

REFERENCES

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*Ellen Neises facilitated meetings of Connecticut state officials from several agencies and helped them form a vision and feasibility team for the State of Connecticut's winning proposal in the National Disaster Resilience Competition sponsored by the U.S. Department of Housing and Urban Development.

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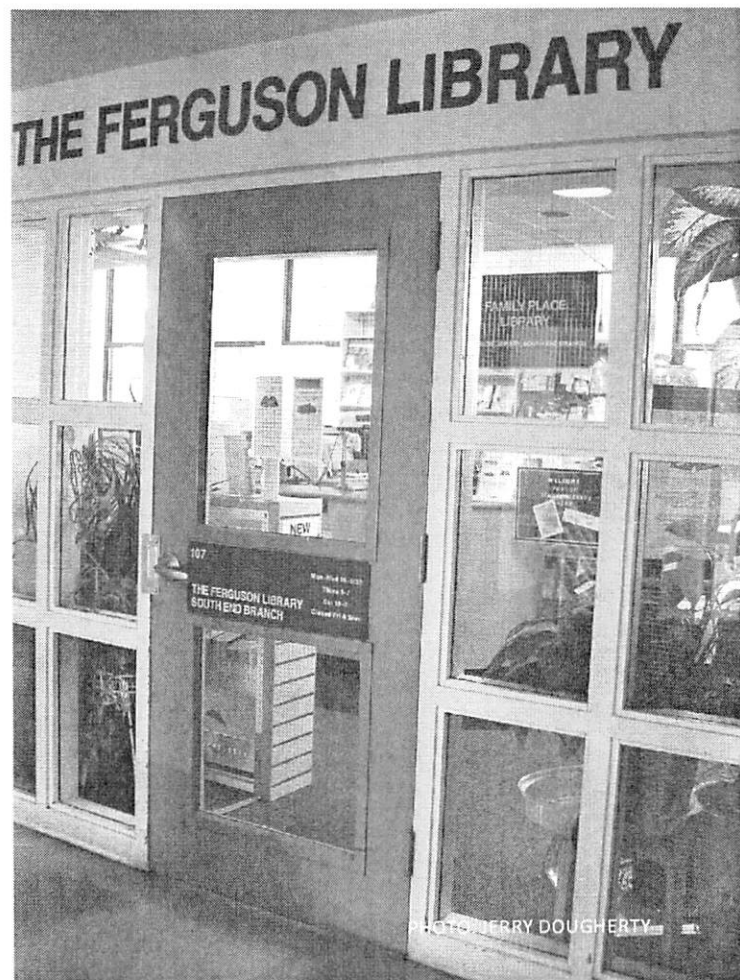
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Zarana Sanghani
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Bronx Community District 7- Land Use and Zoning Study
Andrew Sandler, District Manager
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Coney Island Culinary Development Study
Gillian Connell, Vice President
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REFERENCES

PENNPRAXIS

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LEVEL INFRASTRUCTURE

Northside Redevelopment Plan
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Princeton Master Plan
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PHOTO: LINDSAY PERRY



PHOTO: WILL ZIEGLER



PHOTO: NYDAILYNEWS.COM

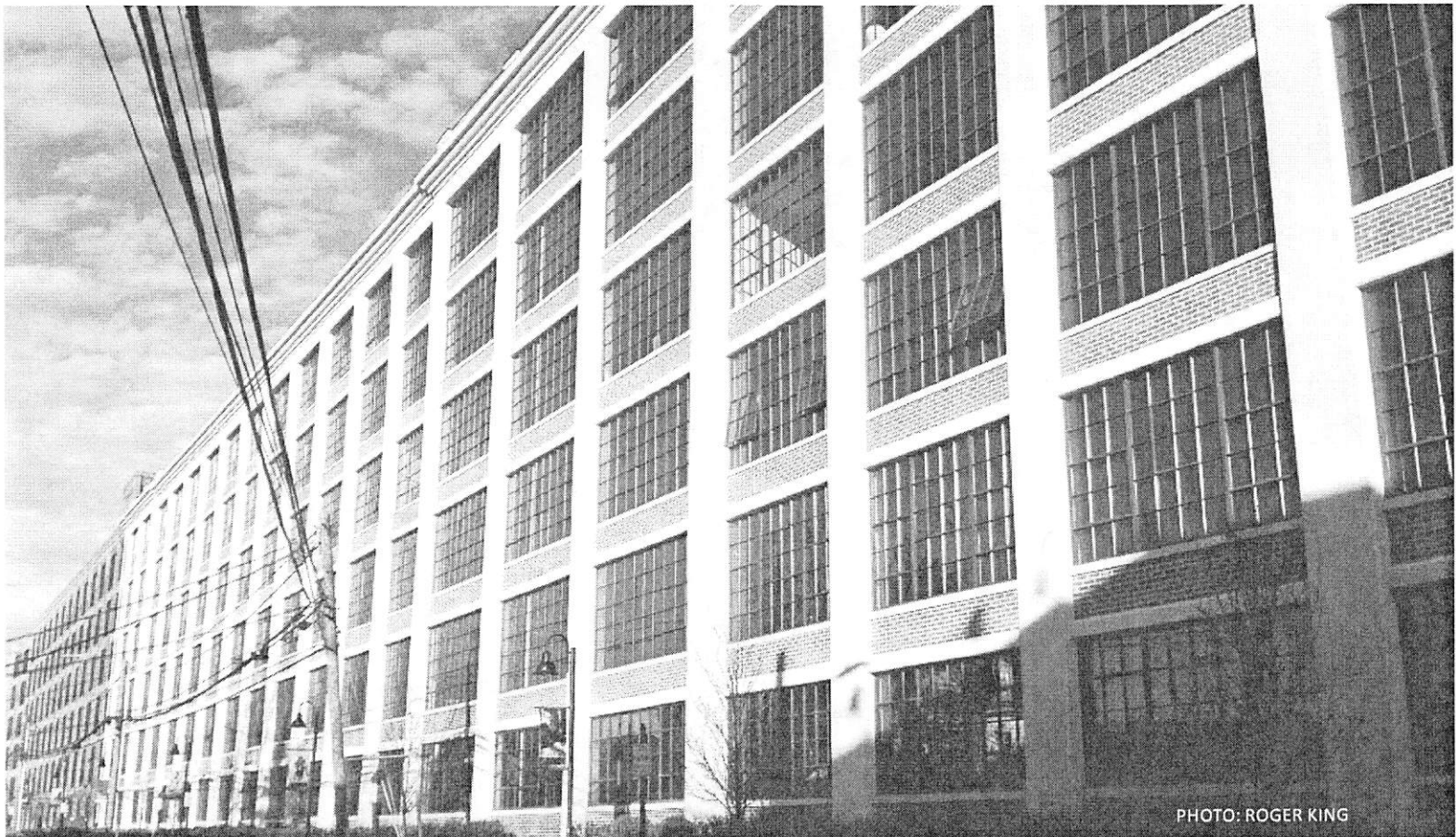
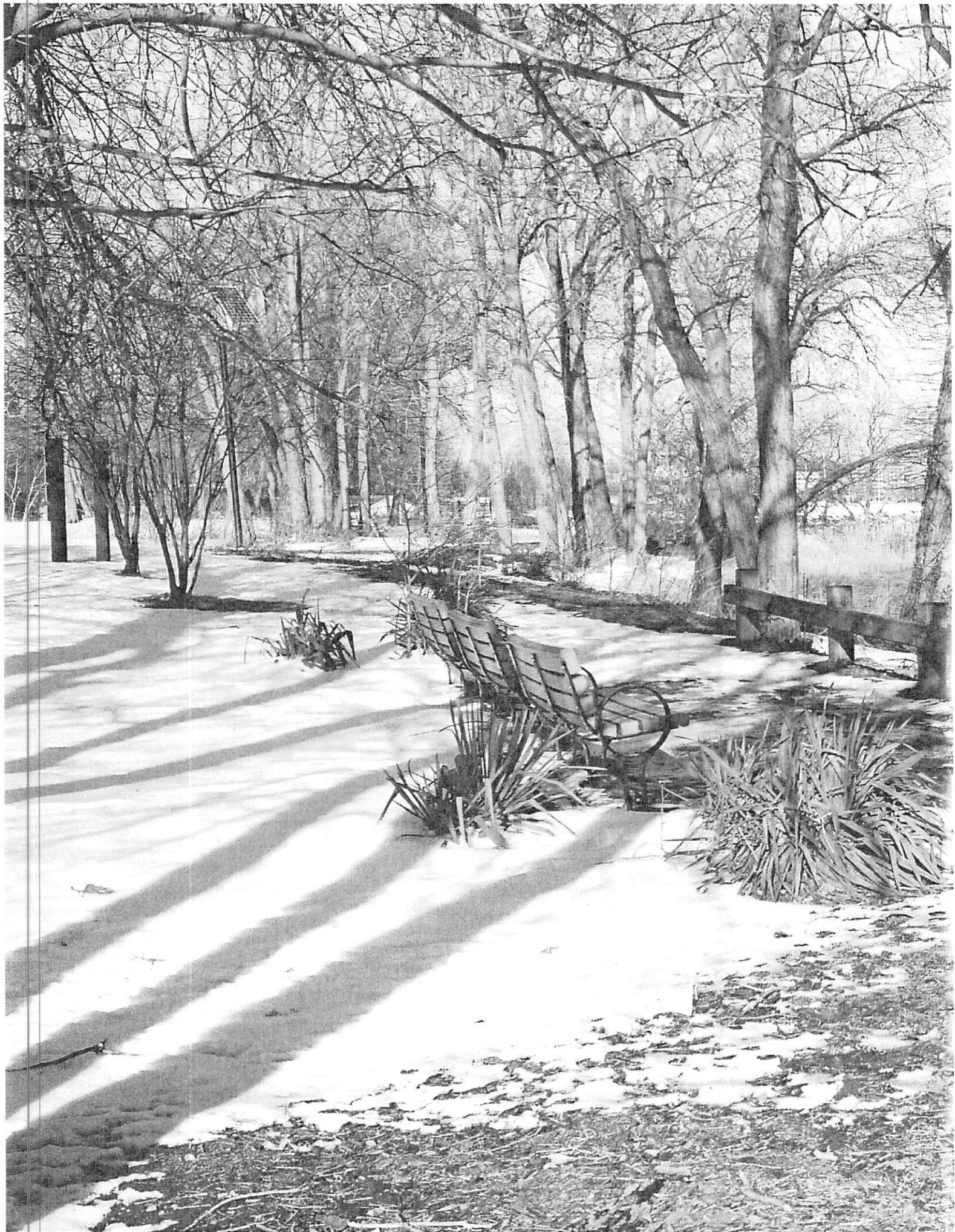


PHOTO: ROGER KING





BUDGET

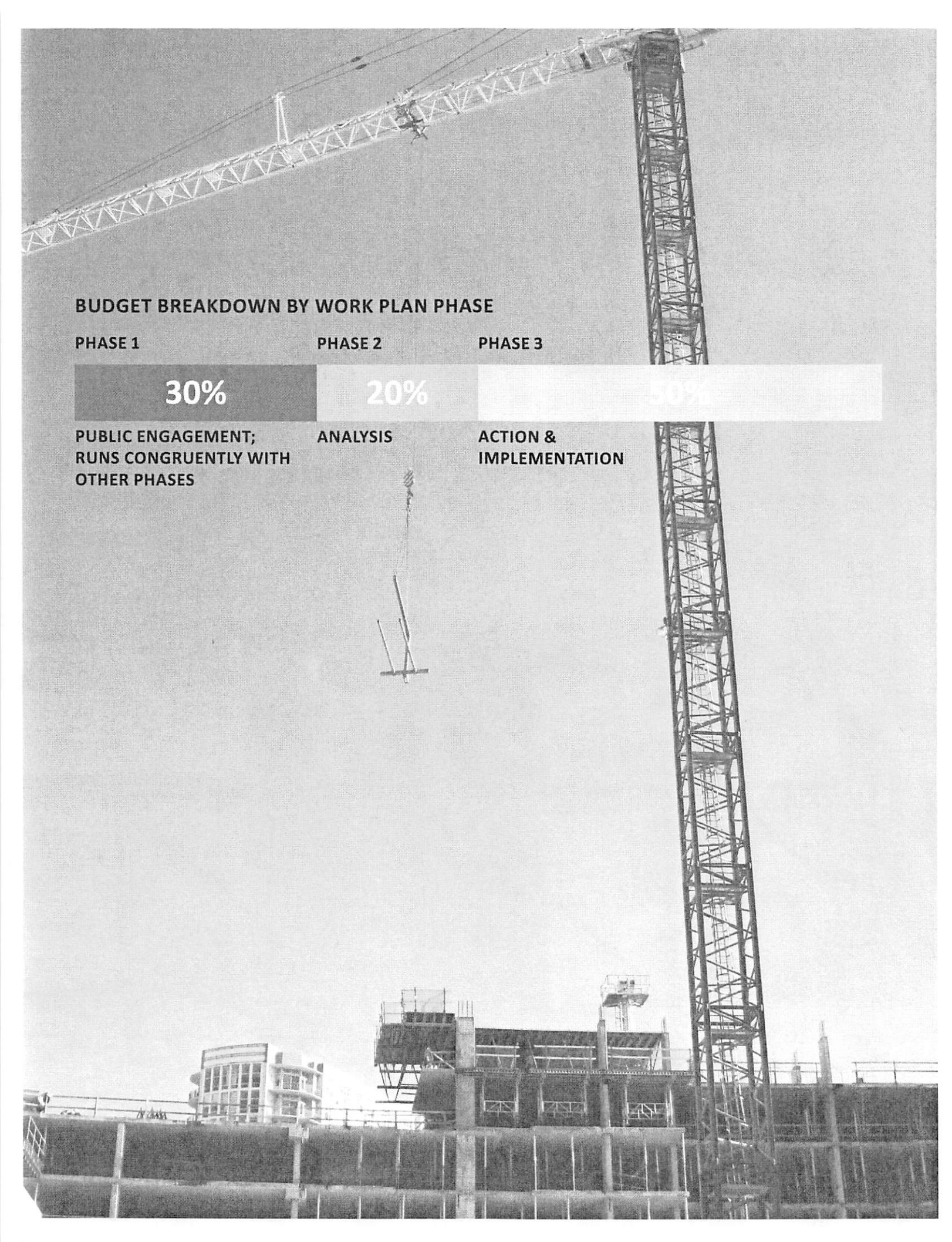
BUDGET, BY PHASE

PRIME CONSULTANT FEES							
		CCCE: PHASE 1 ENGAGEMENT		CCCE: PHASE 2 ANALYSIS		CCCE: PHASE 3 ACTION & IMPLEMENTATION	
POSITION	HOURLY RATE	EST. HOURS	EST. COSTS	EST. HOURS	EST. COSTS	EST. HOURS	EST. COSTS
PRINCIPAL	\$ 160.00	20	\$ 3,200.00	20	\$ 3,200.00	40	\$ 6,400.00
PLANNING LEAD	\$ 160.00	10	\$ 1,600.00	20	\$ 3,200.00	40	\$ 6,400.00
SENIOR PLANNER	\$ 160.00	10	\$ 1,600.00	20	\$ 3,200.00	40	\$ 6,400.00
ENGAGEMENT	\$ 160.00	45	\$ 7,200.00		\$ -		\$ -
ENGAGEMENT	\$ 160.00	40	\$ 6,400.00		\$ -		\$ -
URBAN DESIGNER	\$ 160.00	10	\$ 1,600.00	10	\$ 1,600.00	40	\$ 6,400.00
LANDSCAPE DESIGN	\$ 160.00	20	\$ 3,200.00	10	\$ 1,600.00	40	\$ 6,400.00
ENERGY PLANNING	\$ 160.00		\$ -	5	\$ 800.00	5	\$ 800.00
\$		24,800.00		\$ 13,600.00		\$ 32,800.00	

