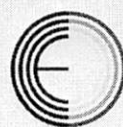


EXHIBIT F

(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, **Pean Praxits** for historic preservation, and **Larissa 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@collectiveforce.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 professional 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 quilts, 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

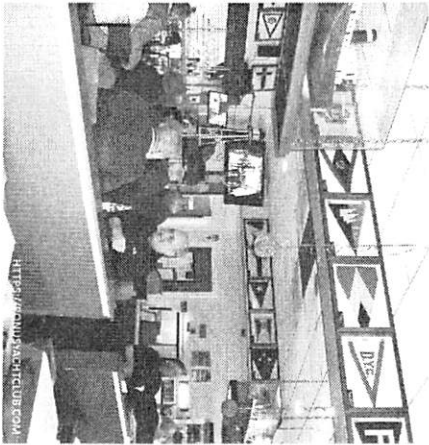
a refinement of the inventory and plan scope of work that zeros in on the key issues. This approach will leave us, and the Land Use Bureau, room for creativity, vision and design.

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 positioning 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.



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 Stanford 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 Stanford 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 Piney Boves 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: VINCE VINO

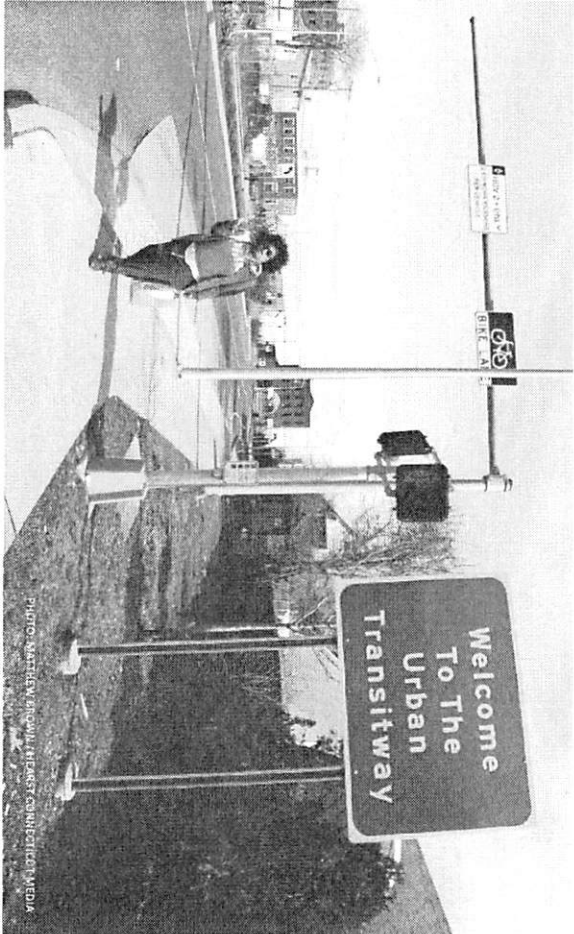


PHOTO: MATTHEW BROWN, HISTORIC CONSERVATION MEDIA

WORK PLAN



Virginia Krezlitz / Wind Against Current

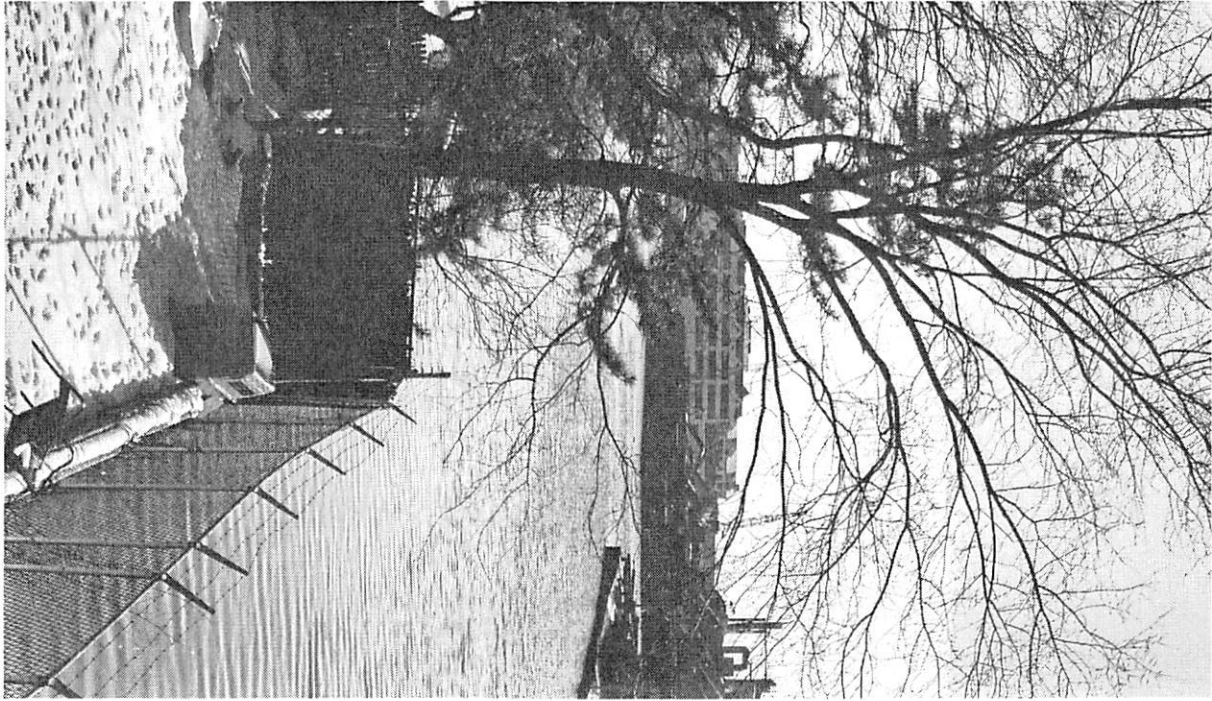


PHOTO: ROSS WHEAT

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.

