLECTIVE FOR COMMUNITY, CULTURE AND ENVIRONMENT  
collectiveforcece.com



## LESLIE F. BODEN

### Community Planning Consultant

Leslie provides planning, program, and policy strategies and services to cultivate engaged, healthy, and equitable communities and sustainable food systems. In work with not-for-profit organizations, associations, and government agencies, Leslie has developed community health, community development, food, and primary health care programs, from research and concept development through fundraising and implementation, and has influenced policies and interagency strategy. She has designed and led community and strategic planning efforts, and provides creative leadership in designing strategies and programs that reflect organization and community priorities. She has created strategic publications, training curricula, and capacity-building and educational tools

#### EDUCATION

M.S. Urban Planning, Columbia University  
B.A. University of Massachusetts/ Amherst

#### PROFESSIONAL AFFILIATIONS

Public Health Association of NYC  
American Public Health Association  
American Planning Association  
Concrete Safaris

#### TEACHING

Lehman College, CUNY, NY  
MPH program

#### RELEVANT EXPERIENCE\*

##### Selected Clients:

**NYC Economic Development Corporation**  
Coney Island Culinary Development Study

**Local Initiatives Support Corporation (LISC)**  
Choice Neighborhoods Initiative, Mott Haven Community Visioning Workshops: Engagement and participatory planning  
Health Action Planning: Community-based participatory health planning, outreach, engagement and research

##### **NYC Dept of Health & Mental Hygiene/ Fund for Public Health**

Strategic planning, District Public Health Office leadership  
Population/Community Health Research and Program Development  
Fundraising: Secured more than \$50 million federal and other funding for citywide initiatives  
Curriculum Creation: Public Health Detailing

#### RELEVANT EXPERIENCE cont'd

##### **STRIVE**

Secured \$10 million for national workforce development initiatives  
Technical assistance to national non-profit affiliate network

##### **Center For Active Design**

Built Environment and Health  
Development and Fundraising

##### **City Harvest**

Healthy Neighborhood Initiative Program  
Advisory Forums: outreach & engagement

##### **Bon Secours Health System Healthy Communities**

Local food system planning and program development including community food assessment, youth-run produce market

##### **NYC Department of Parks & Recreation/ GreenThumb**

Policy and strategic consulting on school garden expansion, tool creation (comprehensive resource guide)

##### **Food Systems Network NYC**

Directed FoodAction NYC  
Community-based food planning tool creation, community engagement

##### **Community Health Care Assn. of NYS**

Authored report documenting history, impact, and policies related to NYS community health centers

##### **Additional strategic planning**

Montefiore School Health Program;  
NYS Coalition for School Health Centers

#### RELEVANT EXPERIENCE cont'd

##### **Free to Grow: Head Start Partnerships to Promote Substance-Free Communities**

Co-authored implementation manual for national program model replication

##### **Institute for Urban Family Health**

Primary care facility development in conjunction with affordable housing  
Community and multi-sector engagement  
Curriculum development.

##### **Office of the Bronx Borough President**

Bronx Center comprehensive plan  
Primary health care site development  
Former Morrisania Hospital redevelopment  
Managed task force of hospital executives  
Liaison for borough-wide, city-wide, and national initiatives, including primary care development, landfill/environmental health, Latino health and women's issues

##### **Columbia University/Roche-Meister Associates**

Ft. Greene/Clinton Hill/Wallabout Health & Human Services Planning Study

#### SPEAKING ENGAGEMENTS

Baum Forum conference on Schools, Food and Community

Riverdale Nature Preservancy

Hunter College Urban Planning

*\*Projects based in NYC unless otherwise noted*



## MERCEDES NARCISO, R.A. Urban Planning Consultant

Mercedes Narciso is an urban planner and registered architect with over 20 years of experience in New York City. With extensive experience in community planning, Mercedes has assisted numerous local organizations in the coordination and preparation of community-based plans, analysis of rezoning actions and other environmental review processes, working closely with local stakeholders, institutions, city agencies and elected officials. She served as a Co-project Manager for the **Plan for Chinatown and Surrounding Areas**, developed by the Collective in partnership with Pratt Center for the Chinatown Working Group

### EDUCATION

Master of City and Regional Planning  
Pratt Institute, Brooklyn, NY

Master of Architecture  
Pratt Institute, Brooklyn, NY

Architecture Degree, Universidad Simon  
Bolívar, Venezuela

### REGISTRATIONS

Registered Architect, New York State

### PROFESSIONAL AFFILIATIONS

United Puerto Rican Organization of  
Sunset Park (UPROSE):  
Board Member

### FACULTY POSITIONS

Pratt Institute - Adjunct Associate Professor  
Graduate Center for Planning and the  
Environment

Pratt Institute - Diversity Committee  
School of Architecture Representative

Pratt Institute - Programs for Planning and  
Sustainable Development  
Diversity Initiatives Group, Co-chair

### RELEVANT EXPERIENCE\*

#### Collective for Community, Culture and Environment:

Bronx Community District #7  
Land Use and Zoning Study &  
Community Visioning Workshop