SUBCONSULTANT FEES							
LARISA ORTIZ ASSOCIATES: PHASE 1 ENGAGEMENT & INITIAL PHASE 2							
POSITION	HOURLY RATE	EST. HOURS	EST. COSTS				
PRINCIPAL	\$ 240.00	8	\$ 1,920.00				
ASSOCIATE	\$ 160.00	10	\$ 1,600.00				
RESEARCH ASSOCIATE	\$ 140.00	10	\$ 1,400.00				
\$			4,920.00			\$ 11,900.00	
PENN PRAXIS: PHASE 1 ENGAGEMENT				PENN PRAXIS: PHASE 2 ANALYSIS		PENN PRAXIS: PHASE 3 ACTION & IMPLEMENTATION	
POSITION	HOURLY RATE	EST. HOURS	EST. COSTS	EST. HOURS	EST. COSTS	EST. HOURS	EST. COSTS
PRINCIPAL	\$ 175.00	10	\$ 1,750.00	20	\$ 3,500.00	20	\$ 3,500.00
ASSOCIATE	\$ 65.00	10	\$ 650.00	40	\$ 2,600.00	60	\$ 3,900.00
JUNIOR STAFF	\$ 32.00	10	\$ 320.00	60	\$ 1,920.00	60	\$ 1,920.00
RESEARCH ASSISTANT	\$ 25.00		\$ -	80	\$ 2,000.00	40	\$ 1,000.00
\$			2,720.00	\$ 10,020.00		\$ 10,320.00	
LEVEL INFRASTRUCTURE: PHASE 1 ENGAGEMENT				LEVEL INFRASTRUCTURE: PHASE 2 ANALYSIS		LEVEL INFRASTRUCTURE: PHASE 3 ACTION & IMPLEMENTATION	
POSITION	HOURLY RATE	EST. HOURS	EST. COSTS	EST. HOURS	EST. COSTS	EST. HOURS	EST. COSTS
DIRECTOR	\$ 275.00	8	\$ 2,200.00	8	\$ 2,200.00	10	\$ 2,750.00
SENIOR ASSOCIATE	\$ 195.00	8	\$ 1,560.00	15	\$ 2,925.00	20	\$ 3,900.00
ASSOCIATE	\$ 150.00	8	\$ 1,200.00	15	\$ 2,250.00	30	\$ 4,500.00
SENIOR ENGINEER	\$ 125.00	8	\$ 1,000.00	15	\$ 1,875.00	30	\$ 3,750.00
ENGINEER	\$ 100.00	8	\$ 800.00	15	\$ 1,500.00	30	\$ 3,000.00
TECHNICIAN	\$ 75.00	8	\$ 600.00	20	\$ 1,500.00	40	\$ 3,000.00
\$			7,360.00	\$ 12,250.00		\$ 20,900.00	

DIRECT EXPENSES	
EXPENSE	EST. COSTS
WEB SITE & SOCIAL MEDIA	\$ 2,500.00
PRINTING, TRAVEL, MAPS	\$ 7,500.00
\$	10,000.00

TOTAL BUDGET	
\$	149,690.00



BUDGET BREAKDOWN BY WORK PLAN PHASE

PHASE 1

PHASE 2

PHASE 3

30%

20%

50%

**PUBLIC ENGAGEMENT;
RUNS CONGRUENTLY WITH
OTHER PHASES**

ANALYSIS

**ACTION &
IMPLEMENTATION**



RELEVANT EXPERIENCE





PLAN FOR CHINATOWN & SURROUNDING AREAS



Chinatown context

LOCATION Chinatown, Manhattan

COMPLETION DATE 2013-2015

CLIENT Chinatown Working Group

PARTNER

Pratt Center for Community Development

TAGS

#Comprehensive Community Planning
#Zoning & Urban Design
#Affordable Housing
#Cultural Resources

REFERENCES

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The Collective engaged with with 51 member organizations of the **Chinatown Working Group (CWG)** and produced **The Plan for Chinatown and Surrounding Areas: Preserving Affordability & Authenticity**

It took many meetings, surveys, interviews, and consultations to achieve consensus on an extraordinarily complex and politically sensitive comprehensive zoning plan.

The challenge was to stabilize and increase the amount of affordable housing in Chinatown and the Lower East Side, while preserving and creating more small business and cultural opportunities. The plan provides recommendations for preserving affordability for both housing

and small business; protections for cultural and historic resources, and new ways to promote local economic development. It also includes specific zoning language for an innovative new Special District.

The zoning and land use recommendations are intended to be implementable by the City - and demonstrate a high level of technical development and understanding of New York City real-estate development forces

The Collective conducted detailed research on existing conditions, concerns, and opportunities in Chinatown and surrounding areas, including socio-economic, demographic, zoning, land use, historic preservation, cultural, and economic development documentation and analysis.

Plan for Chinatown and Surrounding Area: Preserving Affordability and Authenticity



PLAN FOR CHINATOWN AND SURROUNDING AREAS: PRESERVING AFFORDABILITY AND AUTHENTICITY



PRESERVING AFFORDABILITY & AUTHENTICITY

Subdistrict Options

**Subdistrict A:
Preservation Area**
(Low-Medium Rise/
Moderate Density/Mixed Use)

CURRENT ZONING

C6-1, C6-1G
FAR: C6, R 0.87-3.44, CF6.5
Height Factor Building

C6-2, C6-2G
FAR: C6, R 0.94-6.02, CF6.5
Height Factor Building

R7-2 (C2 Overlay)
FAR: C2, R 0.87-3.44, CF6.5
Height Factor Building

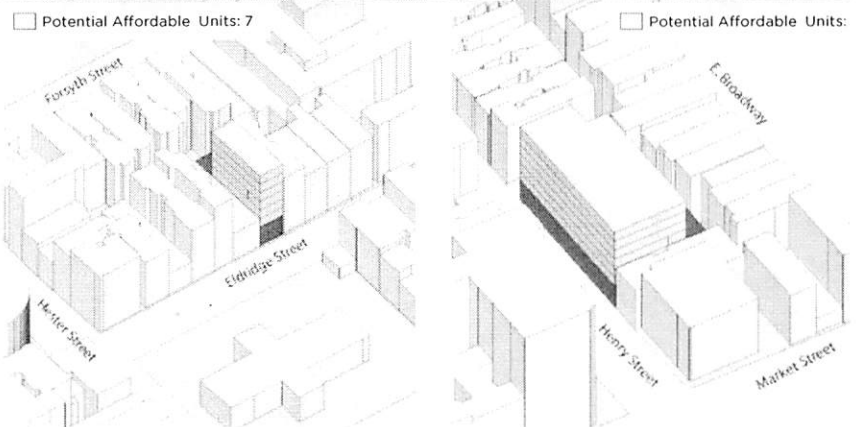
The Collective also designed and coordinated public outreach, and facilitated both large and small participatory sessions.

The larger sessions, attended in total by several hundred community members, involved visioning and small group review and recommendation formats. All materials and presentations, were translated into Chinese and Spanish.

Specific zoning workshops were conducted for CWG's zoning and land use committee. Multiple presentations and individual meetings with different stakeholder groups were conducted throughout the entire process of developing the plan.

User friendly brochures, fact sheets, GIS maps, charts and graphs and a glossary

Figure 6-1: Height and Bulk Examples - 79 Eldridge St. and 49 Henry St.



Context photo and Chinatown report excerpts

of planning and zoning terms were provided in all three languages to assist the CWG and Manhattan CB3, in considering the different strategies proposed in the final Plan and building consensus among their members.

The Plan was submitted to the NYC Dept. of City Planning for consideration of a rezoning action in July, 2014.

The final plan can be found on www.collectiveforcce.com.



ChinatownCommunity meeting



EAST NEW YORK RE-ZONING COMMUNITY PLAN



East New York existing housing

LOCATION East New York, NY

COMPLETION DATE 2015

CLIENT

Coalition for Community Advancement

PARTNERS

Pratt Center for Community Development, The Association of Neighborhood Housing Development, The Urban Justice Center, Hester Street Collaborative, and Brooklyn Legal Services Corporation

TAGS

#CommunityPlanning
#Zoning & Workforce Development
#Affordable Housing

REFERENCES

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Director of Com.Organizing and Advocacy

East New York Neighborhood Re-zoning Community Plan

The Collective for Community, Culture, and Environment provided assistance in responding to the City's rezoning proposal and in developing the East New York Neighborhood Rezoning Community Plan

The 2015 rezoning proposal for East New York and Cypress Hills is one of the Mayor of New York's affordable housing initiatives. The zoning features major physical and land use changes and a large increase in population density.

Finding the City proposal and engagement process inadequate, East New York's Coalition for Community Advancement brought together local community and civic organizations, small businesses,

houses of worship and local citizens to develop a Neighborhood Plan.

Specifically, the Collective assisted the Coalition in reviewing the city's rezoning proposal; conducted a workshop on the CEQR process for Coalition members and assisted them in responding to the Environmental Impact Statement (EIS).

The Collective also provided research on and analysis of community needs and priorities and the development and drafting of alternative recommendations for the Community Facilities, Economic and Workforce Development and Zoning and Land use sections of the East New York Rezoning Community Plan.

Many of the Plan's recommendations were included in the City's 2016 zoning.

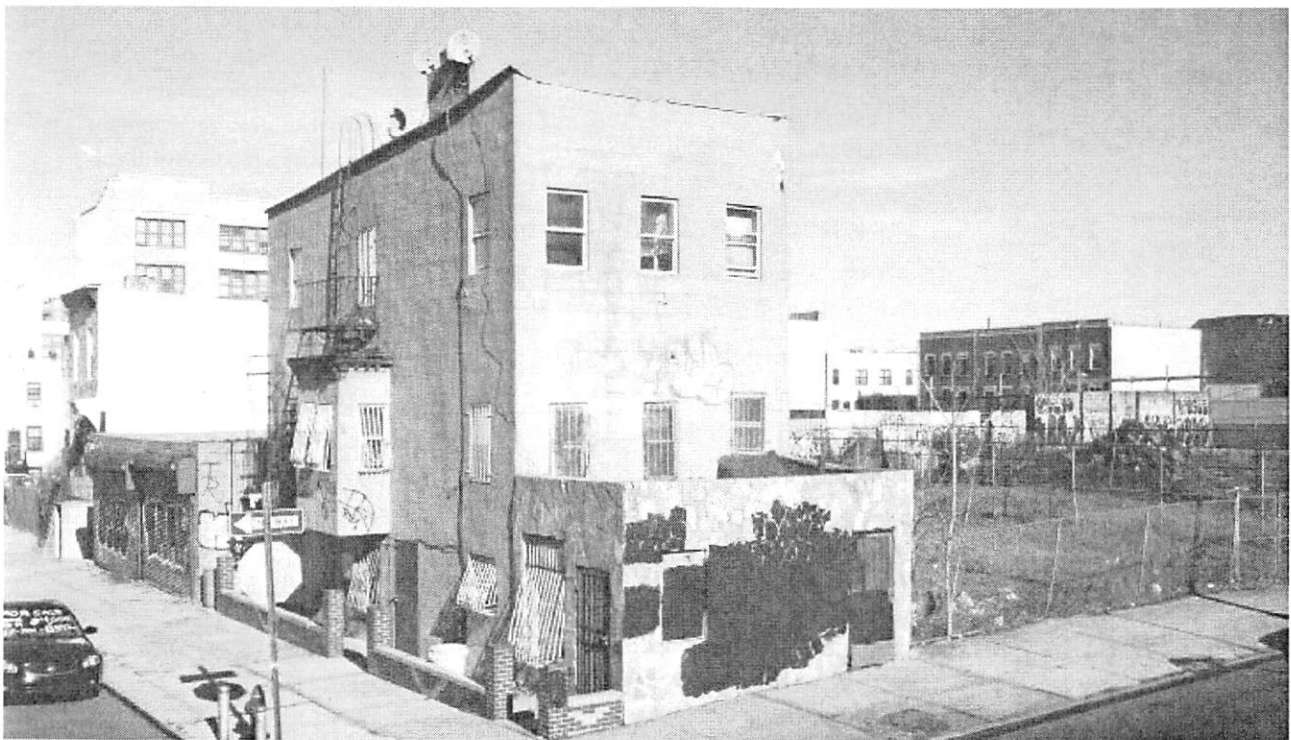
The Neighborhood Plan can be found at:
www.collectiveforcce.com



EAST NEW YORK NEIGHBORHOOD RE-ZONING COMMUNITY PLAN



Broadway Junction Rail overpass



East New York - existing condition



CONEY ISLAND CULINARY DEVELOPMENT STUDY



Coney Island Aerial View

LOCATION Coney Island, Brooklyn NY

COMPLETION DATE 2016

CLIENT NYC Economic Development Corp.

TAGS

#Economic Development
#Community Planning
#Food Systems

REFERENCES

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In Coney Island, Brooklyn, the Collective assisted The NYC Economic Development Corporation (NYCEDC) and the local Council Member Mark Treyger to facilitate the Coney Island Culinary Working Group to generate viable ideas for new culinary initiatives in Coney Island

The group was asked to build upon Coney Island's iconic identity and food legacy and leverage recent public and private investment, while addressing the needs of local employers and residents alike. Coney Island, in Brooklyn Community District 13, has benefitted over the past 15 years from the City's investment,

framed in a 2005 Strategic Plan and 2009 rezoning effort, in significant infrastructure improvements and public-private partnerships for business development. Brooklyn's ascent as a hip food and cultural destination has increased tourism, and spurred robust planning efforts involving the City and the Alliance for Coney Island, a collaboration of local businesses and nonprofits.

Expansion and revitalization of the amusement district (the legendary "peoples' playground"), construction of the MCU Brooklyn Cyclones stadium, new rides, entertainment venues and restaurants, renovation of the Wildlife Conservation Society New York Aquarium, as well as government support for recovery efforts after 2012 Superstorm Sandy, have restored and revitalized the now



CONEY ISLAND CULINARY DEVELOPMENT STUDY & RFEI



Coney Island Amusement District

flourishing area and positioned it for further growth.

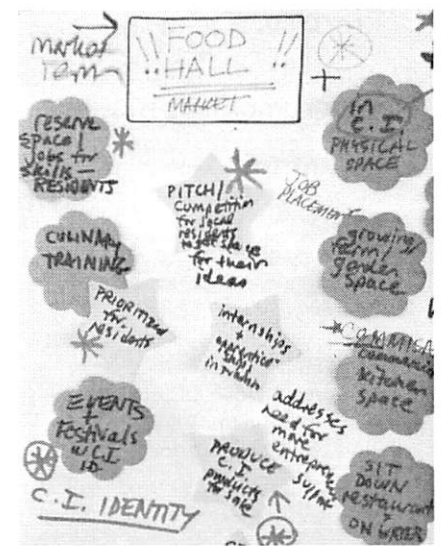
The community is still challenged by a predominantly seasonal economy, a mismatch between the needs of employers and the skills of the local workforce, and a perceived divide between the amusement district businesses and area residents and year-round merchants.