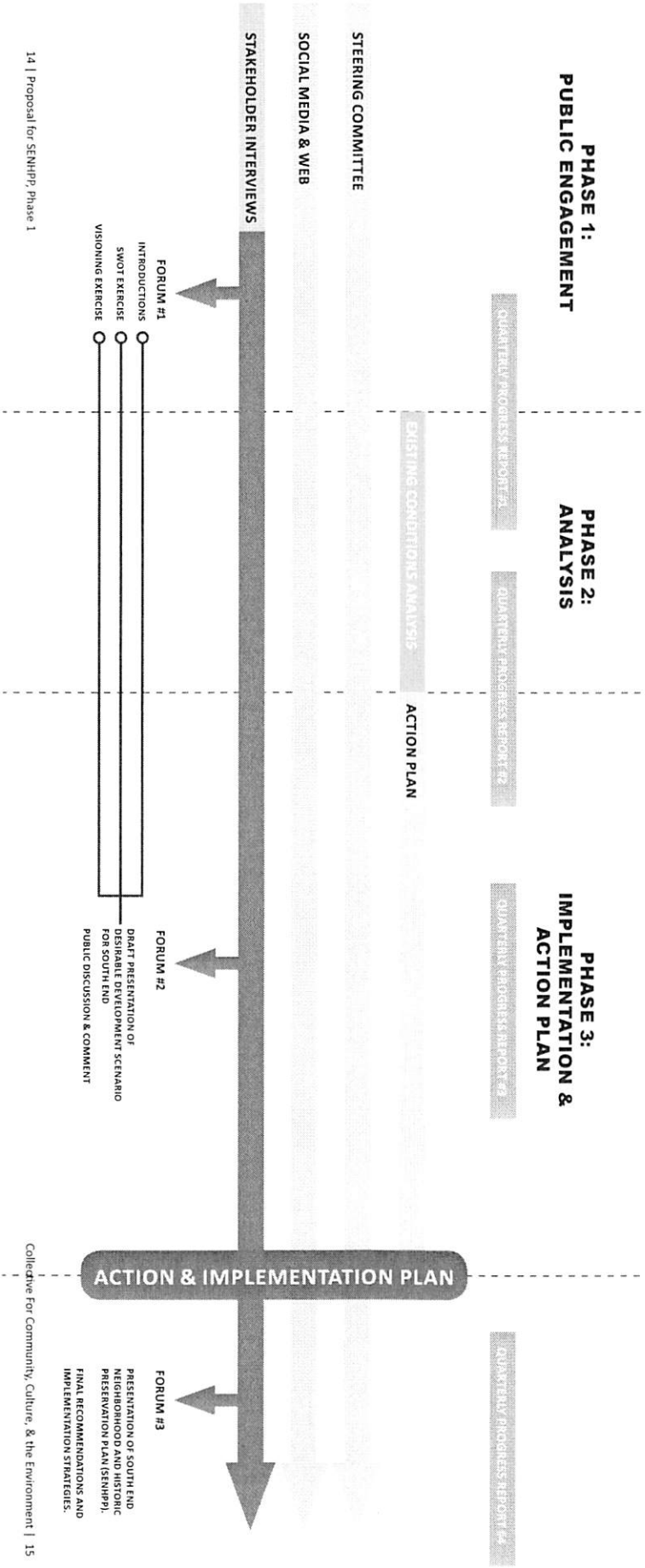
We understand that the first phase of work includes the preparation of a detailed scope of work for the South End Neighborhood and Historic Preservation Plan based on scoping discussions with the client, review of all available material to assess gaps in critical information, and interviews with the 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.

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.

WORK FLOW



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 Chat, 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 dissonance. 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: JENNIFER DOUGHERTY

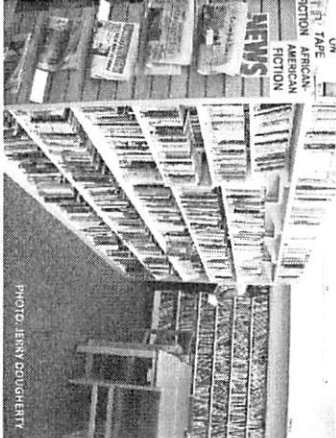
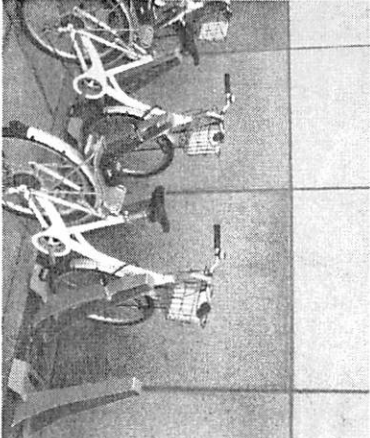


PHOTO: JENNIFER DOUGHERTY

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, decision-making, 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.