### RELEVANT EXPERIENCE cont'd

**Prospect Park E. Network & the Prospect  
Lefferts Gardens Neighborhood Association**  
Neighborhood Research and Community  
Engagement Technical Assistance Project

**Chinatown Working Group**  
Preserving Affordability and Authenticity:  
A Plan for Chinatown & Surrounding Areas

**GOLES Inc. (Good Old Lower East Side)**  
Architectural renovation of offices and  
public gathering spaces

#### Pratt Center for Community Development (Urban Planner):

Community Board 9 Manhattan 197-a Plan

Columbia University's Special Mixed Use  
District Rezoning ULURP

Manufacturing Land Use and Zoning  
Initiative Report

The Jamaica Plan ULURP

Community Board 3 Brooklyn 197-a Plan /  
Bedford Stuyvesant South Rezoning

Greenpoint, Brooklyn 197-a Plan

GOLES Community Assessment & Education  
Initiative

NYCHA Dwelling Design & Family Composi-  
tion Study

Mutual Housing Association of New York,  
Scattered-site Low-income Co-op rehab

### RELEVANT EXPERIENCE cont'd

#### Consulting Work cont'd

**Pratt Center for Community Development**  
El Puente, Campus renovation

**ABC No Rio**  
Building renovation

**Manhattan Community Board 9**  
West Harlem Rezoning

**Broadway Triangle Community Coalition**  
Broadway Triangle Rezoning

**Two Bridges Neighborhood Council**  
Land Use proposals review for Chinatown  
and Lower East Side

### SPEAKING ENGAGEMENTS

Association of Collegiate Schools of  
Planning Conference, Panel, 2014

Municipal Art Society  
Livable Neighborhoods Program  
Community Planning Panel, 2008-2012

*\*Projects based in NYC unless otherwise noted*



# KEY PERSONNEL



COLLECTIVE FOR COMMUNITY, CULTURE AND ENVIRONMENT  
collectiveforcece.com



## JINA MELYN PORTER

### Planning Consultant and American Sign Language Interpreter

Jina is a planning consultant who has worked with urban and rural municipalities, community groups and non-profits and has facilitated multiple community engagement and visioning sessions. Her expertise in planning for disasters builds upon her thesis research on rural communities' ability to mitigate the effects of natural disasters. Jina continues to work with the town of Woodbury Connecticut in an ongoing capacity to increase their resilience in the face of changing climate, disaster and emergency scenarios. Jina has been an advocate for disability rights for over 20 years and is a nationally certified American Sign Language – English interpreter with more than 15 years of experience

#### EDUCATION

M.S. City and Regional Planning, Pratt Institute

B.S. American Sign Language – English Interpreting and Theater, Northeastern University

#### REGISTRATIONS

Nationally Certified ASL Interpreter, CI/CT

#### PROFESSIONAL AFFILIATIONS

American Planning Association  
Planners Network  
National Association of the Deaf  
Registry of Interpreters for the Deaf

#### RELEVANT EXPERIENCE\*

Town of Woodbury, CERT  
Workshop on Working with Deaf and Hard of Hearing Individuals  
Woodbury, Connecticut

#### RELEVANT EXPERIENCE cont'd

##### Coalition for Community Advancement

East New York Neighborhood Re-zoning  
Community Plan

**Prospect Park E. Network & the Prospect Lefferts Gardens Neighborhood Association**  
Neighborhood Research and Community Engagement Technical Assistance Project

##### Town of Woodbury, CT

**Emergency Management Department**  
Disaster/Emergency Resilience Plan  
Woodbury, Connecticut

**Gowanus, Warren Street, Atlantic Terminal Houses and Wyckoff Gardens, Brooklyn**

Investing in Public Housing, Visioning

##### Manhattan Valley

Community Engagement and Visioning

*\*Projects based in NYC unless otherwise noted*



## AMELIA AMON

### Solar Designer & Energy Consultant

Amelia Amon is a solar designer with an aesthetic approach to integrating sustainable energy into our built environment. Her design studio, Alt. Technica, specializes in solar products and installations, including sculptural and architectural elements such as solar trackers, fountains, awnings, and dark-sky compliant solar LED lights. Products include battery chargers, user-friendly energy system components, solar freezer carts, and a solar Theremin. Solar interpretive exhibits are featured in numerous science museums and environmental centers. Policy work includes renewable energy advocacy and developing alternative energy resources for rural women in India

#### EDUCATION

Bachelor of Science, Industrial Design  
University of Bridgeport

#### PROFESSIONAL AFFILIATIONS

Northeast Sustainable Energy Association  
Industrial Designers Society of America

#### FACULTY POSITIONS

Pratt Institute Industrial Design  
Faculty

University of Bridgeport  
Industrial Design  
Lecturer & Guest Critic

Parsons School of Design  
Lecturer & Guest Critic

University of Michigan  
Penny Stamps Lecture

#### RELEVANT EXPERIENCE\*

##### Lower East Side Ecology Center

Recycling and adaptation of Solspherica solar tracker into an urban solar device charger at East River Park, NY

##### Solar One Solutions

Solar streetlights, based on super-efficient photovoltaic cells, a specialized lighting controller, and advanced technology LED fixtures