A new culinary venture was seen as a way to unify community interests and maximize local resources with a year-round food centered destination.

The Collective led outreach efforts to expand the Culinary Working Group members to ensure diverse interests and expertise were represented; designed and led a series of visioning sessions;

analyzed the community's strengths, challenges and opportunities; provided inspiring models of history/food/amusement projects; facilitated consensus on desired outcomes and criteria for new culinary initiatives to leverage the area's iconic history and resurgent appeal, and enhance resources for both businesses and residents; and wrote a comprehensive summary of the community context, opportunities and the Working Group's priorities for prospective culinary projects with dynamic community development potential.

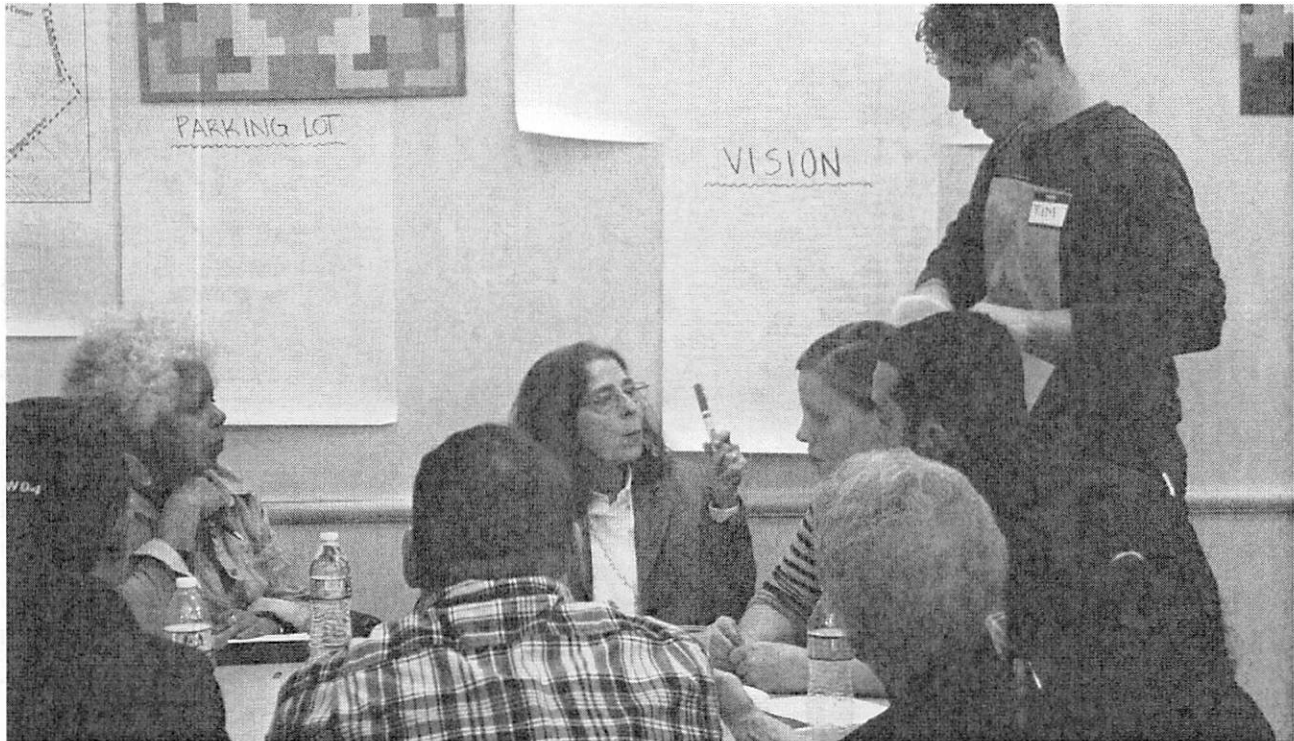
The Collective also worked with the City to transform the findings of this study into an implementable "Request for Expressions of Interest" that will be issued to Culinary Developers and Entrepreneurs.



Community & Stakeholder Input



BRONX CD 7 - LAND USE AND ZONING STUDY



Community Visioning Session

LOCATION Bedford Park and Kingsbridge Heights, Bronx, NYC

COMPLETION DATE Expected June 2017

CLIENT Bronx Community Board 7, NYC

TAGS

#Zoning and Land Use
#Community Engagement
#Equitable Development

REFERENCE

Andrew Sandler, District Manager
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ansandler@cb.nyc.gov

In Community District 7, Bronx, the Collective is conducting a study to assess land use and zoning patterns and set forth recommendations to the Community Board, informed by community input on a long term vision for the areas as well as by CCCE's recommendations

The study area covers portions of Bedford Park and Kingsbridge Heights. The population predominantly consists of residents of Hispanic origin (from many countries) with a diverse mixture of other ethnicities. Both neighborhoods have lost population since 2007 and have higher unemployment and lower incomes than the Bronx overall.

CCCE's study evaluates current zoning in the context of actual and desired density and uses. It considers the impact of new development on community character and on local infrastructure such as schools, streets, public transportation and parks. It also gauges opportunities for enhanced retail and services to benefit residents.

The Collective led a Visioning Session that engaged area residents and key stakeholders. Participants wanted to preserve assets such as affordable housing and expressed concern about the potential for new development that could change the character of their community, with or without the threat of gentrification.

The visions that were generated, along with the study findings, will be taken into consideration in formulating implementable rezoning recommendations for the study areas.



PROSPECT LEFFERTS GARDENS, BROOKLYN



Prospect Lefferts Gardens Aerial View

LOCATION Prospect Lefferts Gardens,
Brooklyn, NY

COMPLETION DATE 2017

CLIENT Prospect Park East Network (PPEN)
and the Prospect Lefferts Gardens
Neighborhood Association (PLGNA)

TAGS

#Urban Planning
#Community Engagement
#Community Forum

REFERENCES

Quest Fanning, President,
Prospect Lefferts Gardens Neighborhood
Association

The Neighborhood Research and Community Engagement Technical Assistance Project was developed for the Prospect Park East Network and the Prospect Lefferts Gardens Neighborhood Association

Concerned about rapid changes in the built environment, the loss of affordability and diversity, and the potential for displacement of current residents and businesses, these two neighborhood groups in the heart of Brooklyn, came together to broadly engage residents and other stakeholders in a community dialogue.

The Collective created of two distinct products to enable the two neighborhood

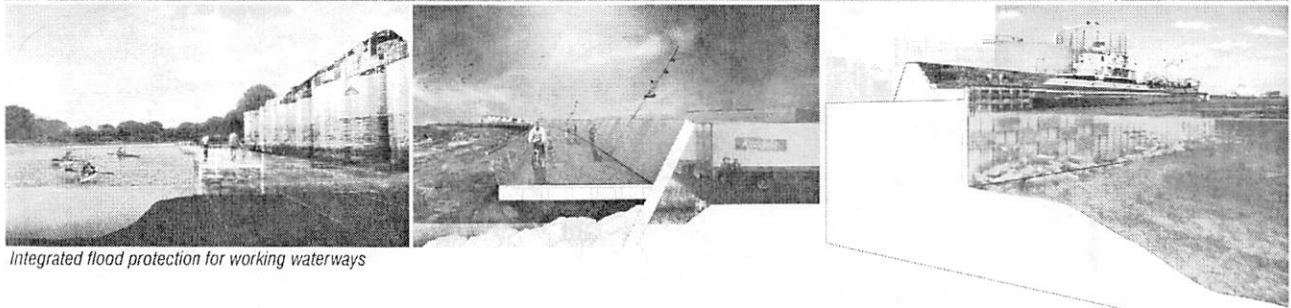
groups to conduct a better outreach and a participatory planning process.

The Comprehensive Existing

Conditions Report is an easy-to-read, annotated slide deck that includes data and analysis of community facilities and services, demographic, socioeconomic, housing, land use and zoning, transportation infrastructure, health indicators and vulnerable sites. Maps, charts and analysis help stakeholders visualize and understand changes taking place in the neighborhood.

The Forum Handbook and Facilitation

Guide, which are stand-alone documents, describe a community forum in detail and provide guidance on outreach, preparation, facilitation, and follow-up, with the flexibility to be modified as needed.



Integrated flood protection for working waterways

HUNTS POINT LIFELINES BRONX, NEW YORK

Client: US Department of Housing and Urban Development, Rebuild By Design Competition

Team: PennDesign / OLIN led by Ellen Neises, PennDesign / Range and Richard Roark, OLIN with HR&A Advisors, eDesign Dynamics, McLaren Engineering Group, Level Infrastructure, Barreto Bay Strategies, Phillip Habib & Associates, and Buro Happold

Project Status: HUD awarded project \$20 million for development of a pilot in June 2014. The City of New York matched the HUD award with an additional \$25 million. A team lead by Level Infrastructure, with Range as a consultant, has advanced a microgrid study and proposal to the second stage of NYSEDA's NY Prize competition. Rockefeller Foundation selected PennDesign / OLIN as one of 4 Global Resiliency Innovators for Hunts Point Lifelines.

The 1-square mile of Hunts Point peninsula is the intersection of the local and the regional in rebuilding by design. What's at risk in Hunts Point is the hub of the food supply for 22 million people, a \$5 billion annual economy, over 20,000 direct jobs, and livelihoods of people in the poorest U.S. Congressional District. HUNTS POINT LIFELINES builds on assets and opportunities of regional importance, and a coalition of national leaders in community environmental action, business and labor, to create a working model of social, economic and physical resilience.

The project demonstrates a formula for WORKING WATERFRONT + WORKING COMMUNITY + WORKING ECOLOGY that applies in maritime industrial areas across the region. Four Lifelines organize the proposal.

1 FLOOD PROTECTION LEVEE LAB

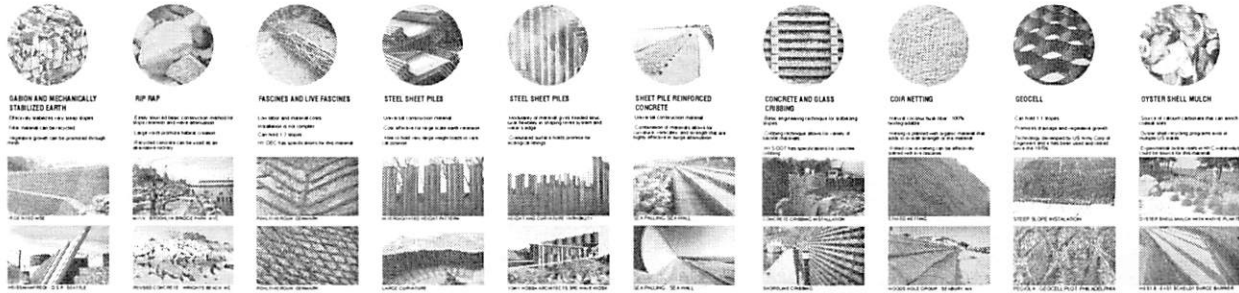
Flood protection that keeps a modernizing food hub dry is integrated with a waterfront greenway that opens up access to the rivers and dynamic windows on the operations and spectacle of the real working waterfront. Flood protection incorporates a string of new platforms for recreation and use on the water, and a Levee Lab of designed ecologies and applied material research. Levee Lab pilots contribute to the development of a new regulatory framework for industrial waterfronts.

2 MARITIME EMERGENCY SUPPLY LINES

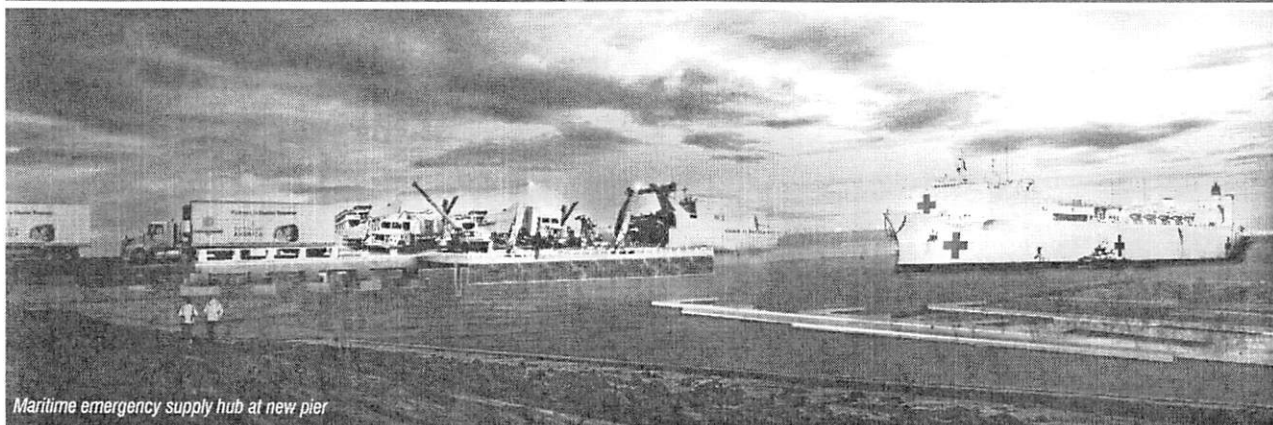
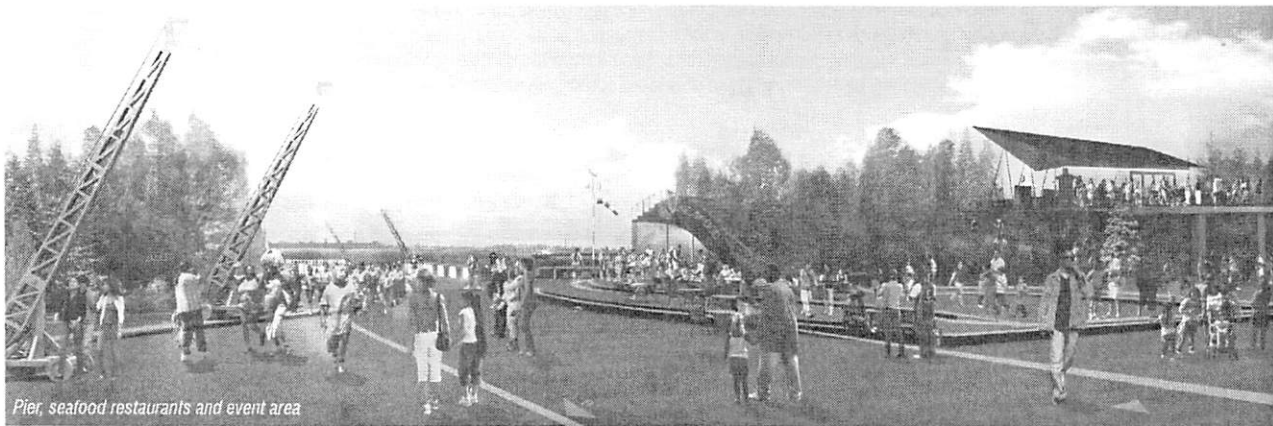
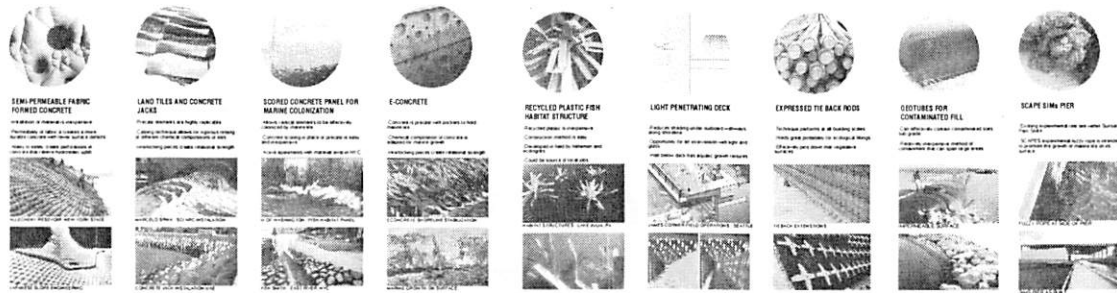
Once the peninsula is dry and powered up, new pier infrastructure on the site of a Marine Transfer Station builds on emerging federal programs to create marine highways and improve preparedness by creating a logistics base for a Maritime Emergency Supply Chain that serves the entire East Coast when roads are impassable. The emergency infrastructure expands intermodal transport by serving commercial fishing delivery to the fish market every day.