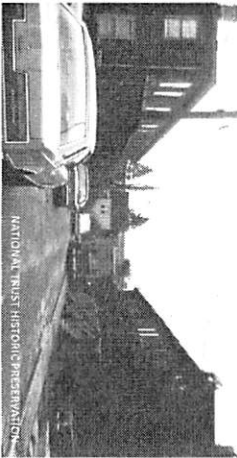
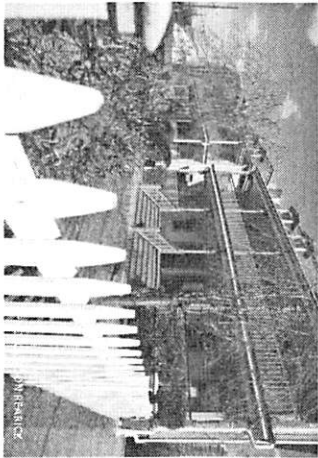
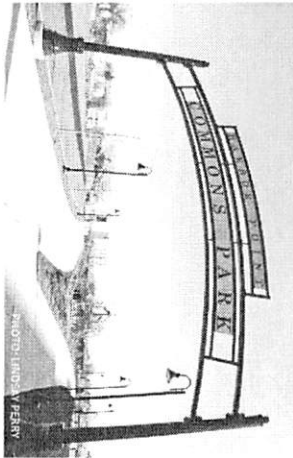
The Collective's approach to Existing Conditions Analysis is outlined below, and augmented by the coordinated Analysis work plans of Penn Praxis, Larisa Ortiz, and Level Infrastructure on pages [20-25].

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 decision-making. 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 reciprocates 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.

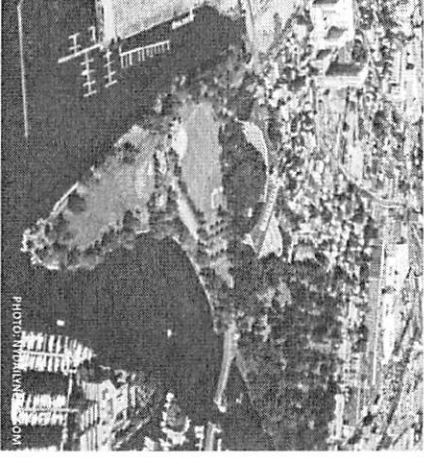
TASK 2F Open Space, Urban Design & Physical Assets

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.



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.

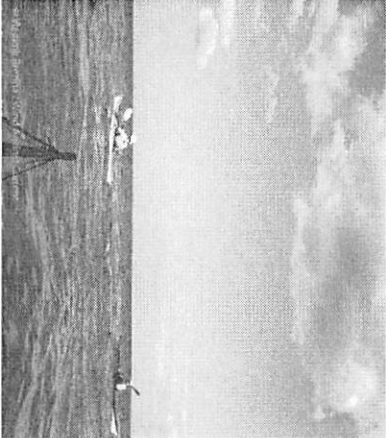
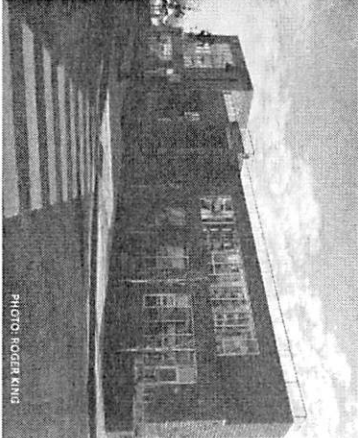
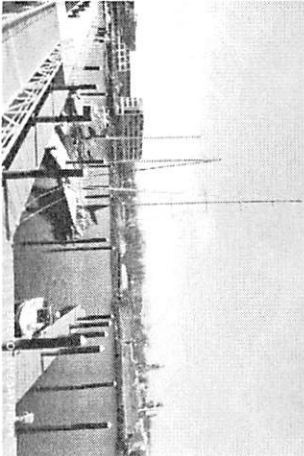
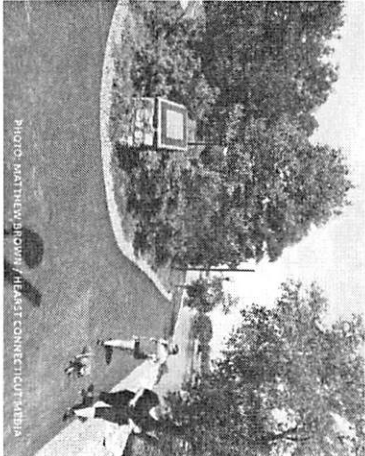
TASK 3D. Historic Preservation Strategies and Action Plan

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 allowing 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 (spatially, 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-phadelphia>

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.

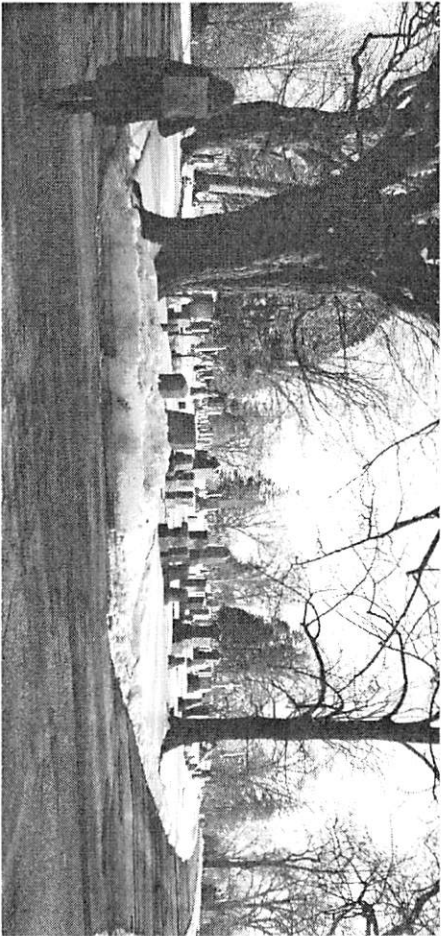
Phase III: Strategies and Action Plan

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.



PHOTO: YELP.COM

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.