##### Fulcrum Solar

Mobile photovoltaic generator, grid connected and battery storage versions, emergency applications

#### RELEVANT EXPERIENCE cont'd

##### Sustainable Development Fund

Interactive exhibits & interpretive graphics for public buildings, environmental centers, & schools, in the Philadelphia area, with a stakeholder charrette

##### NY SunWorks

Comparison graphic of watts produced by solar trackers, wind turbines, & bio-diesel used by the educational hydroponic greenhouse on the Science Barge

##### New York State Energy Research and Development Authority (NYSERDA)

Controller for outdoor landscape & off-grid applications

##### International Brotherhood of Electrical Workers (IBEW Local 269)

10kW array of 6 photovoltaic trackers, sculptural bridge, LED lighting, & landscaping, Trenton, NJ

##### Liberty Science Center, NJ: Solspherica, with Wendy Brawer

1 kW solar interactive exhibit with tracker, compass floor, and Theremin

##### Cooper-Hewitt, National Design Museum of the Smithsonian Institution

Solar Fountain with integrated curved PV panels, sculpted basin, LED lights

##### Ben & Jerry's

Solar Vendor Carts with lightweight PV modules, vacuum insulation & DC refrigeration system

##### William McDonough Architects

Collaborative projects

#### AWARDS

Distinguished Alumni, University of Bridgeport, 2015

Distinguished Service, Northeast Sustainability Association 2014

Innovative Product Award, LightFair 2005

SolarScapes Design Competition winner with Wendy Brawer

#### SPEAKING ENGAGEMENTS

Building Energy NYC (NESEA) Conference Co-Chair, October 2014

Building Energy (NESEA): "the Buckminster Fuller Challenge" 2015, "Sensing Resiliency" 2013, "Evolving Beauty" 2012, "Animist Design" 2011, "Beautility: revitalizing no-place" 2010, "Cosmos of Beauty" 2009, "Energy Enlivens" 2008, "Aesthetics of Energy" 2007, "Sustainable Delight" 2006, "Vivaria: vessels for life" 2005, "Questions of Qualia: Energy & Aesthetics" 2004

American Solar Energy Society, "Lightening Solar: the Emphemeralization of Energy Production," 2009, "Aesthetics: Ignore at our Peril" 2003

#### PUBLICATIONS

"Women in Green: Voices of Sustainable Design", Kira Gould & Lance Hosey, Ecotone Publishing, 2007

Chapter in "Re-visioning Design & Technology: A Feminist Perspective," Rutgers Press, NJ 1999

*\*Projects based in NYC unless otherwise noted*

# KEY PERSONNEL



COLLECTIVE FOR COMMUNITY, CULTURE AND ENVIRONMENT  
collectiveforcce.com



## META BRUNZEMA, R.A. LEED AP Architect & Urban Designer

Meta is an architect and urban designer with 25 years of experience in designing innovative urban environments. Her work includes large-scale re-zonings, waterfront developments, urban parks, promenades and green infrastructure - as well as acupunctural public spaces. Her poetic and carefully crafted designs are engaging, provocative and culturally transformative at multiple scales. Going beyond mere "problem solving", she observes, listens and works with clients to imaginatively transform the abundance of urban assets into exciting new structures and narratives. Her architectural work focuses on socially progressive and climate-neutral design

### EDUCATION

Master of Architecture  
Columbia University, GSAPP

Bachelor of Environmental Design Science  
Dalhousie University, Canada

### REGISTRATIONS

Registered Architect, New York State

### PROFESSIONAL AFFILIATIONS

Fellow, Institute for Urban Design

Architecture OMI; OMI International Arts  
Center, Hudson, NY

Friends of Hudson River Park. Founder's  
Committee

LEED AP Certification

### FACULTY POSITIONS

Pratt Institute, School of Architecture  
Graduate Architecture & Urban Design  
Program - Adjunct Associate Professor

Pratt Institute, School of Architecture  
Coordinator, Grad. Urban Design Program  
(9 years)

### RELEVANT EXPERIENCE\*

**Collective for Community, Culture and  
Environment**

**Prospect Park E. Network & the Prospect  
Lefferts Gardens Neighborhood Association**  
Neighborhood Research and Community  
Engagement Technical Assistance Project

### RELEVANT EXPERIENCE cont'd

#### Chinatown Working Group

Urban Design and Zoning for "Preserving  
Affordability and Authenticity: A Plan for  
Chinatown & Surrounding Areas"

#### GOLES Inc. (Good Old Lower East Side)

Renovation of offices and public spaces

#### Meta Brunzema Architect P.C.:

Selected projects:

#### HKHY Alliance & HKNA

The HKNA Plan. Hudson Yards EIS Zoning  
Alternative (59 blocks) - urban design and  
comprehensive zoning plan - including  
real-estate development, transportation,  
community facilities and public open  
spaces.

#### The Durst Organization

Western Rail Yard Plan - 8.5 mil. SF of mixed-  
use development including housing, office,  
retail, hotels, parks and convention center.

#### Harlem CDC-Empire State Develop't Corp.

La Marqueta Mile, Park Ave. (110th -132nd):  
Urban design for park promenade & markets  
under a 22-block elevated MTA rail viaduct.