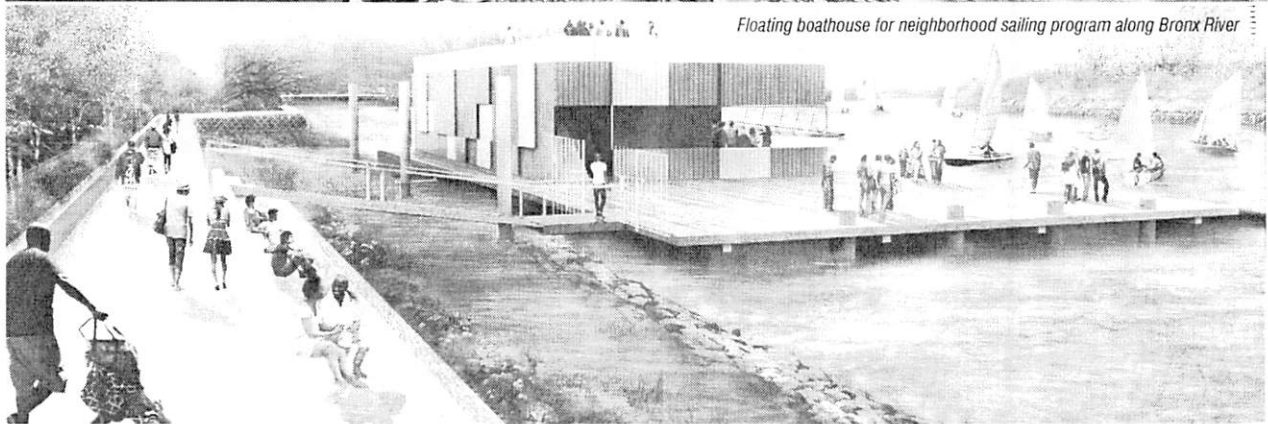
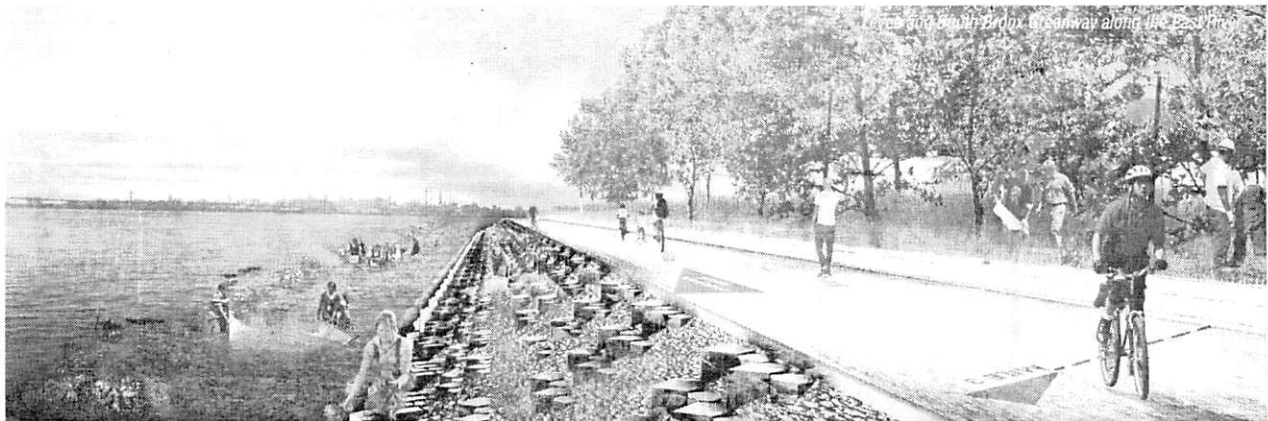
LEVEE LAB

Workhorse material palette



Experimental palette: applied science in partnership with NYS DEC to test new materials for working waterfronts





3 LIVELIHOODS The Levee Lab incorporates new techniques for construction, maintenance, and research to find ways for communities to participate in the construction of their own protection without compromising engineering or procurement integrity. If local communities benefit from the climate adaptation investments government needs to make, the value will be felt every day in new jobs, community economic assets, and awareness of the waterfront.

LIVELIHOODS



LEVEE LAB MONITORING FLOOD PROTECTION + EXPERIMENTAL ECOLOGY

- Broadens future work opportunity spectrum
- Advances Hunts Point capacity for innovation in environmental education and training
- Helps develop critical mass of human capital in technical environmental research

CREATES GREEN JOBS FOR YOUTH



ROCKING THE BOAT, SOUTH BRONX

INTERPRETIVE RECREATION + ARTS
ART + EDUCATION + CULTURE
IN AFRICAN DIASPORA + ENVIRONMENTAL JUSTICE
WORKING TOGETHER TO PROTECT AND RESTORE

Planning, design and construction



COMMUNITY BASED PLANNING
CONDUCTING A PUBLIC MEETING TO PLAN
CONSTRUCTING A PUBLIC MEETING TO PLAN
CONDUCTING A PUBLIC MEETING TO PLAN
CONDUCTING A PUBLIC MEETING TO PLAN



ART, SCIENCE PROGRAMMING
CONDUCTING A PUBLIC MEETING TO PLAN
CONSTRUCTING A PUBLIC MEETING TO PLAN
CONDUCTING A PUBLIC MEETING TO PLAN
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LOCAL, REGIONAL, AND GLOBAL
CONDUCTING A PUBLIC MEETING TO PLAN
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TEMPORARY HOUSING
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CONDUCTING A PUBLIC MEETING TO PLAN

Construction



HUNTS POINT GREENWAY
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LIFE AND LANDSCAPING
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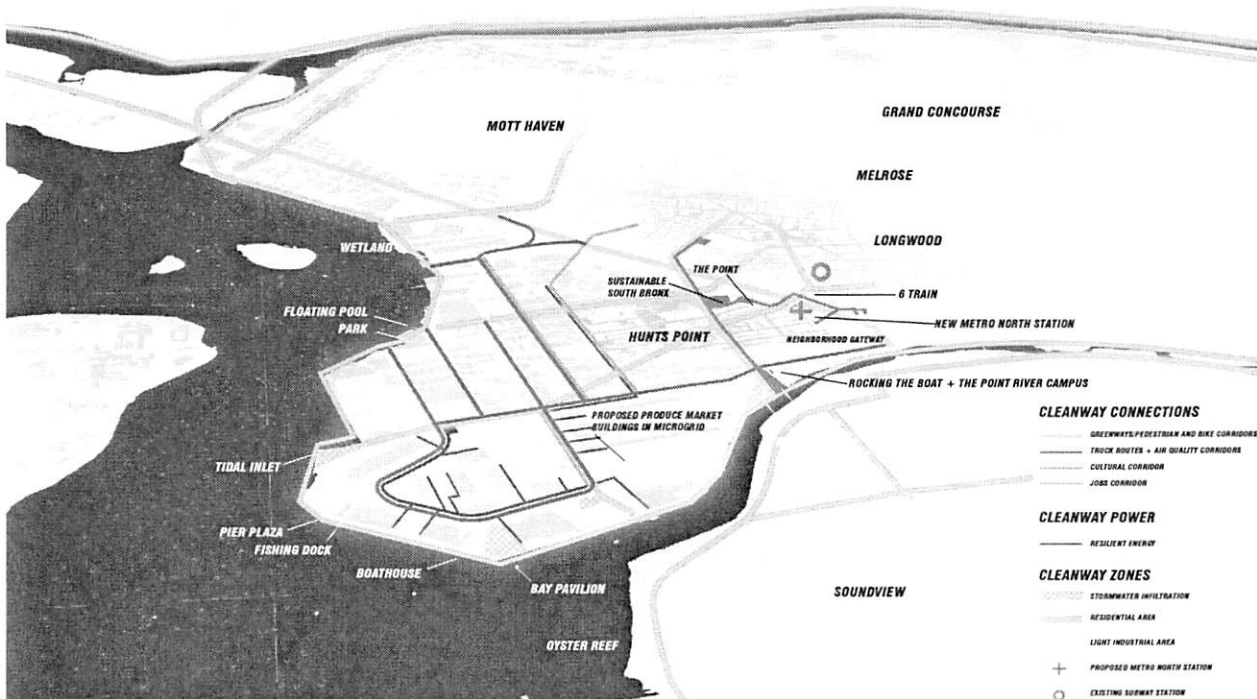
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4 CLEANWAYS A new tri-generation plant is tailored to a district with huge refrigeration demand, creating low cost and low carbon cooling and a micro-grid island when the big grid goes down. A series of strategies re-center the neighborhood around transit and connect it to the waterfront greenway. New infrastructure improves air and water quality, provides safe passage for pedestrians through truck routes, and increases local access to food.





HUMAN ELEMENT Neighborhood leaders and government participants in the HUD process said our team's ability to pull together a coalition of supporters was "unprecedented" in a community where businesses, residents, community advocates, elected leaders and labor had never cooperated.

Sandy exposed the vulnerability of the region's food supply and the importance of protecting it.

The Slam Bake brought the small business community, wholesalers, labor, residents, community groups and youth together over a topic of mutual interest--food.

The event, an Iron Chef-inspired cooking competition hosted by Baron Ambrosia, the Cooking Channel host of "Bronx Flavor," attracted over 300 people to discuss our Rebuild by Design proposal. The event created a new sense of common cause that prompted 65 leaders of organizations, businesses, unions and elected officials to support us in our presentation to the HUD Secretary and jury. They came to say they were willing to work with government to co-produce climate adaptation--proof of the culture shift needed for sustained investment.

first annual hunts point slam bake

Presented by the PennDesign / GLIM Rebuild by Design team. PennDesign and GLIM were selected through the U.S. Department of Housing and Urban Development's Rebuild by Design competition to study and develop viable infrastructure strategies for protecting Hunts Point from extreme weather events. Rebuild by Design is aimed at addressing structural and environmental vulnerabilities that Sandy exposed in communities throughout the region and developing thoughtful solutions to better protect residents and businesses in the future.

Childcare, dinner, and Spanish-language translation will be provided.

Judging and public tasting followed immediately by a public meeting to review draft ideas for HUD's

Rebuild by Design: plans for new infrastructure to protect Hunts Point from the next Superstorm

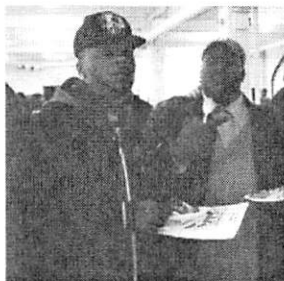
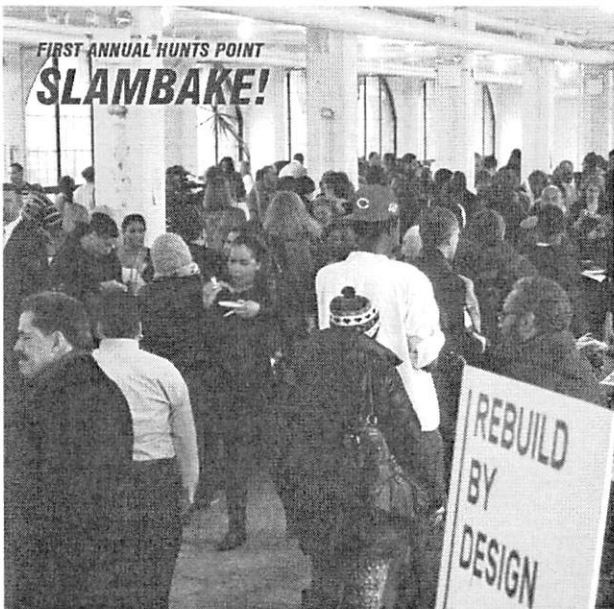
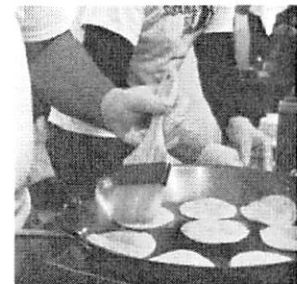
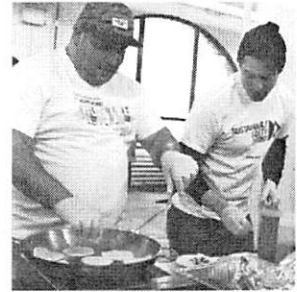
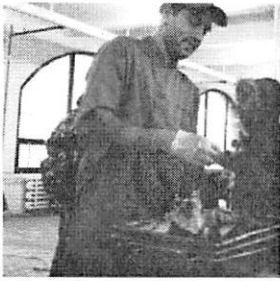
Wednesday, March 19
5:00 PM - 8:30 PM
banknote building
3rd Floor Event Space, 1231 Lafayette Avenue

Presentation of Dishes to Judges 5:00 PM
Slam Bake Public Tasting at 5:30 PM
Judges Announce Winners at 6:30 PM
Rebuild by Design Public Meeting 7:00 PM

Hosted by the Cooking Channel's Baron Ambrosia

Cordially invite you to a **Cooking Competition featuring the Talent, Bounty and Businesses of Hunts Point**

The POINT Community Development Corporation, Sustainable South Bronx, Mothers on the Move, the Hunts Point Terminal Produce Cooperative Association, the Bix Project, Hunts Point Economic Development Corporation, and the NYC Environmental Justice Alliance





Bronx Biolab: Prototyping flood protection greenway design on small sites HARLEM AND EAST RIVERS, BRONX, NEW YORK

Client: National Park Service, New York Restoration Project, New York State Council for the Arts and community organizations of the Harlem River Working Group

Team: Range, PennDesign, OLIN, eDesign Dynamics and Biohabitats Inc.