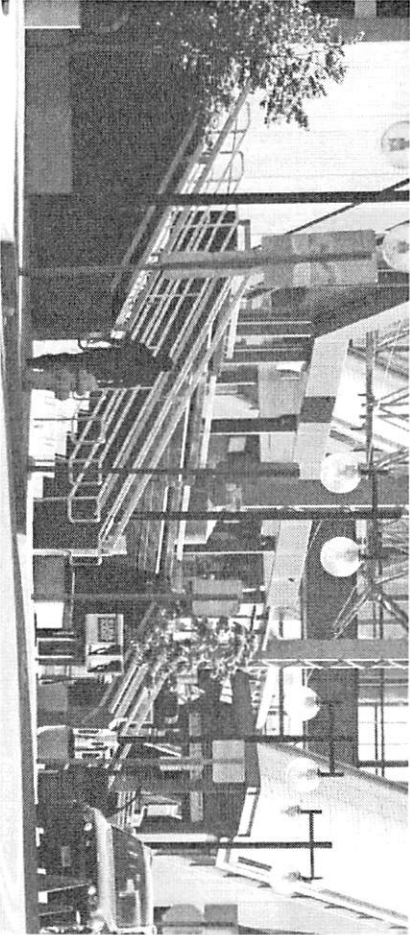
3) RESILIENCE: The technical aspects of Level's resilience analysis will begin with understanding a wide variety of threats including, but not limited to, coastal flood risk, rain event flood risk, heat risk, winter storm risk, power outage, communication outage, and other man-made and natural events. 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

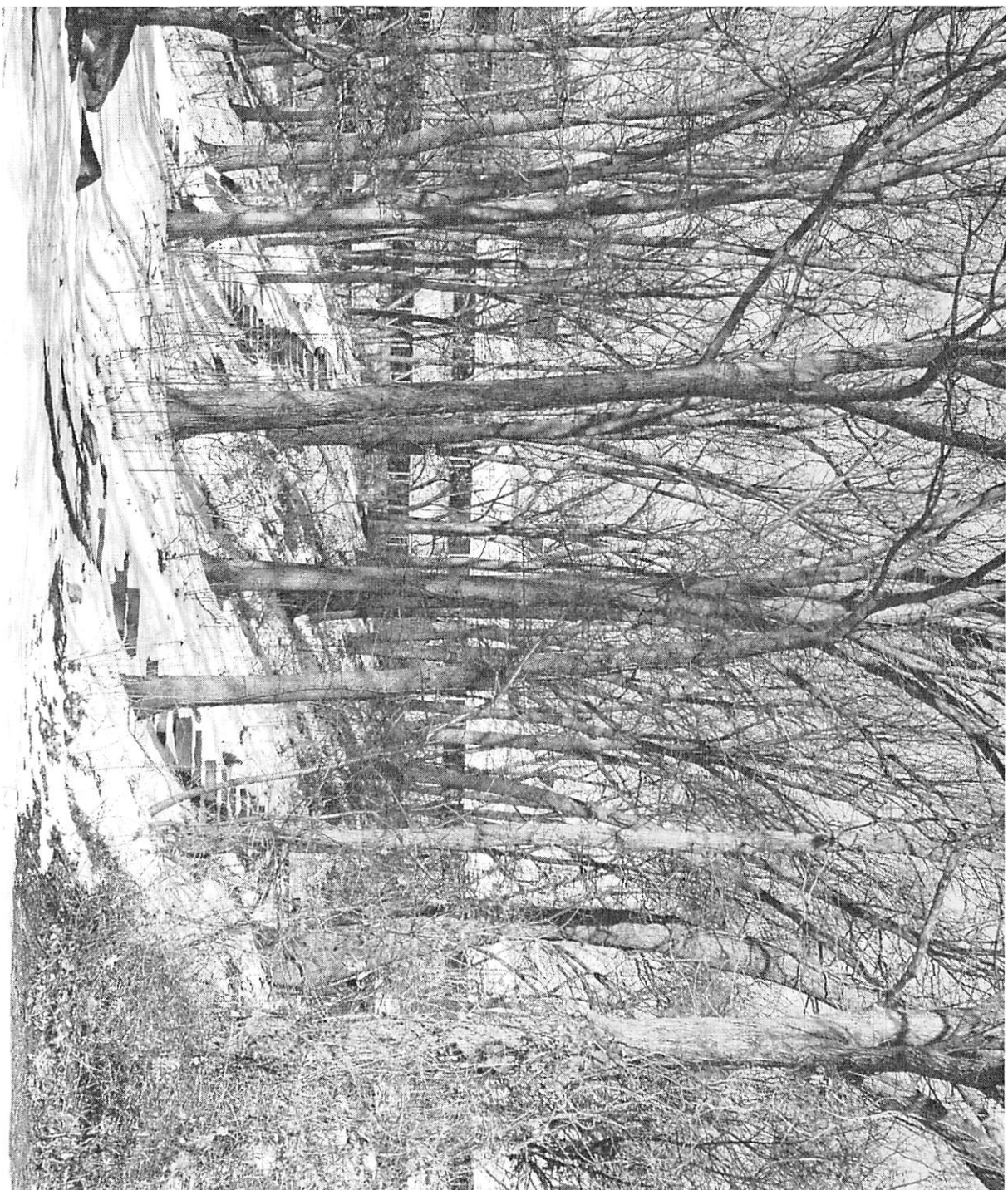
Following discussion of the above analyses with the City, Collective and the Steering Committee, Level will prepare a draft infrastructure Strategies and Action Plan that encompasses the Transportation Plan (called for in section c of the Recommendations section of the RFP).

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 / Lefterts Gardens (Brooklyn), and Mott Haven (Bronx).

LEVEL INFRASTRUCTURE Infrastructure Planning New York, NY

PENN PRAXIS

Historic Preservation Strategy
Philadelphia, PA

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.