#### Metropolitan Art & Antiques

Hell's Kitchen Flea Market - urban design for  
public market in Midtown Manhattan.

#### Harlem Congregations for Community Improvement, Inc.:

155th St. Viaduct, Bradhurst.  
Urban Design under Viaduct; Plaza Design &  
Solar Lighting

### RELEVANT EXPERIENCE cont'd

#### Lower East Side Ecology Center

East River Park Wetland and Green  
Infrastructure design

#### River Pool at Beacon, Inc.:

River Pool Flow-through Swimming Pool.  
Beacon, NY. Design and USACE & DEC  
Permitting

### COMPETITION JURY MEMBER

AIA-ENYA International Architecture &  
Urban Design Competition: The Harlem  
Edge-Cultivating Connections

Building Brooklyn Architecture Awards

### SPEAKING ENGAGEMENTS

Asian Americans for Equality Community  
Conference, NYC: "La Marqueta Mile"

Wittenberg, Germany. IBA Stadtumbau  
Conference. "The Future of Sustainable  
Urban Design"

Istanbul, Turkey. ULI Turkey. Urban Regen-  
eration & Real Estate Investments.  
"Recent Work"

### PUBLICATIONS

Book Chapter: "La Marqueta Mile, Harlem"  
in Feminist Practices: Interdisciplinary  
Approaches to Women in Architecture.  
Brown, Lori. Ed. Ashgate Ltd. London

Co-contributor: Design Trust for Public  
Space; "Hell's Kitchen South Developing  
Strategies"

*\*Projects based in NYC unless otherwise noted*





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collectiveforce.com



## YELENA ZOŁOTOREVSKAYA

### Landscape Architecture Designer & Spatial Analyst

Yelena provides landscape architecture and spatial analytics, as well as graphical design capacity. Her interests include social impact design and the social and economic landscape of cities. Prior to Range she worked as a Project Designer at James Corner Field Operations on large scale urban projects. Notable projects included the Presidio Parklands in San Francisco and Nicollet Mall in Minneapolis. Yelena has also worked on the Penn/Olin team on the Rebuild by Design Competition, working on a strategy of flood defense infrastructure and public amenity for the Hunts Point community in the South Bronx. She has additionally worked for the Municipal Art Society on issues surrounding privately owned public spaces, and Skidmore, Owings & Merrill on Bay Area regional planning issues.

#### EDUCATION

Master of Landscape Architecture,  
University of Pennsylvania

Master of City Planning,  
University of Pennsylvania

B.A. Urban Studies,  
Eugene Lang College, New School  
University

#### SKILLS

Adobe Photoshop, Illustrator, InDesign  
ArcGIS  
Rhino 3D  
AutoCad  
Google SketchUp  
Digital and hand rendering  
Site photography and documentation  
Fieldwork and interview experience  
Census data analysis  
Web Design (Wordpress, HTML/CSS)

#### AWARDS

ASLA Honor Award  
University of Pennsylvania 2014

Narendra Junja Medal  
University of Pennsylvania 2014-013

Schenk Woodman Interdisciplinary design  
competition- 1ST PLACE

New School University:  
2004 LaGuardia Presidential Scholar

#### RELEVANT EXPERIENCE WITH JAMES CORNER FIELD OPERATIONS

Nicollet Mall Redesign,  
Minneapolis, MN

Presidio Parklands Tunnel Tops Park,  
San Francisco, CA0

#### RELEVANT EXPERIENCE cont'd

Port Morris Coastal Park and  
Infrastructure Project,  
South Bronx, NY

US Department of Housing and Urban  
Development (HUD)  
Rebuild by Design Hunts Point Lifelines,  
Bronx, NYC

APOPS (Advocates for Publicly Owned  
Private Spaces), Municipal Art Society  
New York, NY

# KEY PERSONNEL



## ***Byron Stigge, PE***

### **Background:**

As a global thought leader for urban development, infrastructure planning, sustainability, and resilience, Byron has a passion for understanding how cities function and the impact development and infrastructure can have on everyday lives. He studies and practices innovative methods of delivering economic development, transportation, energy and climate change planning, and water management through an integrated design process. He founded LEVEL to be a specialist consulting firm that provides planning and technical advice for development projects with grand aspirations to address economic justice, climate change, resilience, and environmental protection in cities around the world.