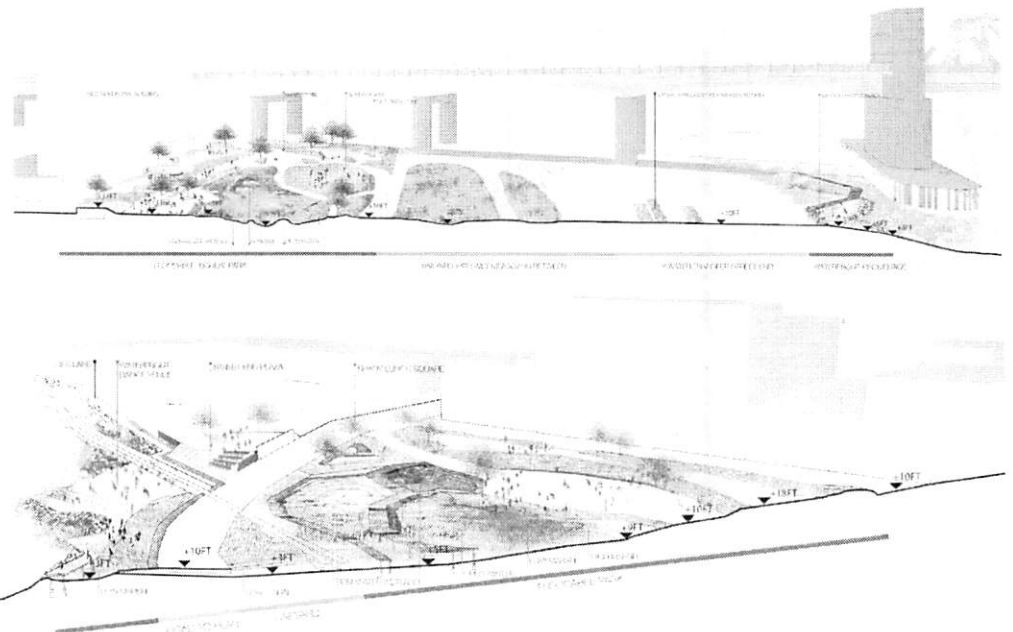
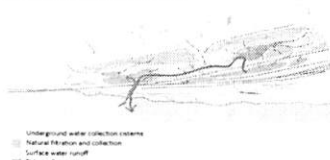
Design and research collaboration to create small public spaces along the Harlem River that improve aquatic and terrestrial ecology and water access, and prototype new approaches to coastal protection, including applied materials science to promote biotic colonization. Levee Lab is an extension of a component of Hunts Point Lifelines. Design and construction of a Levee Lab prototype, led by Ellen Neises, is funded by the New York State Council of the Arts, with construction to be completed December 2017. The project builds on Ellen Neises' experience (while at James Corner Field Operations) in designing and building Muscota Marsh Park on the Harlem River (2010), a waterfront restoration and treatment facility that received a 2013 Award for Excellence in Design from the City of New York for infrastructure, based on its performance, community participation and amenity.

RESTORATION OF TIDAL AND FRESH WATER WETLANDS

Plant communities



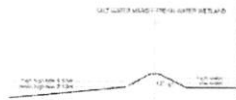
Green infrastructure and water movement



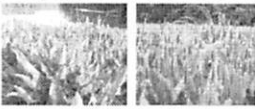
Detailing hydrological and plant systems
Integration with public access:
Ziwei Wang

ZONE S1: BELOW MEAN HIGH TIDE

Spartina alterniflora



ZONE S1: Below mean high tide



ZONE F2: TRANSITIONAL

Flowering:

Claytonia glabra
Spartina alterniflora
Hibiscus syriacus
Linum catharticum
Linum catharticum
Linum catharticum



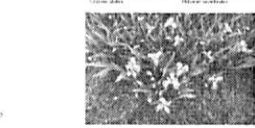
Sedges and Rushes:

Carex crinita
Carex crinita
Carex crinita
Carex crinita
Carex crinita
Carex crinita
Carex crinita
Carex crinita



Barrier Plants:

Claytonia glabra
Spartina alterniflora
Hibiscus syriacus
Linum catharticum
Linum catharticum
Linum catharticum



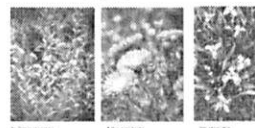
1. *Claytonia glabra*
 2. *Spartina alterniflora*
 3. *Hibiscus syriacus*
 4. *Linum catharticum*
 5. *Linum catharticum*
 6. *Linum catharticum*



ZONE F2: transitional

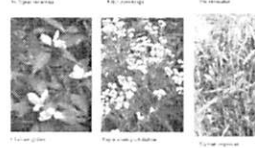
Flowering:

Claytonia glabra
Spartina alterniflora
Hibiscus syriacus
Linum catharticum
Linum catharticum
Linum catharticum



Sedges and Rushes:

Carex crinita
Carex crinita
Carex crinita
Carex crinita
Carex crinita
Carex crinita
Carex crinita
Carex crinita



Barrier Plants:

Claytonia glabra
Spartina alterniflora
Hibiscus syriacus
Linum catharticum
Linum catharticum
Linum catharticum



ZONE F4: UPLAND

Flowering:

Claytonia glabra
Spartina alterniflora
Hibiscus syriacus
Linum catharticum
Linum catharticum
Linum catharticum



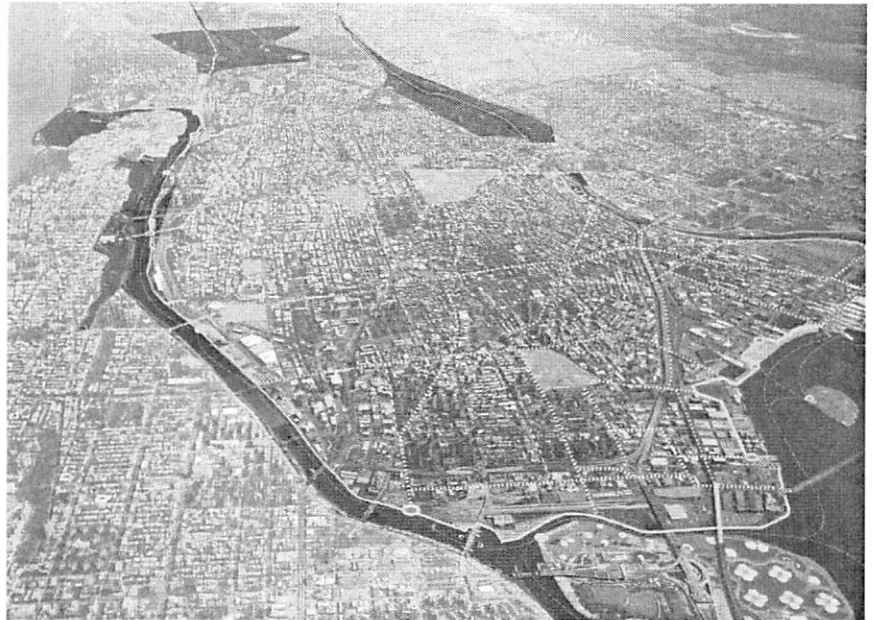
Sedges and Rushes:

Carex crinita
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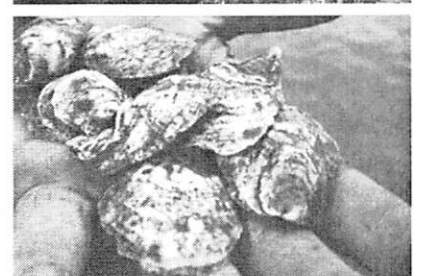


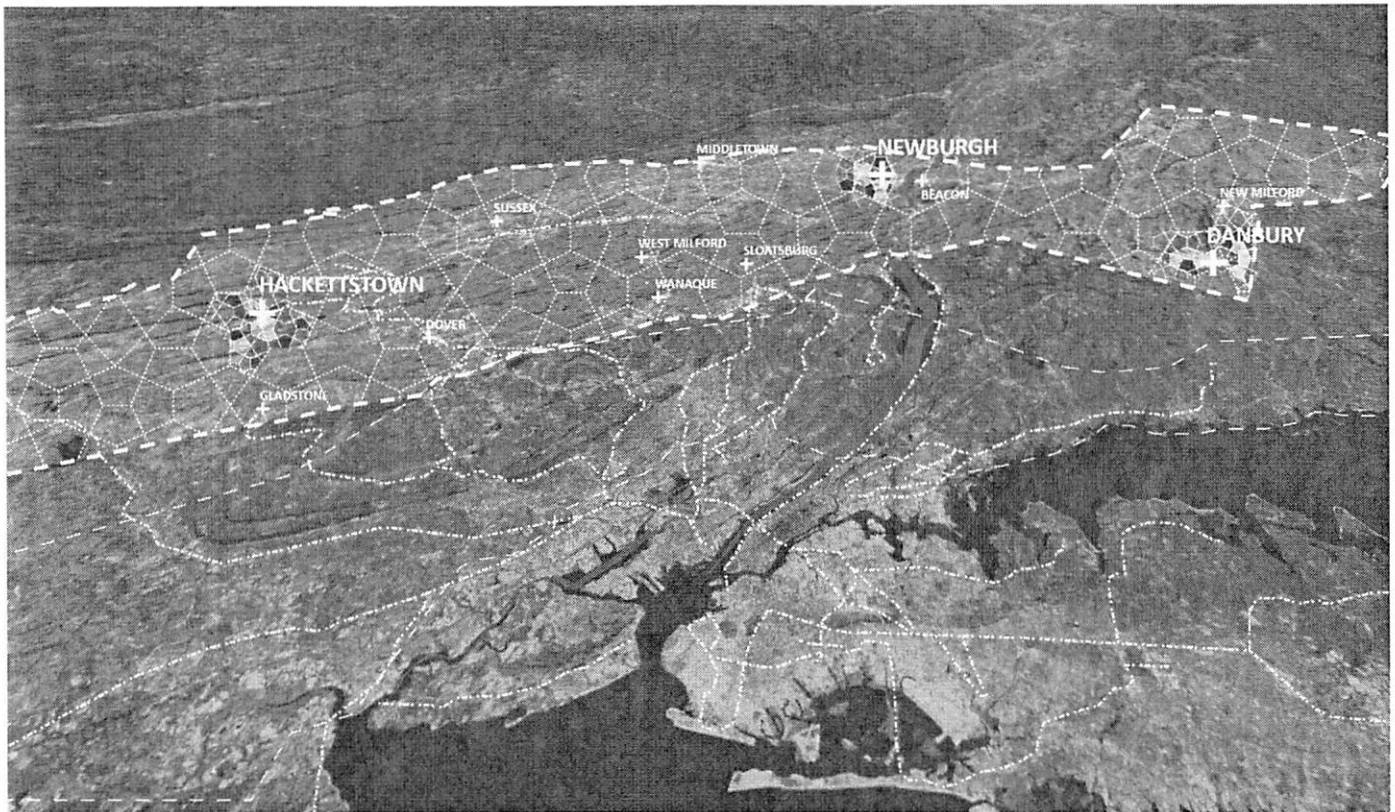
Barrier Plants:

Claytonia glabra
Spartina alterniflora
Hibiscus syriacus
Linum catharticum
Linum catharticum
Linum catharticum



Community organizations monitoring inter tidal restorations





REGIONAL PLAN ASSOCIATION: *DESIGN IN THE 4TH REGIONAL PLAN: HIGHLANDS CORRIDOR*

Client: Regional Plan Association

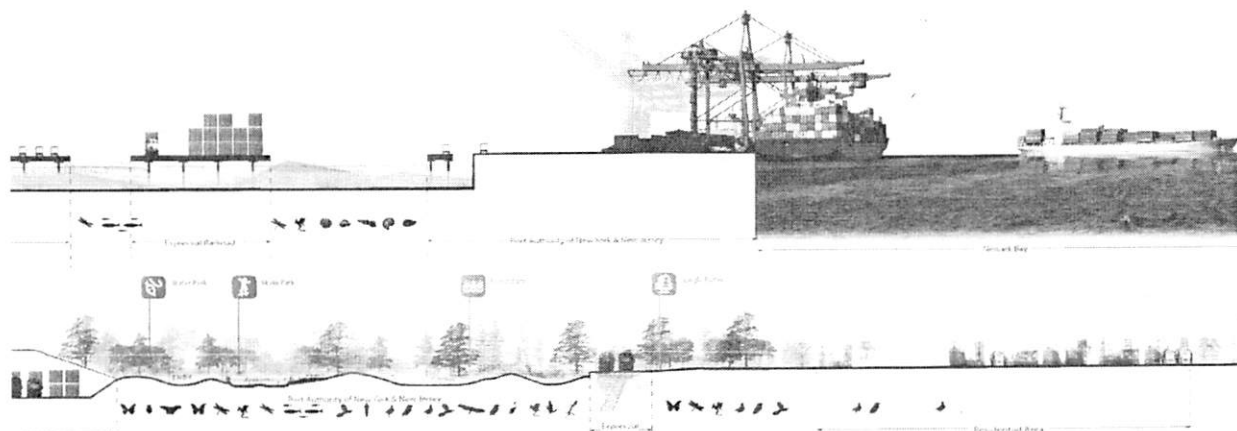
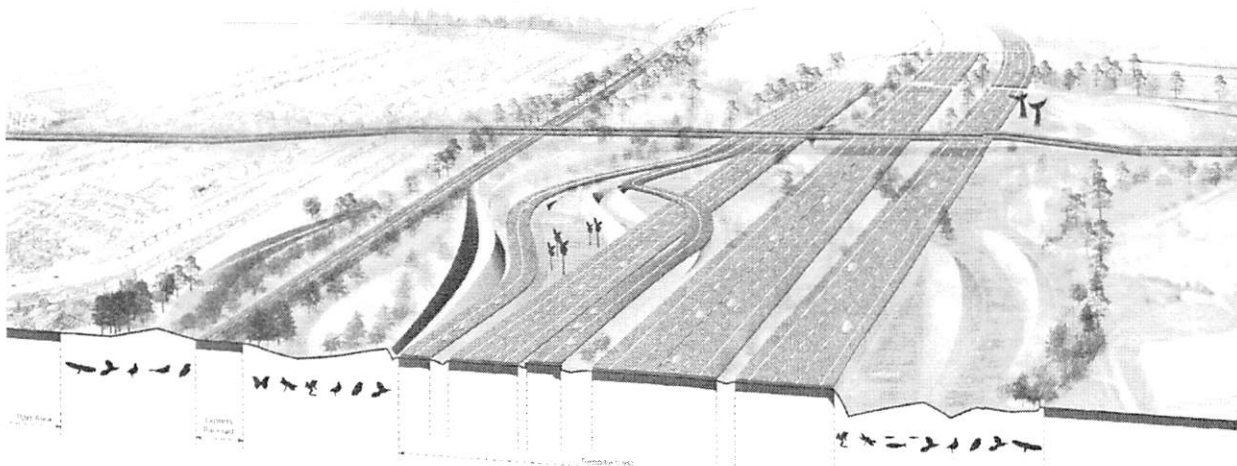
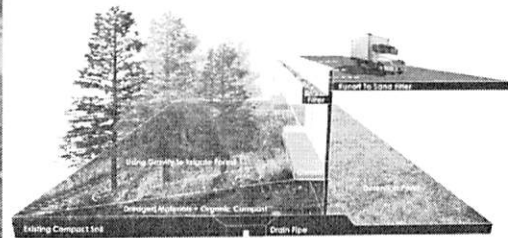
Team: Range (Ellen Neises), Port Urbanism

Selected as one of four winning teams to lead design work for Highlands Corridor in the New York, New Jersey, Connecticut tri-state region. This is the first regional plan that is not Manhattan-centric, and presents a dramatic shift in development trajectory from the city centers to the inner suburban rings and beyond into the Highlands. Since the RPA has no vested authority for implementation, design takes a key role in creating a compelling vision and narrative that stimulates collaboration of jurisdictions and creates buy-in and support. This design effort is an opportunity to elevate the Highlands Corridor in the regional consciousness, creating a vision of sustainable growth that preserves that ecological and social resources in the region.