LARISA ORTIZ ASSOCIATES (LOA) Retail Analysis & Revitalization 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 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) 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

METIA 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
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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 Unit / South Bronx Community Resiliency Agenda Bronx, Brooklyn Design US Department of Housing and Urban Development (HUD) Rebuild by Design Hunts Point Lifelines, Bronx, NYC Lehigh Valley Planning Commission State Belt Comprehensive Plan Design Research Lehigh Valley, Pennsylvania NYS Energy Research & Development Agency NY Prize Project for Hunts Point, Bronx
RELEVANT EXPERIENCE cont'd	Urban Land Institute (ULI) Posterior Assistant, 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 Muesota 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 \$45 million 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 Muesota Marsh Park National Honor 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 Issues for Staten Island and Coastal New York & New Jersey, 2013
SPEAKING ENGAGEMENTS	Internal Festival of Landscape Architecture Canberra, Australia Landscape Architecture Foundation Summit Philadelphia Congress of the Association des Architectes Paysagistes du Québec, Montréal, Canada Ego 2015 Symposium: Landscape Agriculture, Architecture, and Urban Life Milan, Italy American Society of Landscape Architects (ASLA) annual conference, Denver *Project based in NYC, unless otherwise noted

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collectiveforce.com

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 Ad Diploma Architectural Association School of Architecture London, UK
PROFESSIONAL AFFILIATIONS	Planners Network American Planning Association
FACULTY POSITIONS	Participative Programs for Sustainable Planning and Development Visiting Assistant Professor International Honors Program Guest in the 21st Century Traveling Faculty Hunter College Department of Urban Affairs and Planning Assistant Lecturer
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 Metroparc Commune 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 Manhattanville Campus Expansion Plan and DEIS Brooklyn Community Board 7 Sunset Park Waterfront 197-a Plan Brooklyn Community Board 1 Williamsburg Waterfront 197-a Plan 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/We Stand/We Rise, 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 Sepp and Rich Staud) Design Trust for Public Space, 2000. "Are We Prepared to Participate?" (with Margaret Sepp) 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 "Unravelling the Myth: Co-op Conversion in New York City, 1907 to 1990" Community Planning and Resource Center, 1993. *Project based in NYC, unless otherwise noted

KEY PERSONNEL

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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 Planning Association
Concrete Safety

TEACHING

Lehman College, CUNY, NY
MPH program

RELEVANT EXPERIENCE*

Selected Clients:

NYC Economic Development Corporation
Coney Island Cultural Development Study

Local Initiatives Support Corporation (LISC)

Chloe Neophytou's Interive Most
Haven Community Steering 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

STIMVE

Secured \$10 million for national workforce
development initiative;
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, food creation
(comprehensive resource guide)

Food Systems Network NYC

Directed FoodShare NYC
Community-based food planning food
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
community 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 Montefiore Hospital
redevelopment

Managed task force of hospital executives/
liaison for borough-wide, city-wide, and
national initiatives, including primary
care development, local/communitarian
health, Latino health and women's issues;

Columbia University/Rockefeller-Meister
Associates
Ft. Greene Clinton Hill/Walden Heath &
Human Services Planning Study

SPEAKING ENGAGEMENTS

Baum Forum conference on Schools,
Food and Community
Roundtable: Native Preservation
Hunter College Urban Planning

*Projects listed in NYC unless otherwise noted

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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
Santitas 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

Manhattan Land Use and Zoning
Initiative Report

The Jamaica Plan ULURP

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

Greenpoint, Brooklyn 197-a Plan

GOLES Community Assessment & Education
Initiative

NYCHA Dwelling Design & Family Compos-
ition Study

Mutual Housing Association of New York,
Sutterfield site low-income Co-op rehab

RELEVANT EXPERIENCE cont'd

Consulting Work cont'd
Pratt Center for Community Development

El Puente, Campus renovation

ABC Mo Rio

Building renovation

Manhattan Community Board 9

West Harlem Rezoning
Broadway Triangle Community Coalition

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

Leslie Neighborhood Program

Community Planning Panel, 2006-2012

*Projects listed in NYC unless otherwise noted

KEY PERSONNEL



JINA MELVYN 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, Northwestern University

REGISTRATIONS
Nationally Certified ASL Interpreter, CUEI

PROFESSIONAL AFFILIATIONS
American Planning Association
Business Network
National Association of the Deaf
Registry of Interpreters for the Deaf

RELEVANT EXPERIENCE*
Town of Woodbury, CEET
Workshops 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

Governors Warren Street, Atlantic
Terminal Houses and Wyckoff Gardens,
Brooklyn
Investing in Public Housing, Visiting

Manhattan Valley
Community Engagement and Visioning
*Project is 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. Technical, 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
Port Institute Industrial Design
Faculty

University of Bridgeport
Industrial Design
Lecturer & Guest Critic

Parsons School of Design
Lecturer & Guest Critic
University of Michigan
Penny Stamp Lecture

RELEVANT EXPERIENCE*
Lower East Side Ecology Center
Recycling and adaptation of Solispherica
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 charter

NY SunWorks
Companion graphic of watts produced by
solar trackers, wind turbines, & bio-diesel
used by the educational hydroponic green-
house 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)
100% array of 6 photovoltaic trackers,
sculptural bridge, LED lighting & landscaping,
Trenton, NJ

Liberty Science Center, NJ Solispherica,
with Wendy Brayer
1 KWh solar interactive exhibit with tracker,
compass rose, 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 refrig-
eration system

William McDonough Architects
Collaborative projects

AWARDS
Distinguished Alumni, University of
Bridgeport, 2015

Distinguished Service, Northeast Sustain-
ability Association, 2014

Innovative Product Award, LightFair 2005
SolarScapes Design Competition winner
with Wendy Brayer