### **Employment:**

- |              |  |
|--------------|--|
| 2012-Current | <i>LEVEL Agency for Infrastructure. Director</i><br>Byron is the founder and owner of LEVEL and leads the practice. He engages on every active project in the office and provides leadership, technical expertise and quality review. He guides the business to provide excellence in all aspects of professional consulting services. |
| 2009-2012    | <i>Buro Happold. Associate Principal</i><br>As an Associate Principal Byron lead the Infrastructure Development Group in New York office of Buro Happold. He worked on large scale planning and development projects around the world. He was responsible for expanding the international profile of the practice during these years.  |
| 2007-2009    | <i>Buro Happold. Associate</i><br>Byron led the Sustainability Consulting Group for the New York office of Buro Happold and managed a team of 15 people. The group provided sustainable master planning, LEED consulting, energy modelling, environmental design, and sustainability consulting.                                       |
| 2004-2007    | <i>Buro Happold. Senior Engineer</i><br>Byron founded the Sustainability Consulting Group for the New York office of Buro Happold as a Senior Engineer while working on energy-efficient mechanical engineering projects for LEED projects.  |
| 2001-2004    | <i>Buro Happold. Engineer</i><br>After three consecutive summer internships from 1998 to 2000, Byron joined the New York office of Buro Happold as an Engineer. During these years he worked in the New York, London and Bath offices on green building projects as a mechanical and environmental engineer.                           |

### **Education:**

- |           |  |
|-----------|--|
| 2004-2005 | <i>Harvard University Graduate School of Design</i><br>Master of Design Studies in Environmental Planning                          |
| 1999-2001 | <i>Massachusetts Institute of Technology School of Architecture and Planning</i><br>Master of Science in Building Technology       |
| 1995-1999 | <i>Washington University in St. Louis School of Engineering</i><br>Bachelor of Science in Civil Engineering, Minor in Architecture |

### **Industry Positions:**

- |              |  |
|--------------|--|
| 2009-Current | <i>Urban Design Forum; Board Member and Treasurer</i>                              |
| 2011-Current | <i>Urban Land Institute; Full Member and ULI Global NEXT</i>                       |
| 2014-2015    | <i>American Planning Association International Division; Secretary / Treasurer</i> |

### **Teaching:**

- |              |   |
|--------------|---|
| 2015-Current | <i>Columbia University; Integrated Design of Urban Systems. Affiliate Professor</i>     |
| 2006-2013    | <i>Washington University in St. Louis; Sustainable Design in Architecture. Lecturer</i> |
| 2008,2010    | <i>Harvard University Graduate School of Design; Studio Critic</i>                      |
| 2003-2005    | <i>Yale University School of Architecture; Systems Integration. Lecturer</i>            |



## ***April Schneider, PE, LEED AP ND***

### **Background:**

April is a Senior Engineer at LEVEL. With a unique background that includes technical training in civil engineering and lateral problem-solving in urban planning degree and development, April approaches projects with a technically grounded, human-centered perspective. Her extended international work experience allows her to provide a global perspective within local contexts. April focuses on sustainable, resilient infrastructure through closed-loop design and cross-sector innovation, bringing an analytic approach to a variety of sustainable development projects around the world.

### **Employment:**

- |              |  |
|--------------|--|
| 2014-Current | <i>LEVEL Agency for Infrastructure. Senior Engineer</i><br>April supports technical analysis aspects of urban development projects at LEVEL. She focuses on research and design of new technologies and implementation strategies for global best practice infrastructure design. She specializes in sustainable urban growth planning, resilience, flood protection design, risk assessments, and hazard mitigation planning. |
| 2012-2013    | <i>Konkuey Design Initiative. Development Specialist</i><br>While living in Nairobi, supported the creation of productive public spaces that provide sanitation blocks, waste management facilities, flood mitigation, and community gathering spaces.   |
| 2007-2012    | <i>Donohue &amp; Associates. Civil Engineer</i><br>Working as an engineer on public and private projects related to drinking water supply, wastewater treatment, and stormwater drainage.  |

### **Education:**

- |           |  |
|-----------|--|
| 2011-2013 | <i>University of Illinois at Chicago</i><br>Master of Urban Planning and Policy in International Development |
| 2002-2007 | <i>University of Wisconsin at Madison</i><br>Bachelor of Science in Civil and Environmental Engineering      |

### **Industry Involvement:**

- |              |  |
|--------------|--|
| 2015-Current | <i>International Water Association: Member</i> |
| 2015-Current | <i>Water Environment Federation: Member</i>    |

### **Accreditations:**

- |      |   |
|------|---|
| 2016 | <i>Professional Engineer: Environmental and Water Resources</i> |
| 2014 | <i>LEED-AP: Neighborhood Development</i>                        |

### **Teaching:**

- |         |  |
|---------|--|
| 2016-17 | <i>Columbia University GSAAP, Integrated Design: Urban Systems. Critic</i> |
|---------|--|

### **Awards:**

- |      |   |
|------|---|
| 2013 | <i>AECOM UrbanSOS Design Competition: Unslumming Kibera</i> |
| 2007 | <i>Metcalf &amp; Eddy Design Competition</i>                |



# KEY PERSONNEL



## RANDALL F. MASON

School of Design, University of Pennsylvania  
115 Meyerson Hall, 210 South 34<sup>th</sup> Street, Philadelphia, PA 19104  
tel +1.215.898.3169 email [rfmason@design.upenn.edu](mailto:rfmason@design.upenn.edu)

### CURRENT POSITION

---

**PennPraxis, University of Pennsylvania, School of Design (2014-present)**  
Executive Director

**University of Pennsylvania, School of Design (2004-present)**  
Associate Professor of City & Regional Planning (w/ tenure)  
Chair, Graduate Program in Historic Preservation  
Graduate Groups in History, Urban Planning, and Architecture