The main priorities of this design effort include:

- Increase the ecological and infrastructural function of the Highlands
- Limit promiscuous colonization, in turn densifying the Inner Ring
- Dramatically increase the carrying capacity of this corridor
- Craft dynamic interfaces between strengthened centers of settlement and larger ecosystemic networks
- Motivate the creation of new areas of production--both economic and environmental

Ya You and Zhangkan Zhou for the
RPA Producing Region Studio at Penn
led by Ellen Neises with Rob Lane (2014)





PennDesign

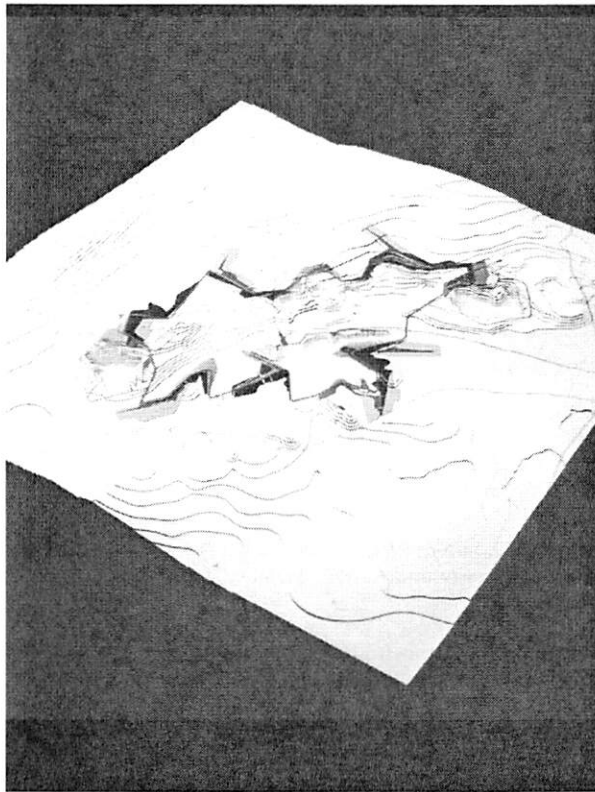
Lehigh Valley Slate Belt Comprehensive Plan

Lehigh Valley Planning Commission
(2015-present)

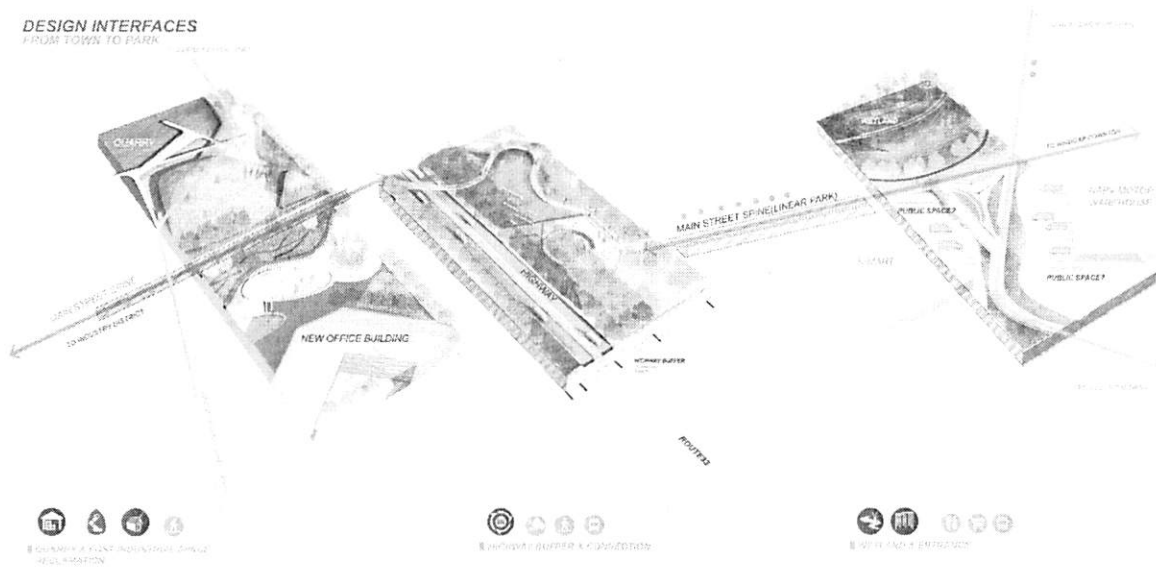
22 square miles of Lehigh Valley Highlands,
Northampton County, Pennsylvania

Working first through PennDesign studios and, beginning in 2017, as a professional consultant to the Lehigh Valley Planning Commission on a long-term Comprehensive Plan, Ellen Neises is leading visioning and design efforts for a 22-square-mile territory of Appalachian Highlands with diverse natural resources and waterways, cement and slate quarries, agriculture, industry, and 10 townships. Through the studio effort Ellen led, graduate students and faculty evaluated dozens of sites, systems and programs to develop design concepts and proposals for “alternative futures” and the long-term transformation of the slate belt.

The studio operated in close consultation with the slate belt communities, the Lehigh Valley Planning Commission, the Slate Belt Council of Governments and Northampton County. An exhibition of the studio work in March / April 2017 will be used to kick off the engagement process for the Comprehensive Plan.



DESIGN INTERFACES FROM TOWN TO PARK



Above: Contents of our *Slate Lands* catalog of 2015 studio projects, which illustrates the range of design narratives, built on the same shared site research, that we developed to study the potential combinations of local and state interests in selected sites.

Analytical section by Qi Wang to indicate relationship between the slate belt and the Kittatinny Appalachian ridge and Great Valley agricultural lands—one of many topographic modeling techniques we used to discuss integration of built and living fabric with local leaders.

Upper right: “Interscape” redevelopment strategy for flood-prone industrial brownfield at the foot of Blue Mountain by An Hua Liang.

The Comprehensive Plan will integrate design and financing strategies for transformation of abandoned quarries, creation of new natural resources and landscape infrastructure for agriculture, resilience and nature-based tourism from the wider region.

The Lehigh Valley slate belt is the extension of the Appalachian Highlands into Pennsylvania, immediately across the Delaware river from the New Jersey Highlands. Exploration of the data, landscape ecologies and habitat corridors, hydrology and aquifer dynamics, community preferences, and potential mutual relationships between industry, productive landscapes and natural resources in this adjacent area of Pennsylvania establish deep context for careful study of the Highlands and Great Valley territories in the RPA metropolitan region. Due to the size of the area, implementation of most grand projects will depend on mobilization of many players, investments and time.

Fairmount Park Conservancy: Reimagining the Civic Commons

Fairmount Park Conservancy: Reimagining the Civic Commons **Philadelphia, PA**

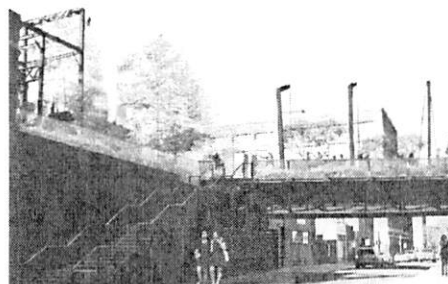
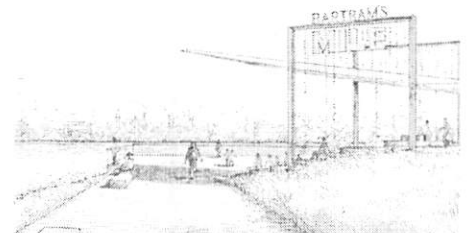
2016

PennPraxis is currently engaged with the Fairmount Park Conservancy (FPC) on two projects in conjunction with their Reimagining the Civic Commons (RCC) initiative, funded by the Knight Foundation and the William Penn Foundation.

Through the initiative, FPC and Knight are uniting partners from five key civic assets in Philadelphia—Bartram's Mile, Discovery Center, The Viaduct Rail Park, Lovett Library and Park, and Centennial Commons—that are currently undergoing phased redesigns. The initiative has brought the partners together to create a process by which each of these distinct sites can be made stronger when envisioned as a system, with programming and experienced shared across sites, and engage with adjacent neighborhoods. These investments will take place over the course of three years, and many of the improvements have already begun.

PennPraxis is assisting in the design and implementation of data collection and baseline monitoring to document the impacts of the Civic Commons Initiative and its initial phases of implementation. In order to gauge the success of the investments, and test the hypothesis that the investments will amount to tangible benefits to the city and neighborhoods, outcomes need to be measured against existing conditions and use patterns. PennPraxis has deployed a team to collect this information using site observation, intercept surveys, and user counts.

In addition, PennPraxis is working with the five partners, as well as FPC and Knight, to develop projects under the Initiative's Innovation Fund. This Fund will be used to develop early-action implementation projects that will highlight the work being completed at the sites, and begin to accomplish the goals of the initiative ahead of construction completion. Such projects may include pop-up events, programs and installations that will both activate individual sites, and share programming across the city to foster improved use and appreciation of Philadelphia's citywide park assets. PennPraxis convened an introductory workshop to bring partners together around the common goal, and will work with individual sites to develop and implement projects over several months.



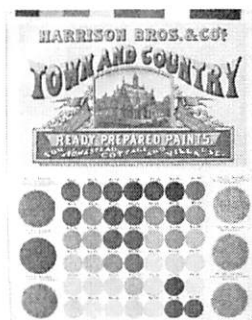
Pennovation Works Campus

Pennovation Works Campus **Philadelphia, PA**

2016

PennPraxis is engaged with the University of Pennsylvania Facilities and Real Estate Services to deliver a historical research and interpretation strategy for the Pennovation Works campus. Pennovation Works is Penn's new hub for research and innovation, located in the Philadelphia neighborhood of Grays Ferry. The 23-acre campus operated as a paint manufacturing and a chemical research facility for more than a century. Today its numerous buildings are occupied as offices and production spaces for entrepreneurs and researchers. This year, the signature Pennovation Center will open, providing a business incubator and laboratory space in a collaborative working environment. The PennPraxis project will help enhance FRES' development of the site, relating its present role in innovation to its industrial legacy.

The Pennovation Works campus has been a hub of industry since the mid-19th century. Harrison Brothers & Co. was a large manufacturer of ready-mixed paints, solvents and varnishes. The factory expanded as industry thrived in Philadelphia, benefiting from its placement on the Schuylkill waterfront and its access to the railroad. From the early 1900's, the facilities were run by the DuPont company as a paint manufacturer, and from the 1950's as a research facility. This historical research and interpretation project traces the themes of educational and industrial innovation that have occupied the site and its surroundings. Expanding upon these themes, the project aims to invoke an appreciation of the historical value of the Pennovation Works site and its setting within Philadelphia.



Rwanda Genocide Memorial Conservation & Training

Rwanda Genocide Memorial Conservation & Training **Kigali, Rwanda**

2016

Conservation of Rwanda's national genocide memorials grows with urgency each passing year. Deterioration of buildings, sites, and artifacts threaten the ability of Rwandans to mourn, commemorate and interpret the deeply meaningful and troubling events surrounding the 1994 genocide. This project directly addresses the conservation of Rwandan national genocide memorials through a combined program of training Rwandan professionals and carrying out conservation directly at the memorial sites. The project is designed to increase the capacity of Rwandan institutions and professionals to conserve and manage significant genocide sites across the country. And it will result in conservation measures carried out at Nyamata Church in the Bugesera region, the site of tragic genocide violence in which thousands of Tutsi were massacred.

The project is supported by Rwanda's National Commission for The Fight Against Genocide (CNLG) via funding from the US State Department/Ambassador's Fund for Cultural Preservation (AFCP), and through the New York-based NGO Big Future Group.

PennPraxis' project consists of a series of training and conservation measures, organized around one reconnaissance/documentation campaign and three fieldwork campaigns in which teaching and direct conservation measures will be integrated. Implementation of additional conservation measures will be sustained between the training workshops. The final products will include a cadre of Rwandan professionals and craft workers trained in appropriate conservation methods, conservation measures (including some direct repairs) implemented at Nyamata Church memorial (one of the six, national-level memorial sites), and a series of guidelines, materials and cases to support ongoing conservation planning/work and sustain the impact of the training.

The project team is led by PennPraxis Executive Director Randy Mason and includes Michael Henry, an architect-engineer and PennDesign Adjunct Professor specializing in building conservation and museum environments, and Julia Brennan, a textile conservator based in Washington, DC.



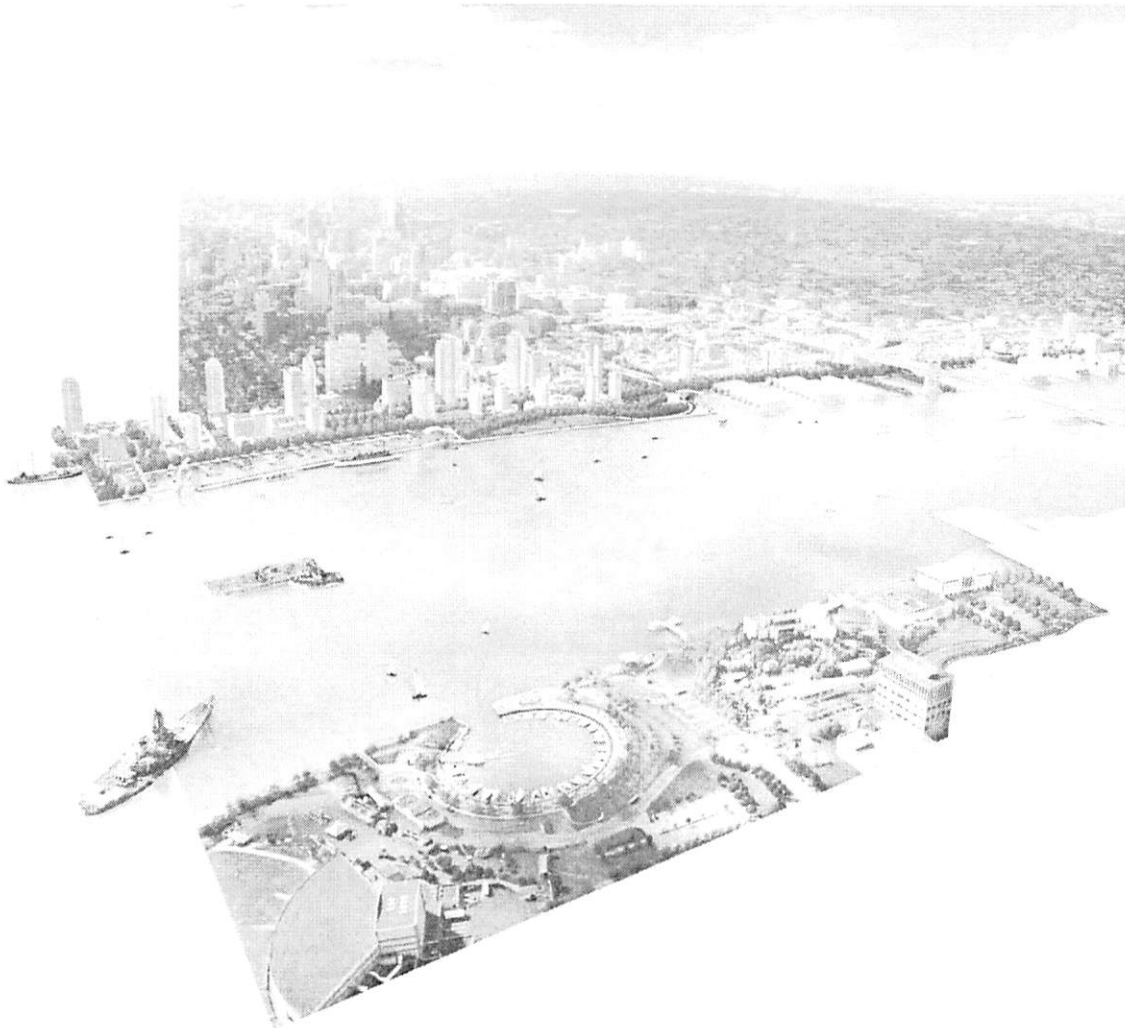
Central Delaware Riverfront Planning Process

A Civic Vision For the Central Delaware and An Action Plan for the Central Delaware Philadelphia, PA

2006 - 2009

PennPraxis facilitated a civic engagement process and design and infrastructure plan for 1,100 acres (445 hectares) of the Central Delaware riverfront. In total, over 6,000 Philadelphians participated in the public process and played a crucial role in defining the future of the city's riverfront.