SPEAKING ENGAGEMENTS

Building Energy NYC (NECEA) Conference
Co-Chair, October 2014
Building Energy RESEEA: The Buckminster
Fuller Challenge 2015, "Sensing Resiliency"
2013, "Evolutionary Beauty 2012, "Narrow Deaf"
2011, "Beauty: redefining no-place" 2010,
"Corrosion of Beauty" 2008, "Energy Futures"
2008, "Metaphysics of Energy" 2007, "Sus-
tainable Design" 2006, "Vivaria vessels for
life" 2005, "Connections of Global Energy &
Aesthetics" 2004

American Solar Energy Society, "Lightening
Solar: The Empowerment of Energy
Production, 2005, "Aesthetics: ignore it or
Pencil" 2003

PUBLICATIONS

"Women in Green: Voices of Sustainable
Design," Mia Gould & Lance Hovey, Ecotone
Publishing, 2007
Chapter in "Re-visioning Design & Technology:
A Feminist Perspective," Rutgers Press, NJ
1999
*Project is based in NYC, unless otherwise noted

KEY PERSONNEL

COLLECTIVE FOR COMMUNITY, CULTURE AND ENVIRONMENT
collectiveforce.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 acupuncture 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	RELEVANT EXPERIENCE cont'd Chinatown Working Group Urban Design and Zoning for "Preserving Authenticity and Authenticity: A Plan for Chinatown & Surrounding Areas"	RELEVANT EXPERIENCE cont'd Lower East Side Ecology Center East River Park Wetland and Green Infrastructure design	EDUCATION Master of Landscape Architecture, University of Pennsylvania Master of City Planning, University of Pennsylvania
REGISTRATIONS Registered Architect, New York State	GOLES Inc. (Good Old Lower East Side) Renovation of offices and public spaces.	River Pool at Beacon Inc. River Pool flow through swimming Pool Beacon, NY Design and USACE & DEC Permitting	RELEVANT EXPERIENCE WITH JAMES CORNER FIELD OPERATIONS Nicollet Mall Redesign , Minneapolis, MN Presidio Parklands Tunnel Tops Park , San Francisco, CA
PROFESSIONAL AFFILIATIONS Fellow, Institute for Urban Design Architecture CMU, ONI International Arts Center, Hudson, NY Friends of Hudson River Park Founder's Committee LEED AP Certification	Meta Brunzema Architect P.C. Selected projects: HKGY Alliance & HKMA The HKSA Plan: Hudson Jails 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 - 85 rail SF of mixed-use development including housing, office, retail, hotels, parks and convention center.	COMPETITION JURY MEMBER AIA ENYA International Architecture & Urban Design Competition: The Harlem Edge- Cultivating Connections Building Brooklyn Architecture Awards AIA ENYA International Architecture & Urban Design Competition: The Harlem Edge- Cultivating Connections	SKILLS Adobe Photoshop, Illustrator, InDesign ArcGIS Rhino 3D AutoCAD Google SketchUP Digital and hand rendering Site photography and documentation Fieldwork and interview experience GIS data analysis Web Design (WordPress, HTML/CSS)
FACULTY POSITIONS Past Institute, School of Architecture Graduate Architecture & Urban Design Program - Adjunct Associate Professor Past Institute, School of Architecture Coordinator, Grad Urban Design Program (9 years)	Hardem CDC- Empire State Develop't Corp. La Marqueta Mile, Park Ave. (110th- 132nd) Urban design for park, promenade & markets under a 2.2 block elevated MTA rail viaduct.	Wittenberg, Germany IBS Stadtratsbau Conference "The Future of Sustainable Urban Design" Kösterbau, Turkey ULI Turkey Urban Regeneration & Real Estate Investments "Recent Work"	AWARDS ASLA Honor Award University of Pennsylvania 2014 Nateralia Luna Medal University of Pennsylvania 2014-013 Schreyer Woodman Interdisciplinary design competition- 1st PLACE New School University 2004 Leonardo Presidential Scholar
RELEVANT EXPERIENCE- Collective for Community, Culture and Environment Prospect Park E. Network & the Prospect Left's Gardens Neighborhood Association Neighborhood Research and Community Engagement Technical Assistance Project (9 years)	Metropolitan Art & Antiques Hell's Kitchen Flea Market - urban design for public market in Midtown Manhattan Hardem Congregations for Community Improvement, Inc. 135th St Viaduct Viaduct Urban Design under Viaduct, Plaza Design & Solar Lighting	PUBLICATIONS Book Chapter: "La Marqueta Mile: Hardem" in <i>Forming Practices: Interdisciplinary Approaches to Homes in Architecture</i> . Brown, Lori Ed. Ashgate Ltd. London Co-contributor: Design Trust for Public Space, "Hell's Kitchen South-Developing Strategies" "Project is based in NYC, unless otherwise noted"	

COLLECTIVE FOR COMMUNITY, CULTURE AND ENVIRONMENT
collectiveforce.com



YELENA ZOLOTOREVSKAYA
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	RELEVANT EXPERIENCE WITH JAMES CORNER FIELD OPERATIONS Nicollet Mall Redesign , Minneapolis, MN Presidio Parklands Tunnel Tops Park , San Francisco, CA	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	AWARDS ASLA Honor Award University of Pennsylvania 2014 Nateralia Luna Medal University of Pennsylvania 2014-013 Schreyer Woodman Interdisciplinary design competition- 1st PLACE New School University 2004 Leonardo Presidential Scholar
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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 every day 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

LEVEL Agency for Infrastructure, Director
Byron is the founder and owner of LEVEL, and leads the practice. He manages every active project in the office and provides leadership to both all corporate and public projects. He guides the business to provide excellence in all aspects of professional consulting services.