### PREVIOUS POSITIONS

---

**University of Maryland, School of Architecture, Planning, and Preservation (2000-2003)**  
Assistant Professor of Historic Preservation and Architecture  
Director, Graduate Program in Historic Preservation

**Getty Conservation Institute, (1998-2000)**  
Senior Project Specialist

### EDUCATION

---

Columbia University, New York, NY.  
*Ph.D., urban planning (1999); M.Phil. (1996)*

The Pennsylvania State University, University Park, PA.  
*M.S. in geography (1990)*

Bucknell University, Lewisburg, PA.  
*B.A. in geography (1986)*

## SELECTED PROFESSIONAL PROJECTS

---

Civic Assets Research Initiative (Philadelphia)  
William Penn Foundation, Philadelphia (2015-16)

Public Reservations of Washington/Civil War Defenses of Washington  
Cultural Landscape Inventories (multiple sites)  
National Capital Region, National Park Service (2012-16)

The Vulnerability and Resilience of Historic Sacred Places in Philadelphia  
(anonymous foundation), Philadelphia (2015-16)

Rwandan National Genocide Memorials: Conservation training and planning (Kigali)  
Rwandan Government/Big Future Group (2015-)

North Brother Island Conservation and Access Study (New York)  
J.M. Kaplan Fund, New York (2015-16)

Ntarama Memorial Conservation Plan (Rwanda)  
Aegis Trust/Sharon Davis Design (2014-)

Famagusta Urban Conservation Study (Turkish Republic of Northern Cyprus)  
World Monuments Fund (2012-13)

Preservation Plan for Philadelphia  
Preservation Alliance of Greater Philadelphia (2008-09)

## INDIVIDUAL AWARDS AND GRANTS

---

National Endowment for the Arts Rome Prize, American Academy in Rome (2012-2013)

Honorary Doctorate, Honoris Causa, Gothenburg University, Sweden (2012)

Penn Fellow, University of Pennsylvania (for leadership development of mid-career faculty)  
(2010-2012)

Antoinette Forrester Downing Award, Society of Architectural Historians (2011) [for Once and Future New York]

Victorian Society of America/New York Chapter, Historic Preservation Book Award (2010) [for Once and Future New York]

Lewis Mumford Prize, Honorable Mention, Society of American City & Regional Planning  
History (2009) [for Once and Future New York]

# KEY PERSONNEL



## MARGARET "MOLLY" LESTER

Molly8Lester@gmail.com • MollyLester.weebly.com • ph: 610.513.5320 • 413 South 9<sup>th</sup> Street, Apt. A Philadelphia, PA 19147

**Professional Experience**      **Independent Architectural Historian/Preservation Planner**      2014—Present  
*Current and Recent Clients include:*

- PennPraxis/University of Pennsylvania**, Philadelphia, Pennsylvania
  - *Researcher, Indianapolis Museum of Art Master Plan Project (PennPraxis)*. Analyze the site challenges and programmatic opportunities for five historic properties within a 100-acre campus to inform the creation of a master plan for the IMA's buildings and landscape.
  - *Primary Researcher, Pennovation Historical Interpretation Project (PennPraxis)*. Research the development history of a 23-acre formerly industrial campus. Co-create an interpretive framework to present the site's history to community members, stakeholders, and tenants of the campus.
  - *Research Associate (University of Pennsylvania)*. On behalf of the National Park Service, oversee the landscape survey of historic park sites in Washington, DC, documenting the historic development and current conditions of the site. Responsible for project management, budget, schedule, and work product under a faculty supervisor and National Park Service representatives. Coordinate research by work-study students.
  - *Associate Project Manager, Religious Properties Project (PennPraxis)*. Co-conducted a field survey of the conditions and integrity of every historic religious property in Philadelphia. Coordinated the fieldwork, data management, and visual analysis of over 830 sites.
  - *Editorial Assistant, Change Over Time Journal (University of Pennsylvania)*. Copy-edited and formatted all articles for four issues of the University of Pennsylvania's historic preservation journal.

### **History Matters**, Washington, DC

*Architectural Historian, East Baltimore Project*: Served as lead historian on the documentation of twelve historic properties in East Baltimore, including commercial, educational, religious, and industrial cultural resources.

**Partners for Sacred Places**, Philadelphia, Pennsylvania      2014—2015

*Program Director, Strategic Investment in Sacred Places (SiSP)*

Oversaw and implemented SiSP, a national training and consulting program for congregations with historic buildings. Coordinated Partners staff and consultants to manage project outcomes, deliverables, and budgets.

**Heritage Consulting Group**, Philadelphia, Pennsylvania      2012—2014

*Junior Associate*

Researched, wrote, and coordinated all phases (Parts I-III) of applications for the Federal Historic Rehabilitation Tax Incentive Program. Provided design review and consultation to clients. Worked closely with state and federal officials to ensure timely review and favorable outcomes for clients.

**Partners for Sacred Places**, Philadelphia, Pennsylvania      2006—2010

*Grants and Program Director for the Philadelphia Regional Fund*

2008—2010

Oversaw all Philadelphia regional programs. Administered over \$2.2 million in capital grants. Organized a quarterly training program in best preservation practices, attended by over 50 congregations. Established and facilitated collaborative initiatives for over 20 congregations and community organizations. Advocated for the inclusion of historic sacred places in city, state and federal preservation policy.