Working closely with Wallace Roberts & Todd, PennPraxis created a vision plan and an accompanying action plan that included a set of core principles focused on reconnecting the river to downtown. Other principles include honoring the river, designing with nature, striking the right balance, taking the long view, protecting the public good, and, lastly, making it real. A hallmark of the vision is an emphasis on the interconnectedness of ecological and urban systems using streets, transit and trails, parks and open space, and appropriate land development.

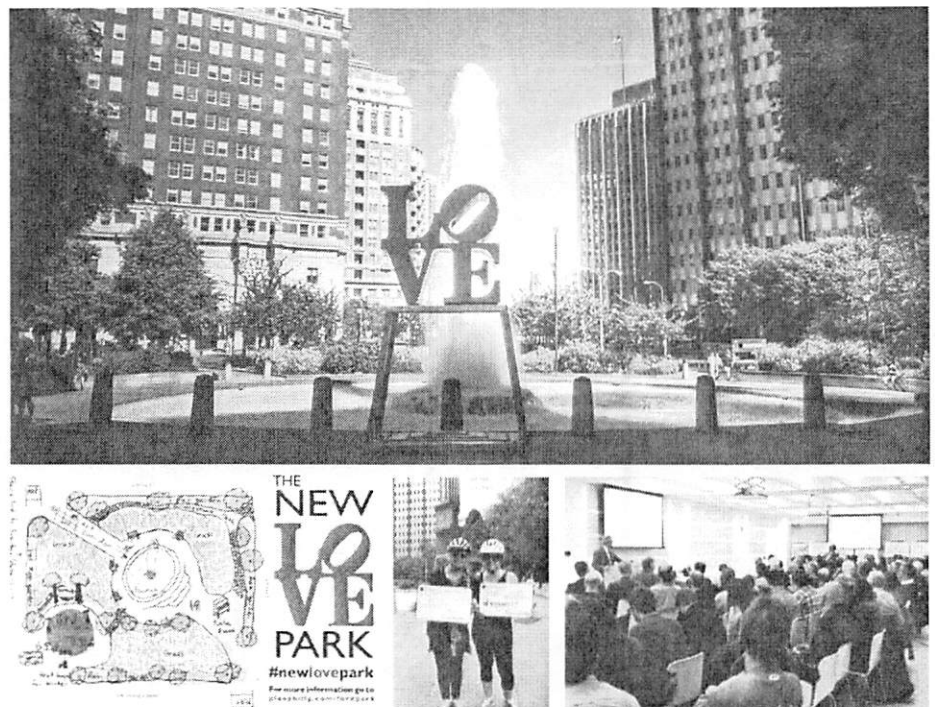


JFK Plaza/LOVE Park Civic Engagement Process

Civic Engagement Process for the Redesign of JFK Plaza/LOVE Park Philadelphia, PA 2014-2015

PennPraxis was commissioned by Philadelphia Parks & Recreation and The Fairmount Park Conservancy to lead a robust civic engagement process initiating the redesign of the iconic JFK Plaza/LOVE Park. Between May 2014 and January 2015, PennPraxis spearheaded a campaign to educate the public about the park and the project to redesign it while also stimulating citizen involvement in a civic engagement process informing the park's designers. These efforts captured the ideas and values of over 750 individuals from Philadelphia and beyond.

The process incorporated on-site public engagement, two public meetings, and a continuous multichannel conversation about the project via social media (Facebook, Twitter, Instagram using the hashtag #newlovepark) and local news outlets (including a home page for the civic engagement process on the PlanPhilly website). The culmination of this process was a set of community driven principles (contained in the document Key Themes and Design Recommendations) conveyed to Philadelphia Parks & Recreation, The Fairmount Park Conservancy, and the park's redesign team led by Hargreaves Associates. These principles reflect the understanding that JFK Plaza/LOVE Park is a space of diversity in terms of both users and uses. To maintain this unique and important quality, the principles called for flexibility in design, space for democracy, improved maintenance and security, more green space, a stronger connection to the Parkway, and a commitment to seriously considering the fate of the Fairmount Park Welcome Center.



Green 2015 - An Action Plan for 500 New Acres

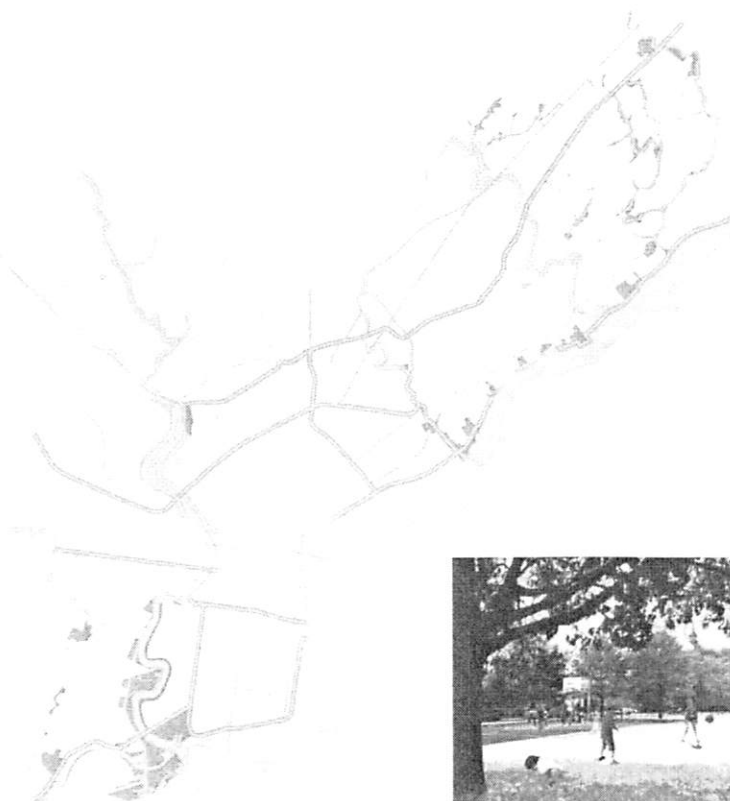
Green 2015: An Action Plan for 500 New Acres

Philadelphia, PA

2010

PennPraxis is working with the City of Philadelphia Department of Parks and Recreation to create an action plan to help the department meet the mandate for 500 acres of new parkland set forth in Greenworks Philadelphia. The plan builds upon previous plans and research in order to identify potential short-term additions to the park system as well as a long-term vision and framework for the park system. This work is also being conducted in parallel with the Philadelphia City Planning comprehensive planning process and will support the goals of the comprehensive plan. The action plan will also complement the Green City Clean Waters initiative of the Philadelphia Water Department which seeks to create green infrastructure that serves multiple uses. Additionally, the action plan will support Mayor Nutter's goal of Philadelphia becoming the "greenest city in America."

It will seek to identify projects that will provide Philadelphia with new parkland that provides sound environmental, social and economic benefits to the city.

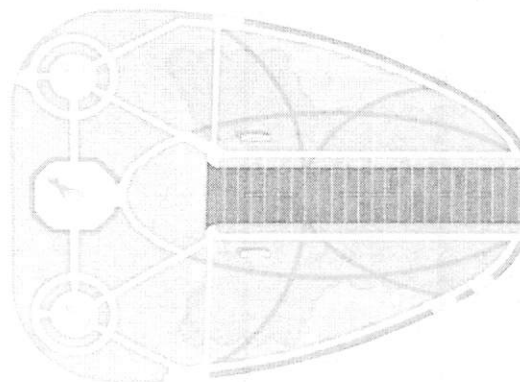


More Park, Less Way: An Action Plan for the Benjamin Franklin Parkway

More Park, Less Way: An Action Plan for the Benjamin Franklin Parkway **Philadelphia, PA** **2012 - 2013**

In Philadelphia, the Benjamin Franklin Parkway evolved slowly from a gateway to Fairmount Park into an automobile conduit to the city. With *More Park, Less Way*, PennPraxis worked with Philadelphia Parks and Recreation to recommend a series of series of actions to shape the evolution of the Parkway into a 21st century public space. Through a comprehensive civic engagement process, PennPraxis recommended designing high-quality urban parks on overlooked parkland; reconsidering how the community accesses the Parkway, programming the public space along the Parkway in creative and consistent ways; and developing a structure for ongoing management of the Parkway as a special district within the city.

Because of robust public interest generated through the civic engagement sessions, Parks and Recreation was able to build an audience to support the quick implementation of a summer pop-up park in Eakins Oval. During the summer of 2013, Parks and Recreation reclaimed "The Oval" as the "new shape of fun", creating a public amenity out of a highly visible surface parking lot.



The New Fairmount Park: A Community Vision Plan for East and West Fairmount Park

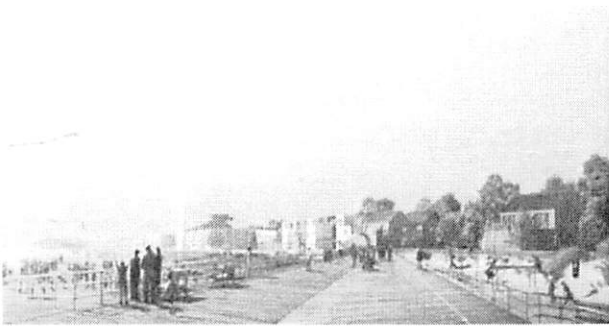
The New Fairmount Park: A Community Vision Plan for East and West Fairmount Park Philadelphia, PA 2013 - 2014

In 2013, Penn Praxis -- in partnership with Philadelphia Parks and Recreation Department, the Philadelphia Parks and Recreation Commission, and the Fairmount Park Conservancy -- was awarded funding to conduct a study to identify low-cost early actions and longer-term investments to improve connectivity to and through East and West Fairmount Park, as well as recommendations for how underused portions of the park can better serve park users of all kinds. While this 2000-acre park is the undisputed heart of the local park system, barriers of all kinds continue to limit its potential. Conceived as a watershed park in the mid-19th century, the park has been developed on an ad hoc basis over the intervening 157 years.

The effort, completed in May 2014, provided a comprehensive survey of park assets and user groups; identified early, low-cost actions that promote improved access to and through the park; offered recommendations for longer-term amenities, programs, development, and infrastructure needed to improve connectivity and draw energy through the park; set forth policies to appropriately guide development in the park; and planned for coalition building to aid in implementation and long-term stewardship.



Arverne East



Client: L+M, Bluestone Group, Triangle Equities

Location: Far Rockaway, Queens, NY.

Size: 80 acres

Collaborators: Local Office Architects, Ginsberg Architects, White Architecture, Sam Schwartz Transportation Planners, Langan Engineering

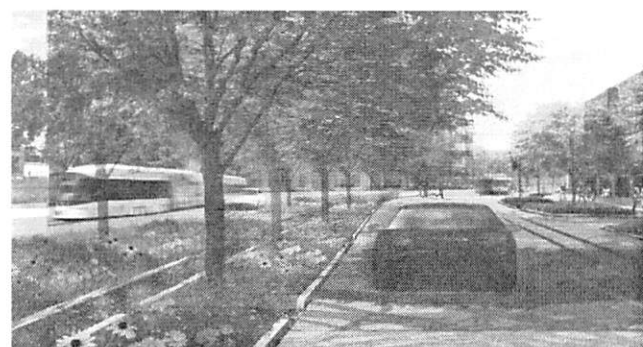
Services: Resiliency Planning, Ecological Wastewater Treatment, Sustainable Stormwater, Solid Waste

Arverne East is a master plan for an 80-acre site in Far Rockaway, Queens planned to accommodate 1,500 housing units and 300,000sf of retail. Located in a FEMA Special Flood Hazard Area Zone, the oceanfront site is particularly vulnerable to flooding both from coastal storm surge from the ocean as well as from still-water flooding from Jamaica Bay. The master plan also includes resiliency strategies for power, water and wastewater, transportation and evacuation and locations for community disaster recovery centers.

LEVEL provided technical support for the resilience strategies through a collaborative design process with the entire master planning team. The design was intended to be a model for a new type of coastal development which includes ecological dune protection, 100% on-site renewable energy, 100% on-site wastewater treatment and recycling, a waste-to-energy facility, and stormwater drainage plans integrated with parks and recreational space.

The project is currently in design development to secure the broad support of public funding and private financing required to implement the resiliency aspirations of the client team.

Northside St. Louis



Client: McEagle Development

Location: St. Louis, MO

Size: 1,400 acres

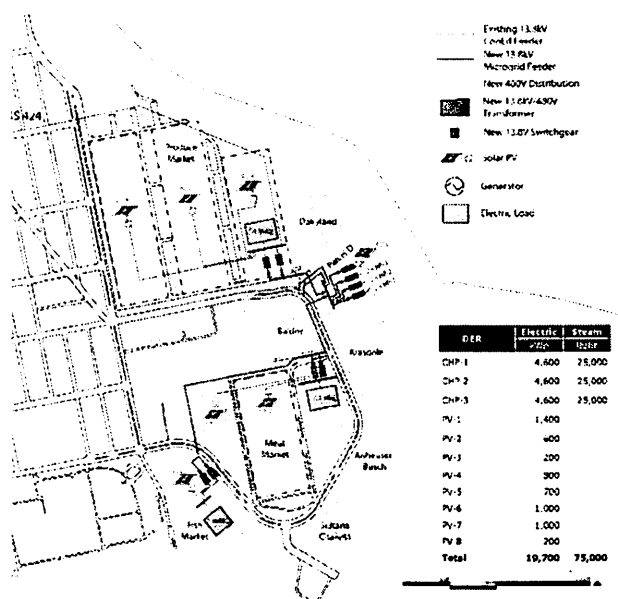
Collaborators: Civitas, Cole Associates

Services: Sustainability Framework, Transportation Planning, Energy Planning, Green Streets

The Northside St. Louis Redevelopment Plan is a community revitalization plan to bring back employment, housing, schools, parks, and other community services to an underserved area on St. Louis' North side. Working in partnership with the client and community members, the redevelopment team created an integrated neighborhood revitalization plan for the 2,000-acre site.