2006-2012

Buro Happold, Associate Principal
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

Buro Happold, Associate
Byron led the Sustainability Consulting Group for the New York office of Buro Happold and managed a team of 10 people. The group provided sustainable master planning, LEED consulting, energy modeling, environmental design, and sustainability consulting.

2004-2007

Buro Happold, Senior Engineer
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

Buro Happold, Engineer
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

Howard University Graduate School of Design
Master of Design Studies in Environmental Planning
Massachusetts Institute of Technology School of Architecture and Planning
Master of Science in Building Technology

1995-1999

Washington University in St. Louis School of Engineering
Bachelor of Science in Civil Engineering, Minor in Architecture

Industry Positions:

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

Teaching:

2015-Current
Columbia University, Integrated Design of Urban Systems, Affiliate Professor
2009-2013
Washington University in St. Louis, Sustainable Design in Architecture, Lecturer
2008-2009
Harvard University, Graduate School of Design, Studio Critic
2007-2009
Yale University, School of Architecture, Systems Integration, Lecturer



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

LEVEL Agency for Infrastructure, Senior Engineer
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 based preventive design, risk assessments, and hazard mitigation planning.

2012-2013

Kerkorian Design Initiative, Development Specialist
While living in Beirut, supported the creation of productive public spaces that provide sanitation

2007-2012

Beirut's waste management facilities, flood mitigation, and community gathering spaces.
Dynohue & Associates, Civil Engineer
Working as an engineer on public and private projects related to drinking water supply, wastewater treatment, and stormwater drainage.

Education:

2011-2013

University of Illinois at Chicago
Master of Urban Planning and Policy in International Development
University of Wisconsin at Madison
Bachelor of Science in Civil and Environmental Engineering

Industry Involvement:

2015-Current
International Water Association, Member
2015-Current
Water Environment Federation, Member

Accreditations:

2010
Professional Engineer, Environmental and Water Resources
2014
LEED-AP, Sustainable Development

Teaching:

2010-17

Columbia University GSIAF, Integrated Design: Urban Systems, Critic

Awards:

2013
AECOM UrbanUS Design Competition: Inspiring Kibera
2007
Meredith S. Edly Design Competition

KEY PERSONNEL



RANDALL F. MASON

School of Design, University of Pennsylvania
115 Meyerson Hall, 210 South 34th Street, Philadelphia, PA 19104
tel +1.215.898.3169 email 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)

Niarara 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

MollyLester@gmail.com • MollyLester@pennpraxis.com • ph: 610-513-5320 • 413 South 9th Street, Apt. A, Philadelphia, PA 19147

Professional Experience

Independent Architectural Historian/Preservation Planner 2014—Present

Current and Recent Career include:

- **PennPraxis/University of Pennsylvania, Philadelphia, Pennsylvania**
- *Researcher, Independence Museum of Art Master Plan Project (PennPraxis).* Analyze the site challenges and programming 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, Pennsylvania 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 Assistant (University of Pennsylvania).* On behalf of the National Park Service, oversee the landscape survey of historic park sites in Washington, D.C., 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.
- *Assistant Project Manager, Religious Program Project (PennPraxis).* Co-ordinated a field survey of the conditions and integrity of every historic religious property in Philadelphia. Coordinated the network, 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**
- *Artificial Intelligence, 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 Intervention in Sacred Places (SSIP)*
- *Overview and implemented SSIP, 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
- *James A. Hays, Jr.*
- *Researched, wrote, and coordinated all phases (Part 1-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
- *Grant and Program Director for the Philadelphia Regional Fund*
- *Overview 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
- *Editor, "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.*
- **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
- 2003: International Council of Shopping Centers, Learning for Non-Leasing Professionals
- 2008: John F. Reardon School of Professional Development, International Council of Shopping Centers, Learning Institute
- **Awards**
- 2015 Robert Fenton Award – American Planning Association New York Metro Chapter
- **Contact**
- 78-27 3rd Avenue, Suite 1
- Brooklyn, NY 11213
- 718-205-5116
- loris@larisaortizassociates.com

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 IJSC 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).

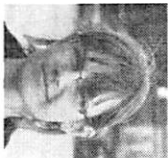
Prior to forming Larisa Ortiz Associates in 2008, Larisa served as founding Director of the Commercial Markets Advisory Service (CMAS), the in-house technical assistance program for the local initiative Support Corporation (IUSC), where she was charged with developing and executing technical assistance, training and capacity building programs in commercial revitalization for IUSC'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, I3 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 IJSC MetroEDGE
- 2006 - 2007: NYC Economic Development Corporation, Senior Project Manager
- 2003 - 2006: 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: Penalties 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



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.

Education
2004, Universidade Federal do Rio de Janeiro, Master of Science in Urban 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

Contact
78-7737th Avenue, Suite 1
Jackson Heights, NY 11372
pvoltolini@lariisaortizassociates.com
718-205-5116

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.



Nur Atiga 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

Contact
78-7737th Avenue, Suite 1
Jackson Heights, NY 11372
nur@lariisaortizassociates.com
718-205-5116

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 (CIAD),

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 CIAD'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.