**Publications**      **Hidden City Daily**, Philadelphia, Pennsylvania      2013—Present  
*Contributor*

Research and write recurring articles on topics related to urbanism, architecture, and history in Philadelphia.

**The Oculus, Volume 6.2**, Charlottesville, Virginia      2007

*Author, "Cathedral of Modernity: The Reconciliation of Art and Industry at Paris' Gare de l'Est"*

Selected from over 50 submissions for publication in the University of Virginia's undergraduate research journal.

**Education**      **University of Pennsylvania, School of Design**, Philadelphia, Pennsylvania      May 2012

Master of Science, Historic Preservation; Preservation Planning concentration

*Thesis*: "Specialization and Significance: An Assessment of the Career and Works of Minerva Parker Nichols"

**University of Virginia, School of Architecture**, Charlottesville, Virginia      May 2008

Bachelor of Architectural History with Honors; Minor in Architecture

*Thesis*: "This Memorable and Decisive Event: Memory and Modernity at Philadelphia's Centennial Exhibition"

**Cours de Civilisation Française de la Sorbonne**, Paris, France      Spring 2007

Studied Parisian architecture and French language and culture during a semester abroad.



## Larisa Ortiz Principal



### Education

2003: Massachusetts Institute of Technology, Master in City Planning Concentration in Real Estate Development

1997: Wesleyan University, Bachelor of Arts with Honors, College of Social Studies

2009: International Council of Shopping Centers, Leasing for Non-Leasing Professionals

2008: John T. Riordan School of Professional Development, International Council of Shopping Centers, Leasing Institute

### Awards

2015 Robert Ponte Award – American Planning Association New York Metro Chapter

### Contact

78-27 37<sup>th</sup> Avenue, Suite 1  
Jackson Heights, NY 11372  
lortiz@larisaortizassociates.com  
718-205-5116

Larisa Ortiz is an award-winning nationally recognized consultant, speaker, instructor and author in the field of community and economic development. Since founding LOA in 2008, Larisa has worked with over 90 communities both nationally and internationally devising market-based strategies for community improvements.

Larisa is the author of "Improving Tenant Mix: A Guide for Commercial District Management Professionals" published by ICSC, and has authored numerous articles on commercial district management and small business support. The Commercial District Advisor, a quarterly e-newsletter that provides practical guidance to commercial district practitioners is distributed to over 3,000 professionals worldwide.

Larisa teaches "Downtown Economic Development" at Pratt Institute in Brooklyn, NY and is a frequent speaker for a variety of national trade associations, including the International Council of Shopping Centers (ICSC), the International Downtown Association (IDA) and the International Council of Economic Development (IEDC), where she teaches courses on retail retention and recruitment and commercial revitalization.

Larisa's recent professional accomplishments include the design and execution of the Business District Leadership Program, a training program run by LISC Chicago in partnership with the City of Chicago. She also helped lead the formation of the first Business Improvement District in Central America (San Salvador, El Salvador).

Prior to forming Larisa Ortiz Associates in 2008, Larisa served as founding Director of the Commercial Markets Advisory Service (CMAS), the in-house technical assistance program for the Local Initiative Support Corporation (LISC), where she was charged with developing and executing technical assistance, training and capacity building programs in commercial revitalization for LISC's network of offices and community partners around the country.

### Leadership

- Commissioner, New York City Planning Commission
- Board Member, International Downtown Association (IDA)
- Eastern Division Co-Chair, P3 Retail Program International Council of Shopping Centers (ICSC)
- Board Member, Business Center for New Americans (BCNA)

### Professional Experience

- Nov 2008 – Present: Larisa Ortiz Associates, Principal
- 2010 – 2011: NYC Department of Small Business Services, Senior Director of Retail Attraction
- 2007 – 2008: Local Initiative Support Corporation, Program Director, Commercial Markets Advisory Service and LISC MetroEdge
- 2006 – 2007: NYC Economic Development Corporation, Senior Project Manager
- 2003 – 2005: Jonathan Rose Companies, Real Estate Development Project Manager
- 2002: The Boston Redevelopment Authority (BRA), Land Disposition Division, Summer Associate
- 2000 – 2001: San Salvador Municipal Planning Agency, Fulbright Scholar, Consultant

### Select Publications

- 2014: Improving Tenant Mix: A Guide for Commercial District Management Professionals.
- 2013: "Roadmap for Equitable Economic Development." Association for Neighborhood & Housing Development.
- 2002: "Developing Affordable Space for Artists." Boston, MA: Leveraging Investments in Creativity.
- 2002: "The Politics of Building Rehab: Exploring the Barriers to Smart Growth Policy." Written for publication by the Rappaport Institute of Greater Boston.
- 2000: Real Estate, Redevelopment & Reuse: An Economic Development Practitioner's Guide. Washington, D.C.: Council for Urban Economic Development.