While at a previous employer, Byron Stigge provided strategic sustainability guidance to the redevelopment team for over two years. Based on the concept of a neighborhood utility district, the sustainability component of the plan included an integrated transportation plan to enhance bicycle, transit and walkability throughout the neighborhood. Other aspects of the plan include upgraded infrastructure, water resource planning, distributed power generation, energy conservation strategies, and on-site-renewable energy potential. To ensure the objectives were met, Stigge helped develop a sustainability framework of 30 key performance metrics to track progress over a 20-year period.

Hunts Point Community Microgrid and Resilience Building



LEVEL led a team to study a Community Microgrid for Hunts Point in the Bronx, New York. The project is being undertaken as part of NYSEDA's NY Prize competition that allots \$40 million to improving the reliability and resiliency of New York's electrical grid. The Hunts Point community in the Bronx hosts a major food distribution center (FDC) that plays a critical role in supplying fresh meat and produce to the wider New York City region.

The project will explore the opportunity for building a district energy facility that will provide electricity, steam, and refrigeration to the FDC, nearby businesses, and other critical community facilities in this flood-prone neighborhood. Maintaining cold-chain compliance for these facilities during prolonged power outage conditions will be a primary driver for the design of the district energy facility, though the potential to generate energy at a price point below current market conditions will play an important role in feasibility considerations.

Client: NYSERDA

Location: Hunts Point, Bronx, New York

Collaborators: Sustainable Energy Partnerships, Energy Wiz, GE Microgrids, Olin Partnership, PennDesign, OnForce Solar, IdleAir, Baretto Bay

Services: Energy planning, resilience planning

Princeton Master Plan



**PRINCETON
UNIVERSITY**



Client: Princeton University

Location: Princeton, New Jersey

Size: 300 acres

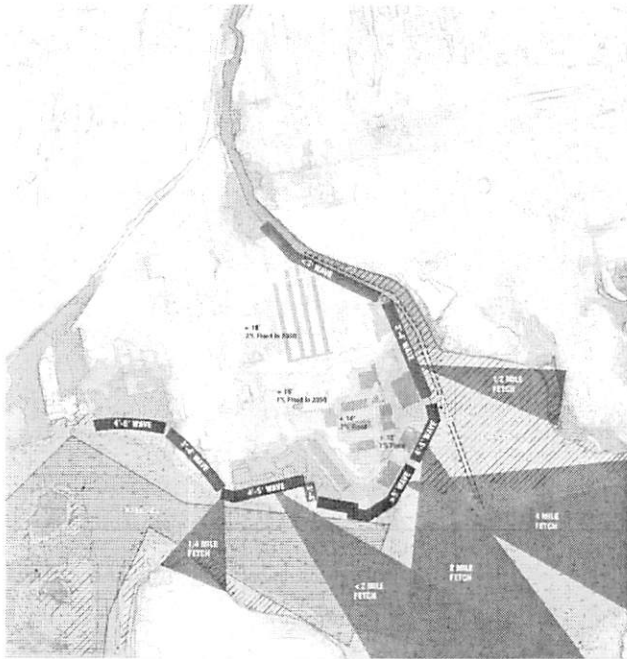
Collaborators: Urban Strategies Architects and Planners

Services: Sustainability Planning, Resilience Strategy

Princeton University is engaged in a long-range planning effort to envision how the campus will evolve and expand over the next 30 years. The planning assignment includes evaluating the evolution of real estate assets; the applicability of growth, density, transportation and mixed-use planning principles; schemes to reduce carbon output; and the relationship between land use planning and academic pedagogy.

As a core member of a planning team led by Urban Strategies, LEVEL is spearheading the sustainability aspects of the two-year planning assignment. LEVEL is collaborating to integrate innovative and sustainable design practices into every component of the planning process. By leading the discourse on university-wide issues of sustainability and resilience, LEVEL is ensuring that goals are embedded and holistic visions are aligned throughout the entirety of the long-range planning effort.

Rebuild by Design- Hunts Point



Client: HUD / Rebuild By Design

Location: Hunts Point, Bronx, NY

Size: 100 acres

Collaborators: OLIN/Penn Design

Services: Resiliency Planning

In response to Superstorm Sandy, the worst natural disaster ever to hit the New York region, the federal government allocated over \$50B for rebuilding and enhancing long-term resiliency in Sandy-affected areas. The ReBuild by Design competition was launched out of this environment, bringing together 10 international teams to propose ideas for preparing the New York region for future storms.

Working in collaboration with the OLIN/Penn Design team, LEVEL helped develop strategies to protect one of New York City's most critical, yet most underserved, hubs— a 1-square mile community in Hunts Point, Bronx. The Hunts Point Food Market represents a major infrastructure center: it feeds 22 million people and creates over 25,000 jobs and \$3 billion in annual direct economic activity. Because disruption to that critical juncture can be catastrophic to the livelihoods of millions, LEVEL collaborated to provide resilient infrastructure planning advice including flood protection design proposals, water and energy planning schemes, and strategies for alternative financing structures. Ultimately, HUD awarded the project \$20 million for implementation.



CLIENT: Pittsburgh Urban Redevelopment Authority, South Side LDC

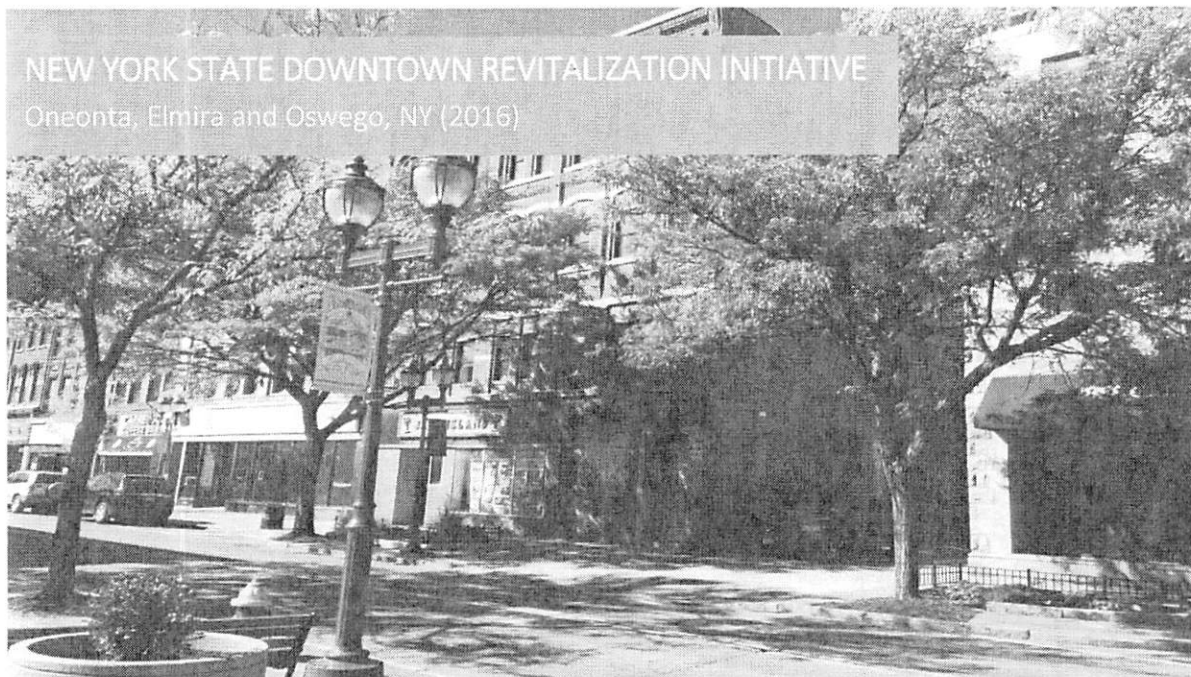
ROLE OF FIRM: Co-Consultant

REFERENCE: Rick Belloli (former Executive Director of South Side LDC)
Principal, Q Development LLC
828 West North Avenue
Pittsburgh, PA 15233
412-805-5153

PROJECT DESCRIPTION:

Larisa Ortiz Associates and Civitas Consultants were retained by South Side LDC and the City of Pittsburgh Urban Redevelopment Authority (URA) to provide a detailed market analysis for the area and an assessment of the tenant mix at South Side Works, a former waterfront industrial site turned open-air retail, office, entertainment and residential complex located on the South Side of the City of Pittsburgh. Anchor tenants include REI, an 11-screen movie theatre, and Hofbrau – a regional destination beer hall.

Our work included advising the URA on changes to leasehold restrictions that requires a set-aside for restaurant and eating establishments, as well as strategies for repositioning the surrounding area to function as a single destination alongside South Side Works.



NEW YORK STATE DOWNTOWN REVITALIZATION INITIATIVE

Oneonta, Elmira and Oswego, NY (2016)

CLIENT: New York Department of State

ROLE OF FIRM: Subconsultant (project partner with Stantec)

REFERENCE: Marc Wouters
Director of Urban Design, NYC Studio, Stantec
(646) 490-3947
Marc.Wouters@stantec.com

PROJECT DESCRIPTION:

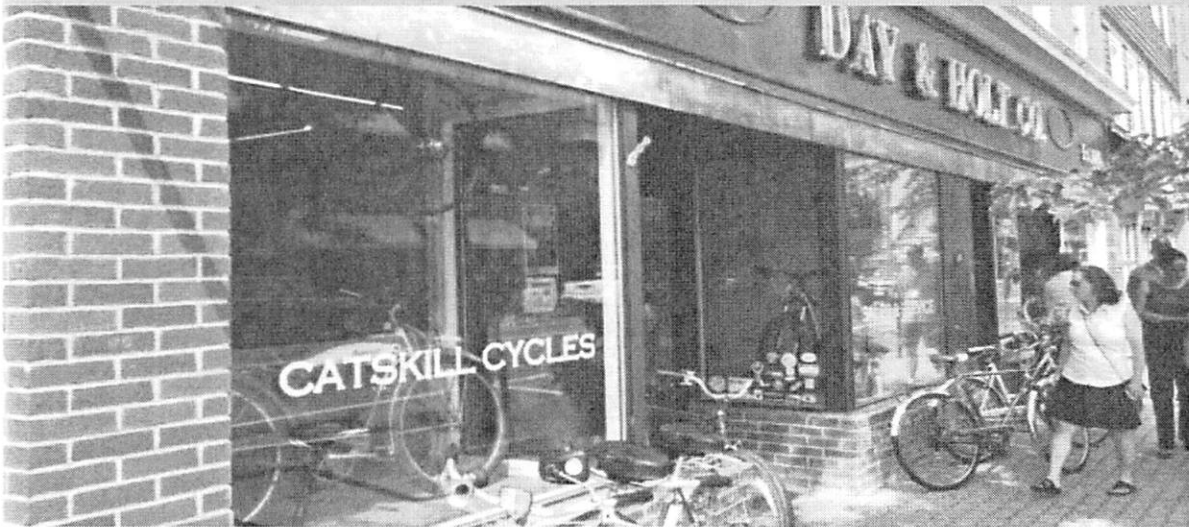
Larisa Ortiz Associates served as a subconsultant advisor to lead consultant Stantec on the New York State Downtown Revitalization Initiative (DRI). LOA developed a Retail Marketplace Analysis for the downtowns of three municipalities throughout New York State that included Oneonta, Elmira and Oswego. The objective of the Retail Marketplace Analysis was to assist the DRI efforts in defining and prioritizing strategic interventions that could catalyze further investment in these downtowns by understanding market demand potential and opportunities to improve the downtown retail environment.

The Retail Marketplace Analysis assessed four areas that relate to successful downtown business districts including the physical environment, the business environment, market data and demographics to determine spending by residents and non-residents, and the administrative capacity necessary to advance the DRI proposed projects.

The physical environment analysis looked at accessibility, visibility and connectivity of each downtown, while the business environment analysis looked at the presence and location of business nodes, size, type and concentration of retail offerings and their relationship to competitive districts. Finally, the market analysis looked at residential and non-residential demand for goods and services, customer groups' composition and profiles and identified retail opportunities for each downtown.

VILLAGE OF CATSKILL DOWNTOWN ECONOMIC AND MARKET TRENDS ANALYSIS

Village of Catskill, NY (2015)



CLIENT: The Village of Catskill

ROLE OF FIRM: Sub Consultant

REFERENCE: Nancy Richards, Community Development Coordinator
Village of Catskill
518-943-7117
nrichards@villageofcatskill.net

PROJECT DESCRIPTION:

Larisa Ortiz Associates (LOA) was hired by the Village of Catskill in July of 2015 to conduct a Downtown Economic and Market Trends Analysis along with Elan Planning, Design & Landscape Architecture. The Village sought to become a go-to destination in the region but struggled with an underutilized waterfront and an inactive and uncoordinated downtown.

As sub consultant, LOA was charged with assessing the retail environment of downtown Catskill. Our work included a district assessment which produced detailed information about the Village including transportation and access, destinations and anchors, review of new developments, and an in-depth review of the physical and business environments. In addition, we interviewed community stakeholders and generated information regarding the perceived challenges and opportunities the community faced. The district assessment also contained a review of the administrative capacity within the Village.

LOA produced a market demand analysis which classified the commercial corridor and further elaborated on the resident population, workforce, and visitors. Our analysis also compared the Village of Catskill with other competitive districts in the area.

Finally, LOA generated data and summary information related to retail opportunities and leakage. Our diagnostic findings were presented to the Village along with our recommendations and detailed “next steps” which included specific examples how to drive visitation and retail sales as well as how to improve the physical landscape.





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COLLFOR-01 ATOMPKINS

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DATE (MM/DD/YYYY)
3/30/2016

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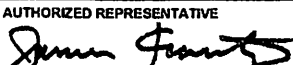
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A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS		6021023721	03/29/2016	03/29/2017	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$		6021023749	03/29/2016	03/29/2017	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000 \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y <input checked="" type="checkbox"/> N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A				PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
New York City Economic Development Corporation are included as additional insured as per written contract.

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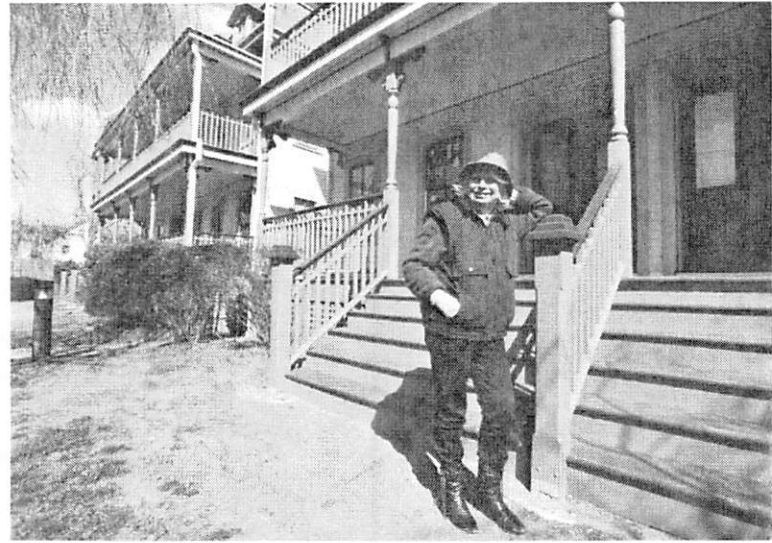


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