# KEY PERSONNEL

## Patricia Voltolini Project Manager



### Education

2004: Universidade Federal do Rio Grande do Sul, Bachelor in Architecture

2006: State University of New York, Master of Science in Landscape Architecture

2014: Rutgers, The State University of New Jersey, Doctor of Philosophy in Planning and Public Policy

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Patricia is an urban planner with expertise in land-use planning, commercial and neighborhood revitalization. Her award-winning research at Rutgers University examined the commercial transformation of Fourteenth Street, New York, from a bargain mecca into a lifestyle destination and the role of retail development in the city's new economy. Additional research areas included street vending, immigrant entrepreneurship and public space use.

Patricia's background includes over 8 years of research, academic teaching, and professional practice in planning and policy, architecture, urban design, and landscape architecture in small private firms and not-for profit organizations in the US and abroad. Her award-winning architecture and urban design work focused on engaging low-income groups in Brazil to develop sustainable community development plans. Her urban planning and policy work in the US has focused on promoting equitable development through research and/or community engagement. These have included collaborations with street vendor groups in Brooklyn to develop advocacy strategies, and assistance to various NYC organizations for zoning and planning actions in the Lower East Side, Manhattanville and northeast Queens.

### Professional Experience

- 2015 - Present: LOA, Project Manager
- 2014 - Present: Collective for Community, Culture and Environment, Member, Urban Planning Consultant
- 2014: RWV Center for Civic Engagement, Research Associate
- 2009 – 2014: EJB School of Planning and Public Policy, Rutgers University, Researcher
- 2010 – 2011: St. John International University, Visiting Professor and Liaison
- 2007 – 2009: EJB School of Planning and Public Policy, Rutgers University, Instructor and Teaching Assistant
- 2007: Pratt Center for Community Development, Urban Planning Fellow
- 2004 – 2006: SUNY-ESF, Dep. of Landscape Architecture, Research Project Assistant and Teaching Assistant
- 2005: Project for Public Spaces, Placemaking Intern

### Awards + Honors

- 2014 Susan Fainstein Distinguished Scholarship Award for Outstanding Scholarship and Excellence in Doctoral Research
- 2014 – Research nominated for the ACSP Best Dissertation Award
- 2006 - Honor Society of Sigma Lambda Alpha, SUNY – ESF, Department of Landscape Architecture
- 2006 - Certificate of Accomplishment for Excellence in Academics, Scholarship and Leadership by the SUNY-ESF International Students Affairs Committee
- 2003 - First Prize – Bilateral Consortium of Architecture and Urbanism for the Development of Sustainable Communities. UFRGS, Brazil

### Professional Membership

- International Downtown Association, Member 2015
- International Council of Shopping Centers, Member 2015

## Nur Atiqa Asri

Research Associate



### Education

2016: Pratt Institute, Master of Science (Distinction) in City and Regional Planning

2014: University College London – Bartlett School of Planning, Bachelor of Science in Urban Planning, Design and Management

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Nur is an urban planner and designer with experience in public space planning and ethnography research. Her graduate thesis at Pratt Institute examined the state of democracy of public spaces in her hometown Singapore through the use of an original checklist and a mixed-methods study. At Pratt Institute, Nur also worked closely with community-based development organizations in New York such as Evergreen and Community Solutions to plan and design vibrant districts for residents and workers in North and East Brooklyn. Her work focused specifically on improving the public realm of these neighborhoods.

As Project Analyst at the Center for Active Design (CfAD), Nur provided public health research and analysis and plan reviews to affordable housing developers in the Active Design Verified initiative. The initiative, co-led by First Lady Michelle Obama's Partnership for Healthier America, promotes the development and rehabilitation of healthy and affordable housing across the nation. In addition, Nur also established a database of key project examples for CfAD's upcoming publication on design and civic engagement, *Assembly: Shaping Space for Civic Life*.

Nur brings with her years of experience in producing marketing and communications materials for non-profits in the US and abroad and is familiar with translating technical findings and research into simple graphic language for various stakeholders. She is excited to apply her research, design, and communications experience to the field of downtown revitalization and looks forward to finding sustainable and equitable solutions to commercial district management.



LARISA ORTIZ  
ASSOCIATES  
ARCHITECTS • PLANNERS • DESIGNERS

### Professional Experience

- 2016 - Present: LOA, Research Associate
- 2014 - 2016: Center for Active Design, Project Analyst
- 2015- 2016: Multiplicity – Pratt Programs for Sustainable Planning and Development Magazine, Pratt Institute, Editor and Writer
- 2015: Project for Public Spaces, Communications Assistant
- 2014: Pratt Institute Programs for Sustainable Planning and Development, Graduate Assistant
- 2013 – 2014: Shophouse & Co. (Singapore), Project Executive
- 2012: Ong & Ong Pte Ltd (Singapore), Master Planning and Urban Design Intern  
Instructor and Teaching Assistant
- 2009: Urban Redevelopment Authority (Singapore), Physical Planning Intern

### Publications

- 2017: Understanding the Impact of Active Design in Affordable Housing: Insights for Policymakers and Developers (Policy Brief)

### Awards

- 2016 Esther Brigham Fisher Scholarship for good academic standing





## REFERENCES