Professional Experience

- 2016 - Present: IOLX, 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 Program for Sustainable Planning and Development, Graduate Research Assistant
- 2013 – 2014: Shophouse 8 & Co (Singapore), Project Execution Intern
- 2012: Ong & Ong Pte Ltd (Singapore), Master Planning and Urban Design Intern

Publications

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

- Awards**- 2016: Esther Bringham Fisher Scholarship for good academic standing

- Professional Membership**- International Downtown Association, Member 2015
- International Council of Shopping Centers, Member 2015

- Awards + Honors**- 2014 Susan Fantsten Distinguished Scholarship Award for Outstanding Scholarship and Excellence in Doctoral Research
- 2014 – Research nominated for the ACPSP Best Dissertation Award
- 2006 - Honor Society of Sigma Lambda Alpha, SUNY – ESF, Department of Landscape Architecture
- 2006 - Certificate of Accomplishment for Excellence in Academic Scholarship and Leadership by the SUNY-ESF International Students Affairs Committee
- 2003 - First Prize – Biannual Consortium of Architecture and Urbanism for the Development of Sustainable Communities (UNIGS, Brazil)

REFERENCES



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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Bronx Community District 7- Land Use and Zoning Study
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Coney Island Culinary Development Study
NYCEDC
Gillian Connell, Vice President
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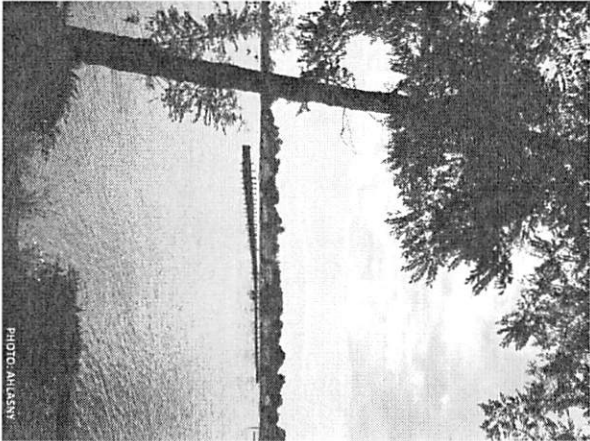


PHOTO: AILASNY



REFERENCES

PENNPRAxis

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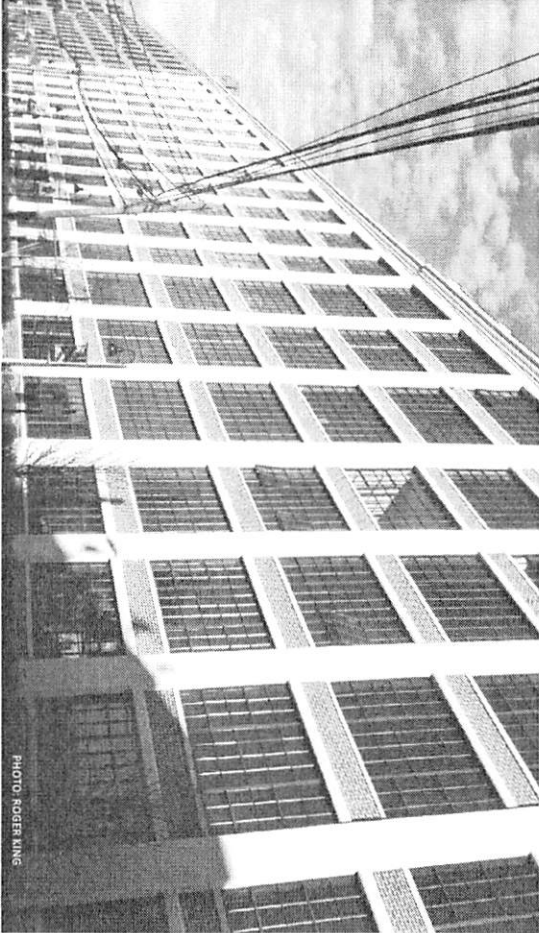
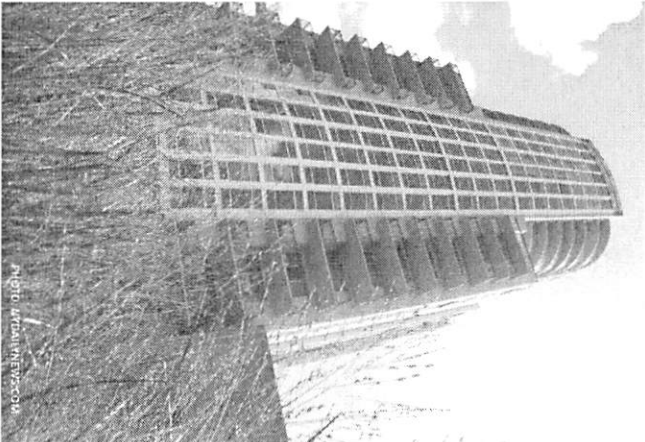
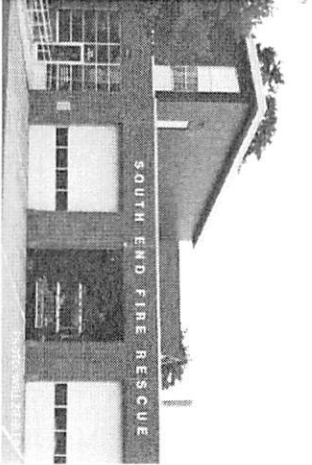
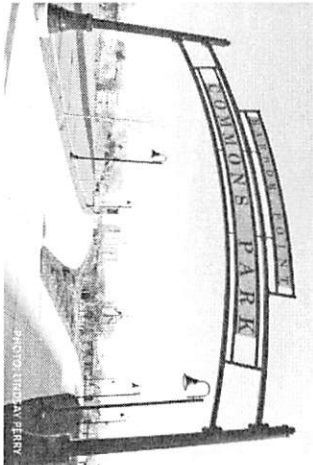
Marc Wouters, Director of Urban Design, NYC Studio
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LEVEL INFRASTRUCTURE

Northside Redevelopment Plan
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Princeton Master Plan
Cyndi Rottenberg-Walker
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Arverne East
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The Bluestone Organization
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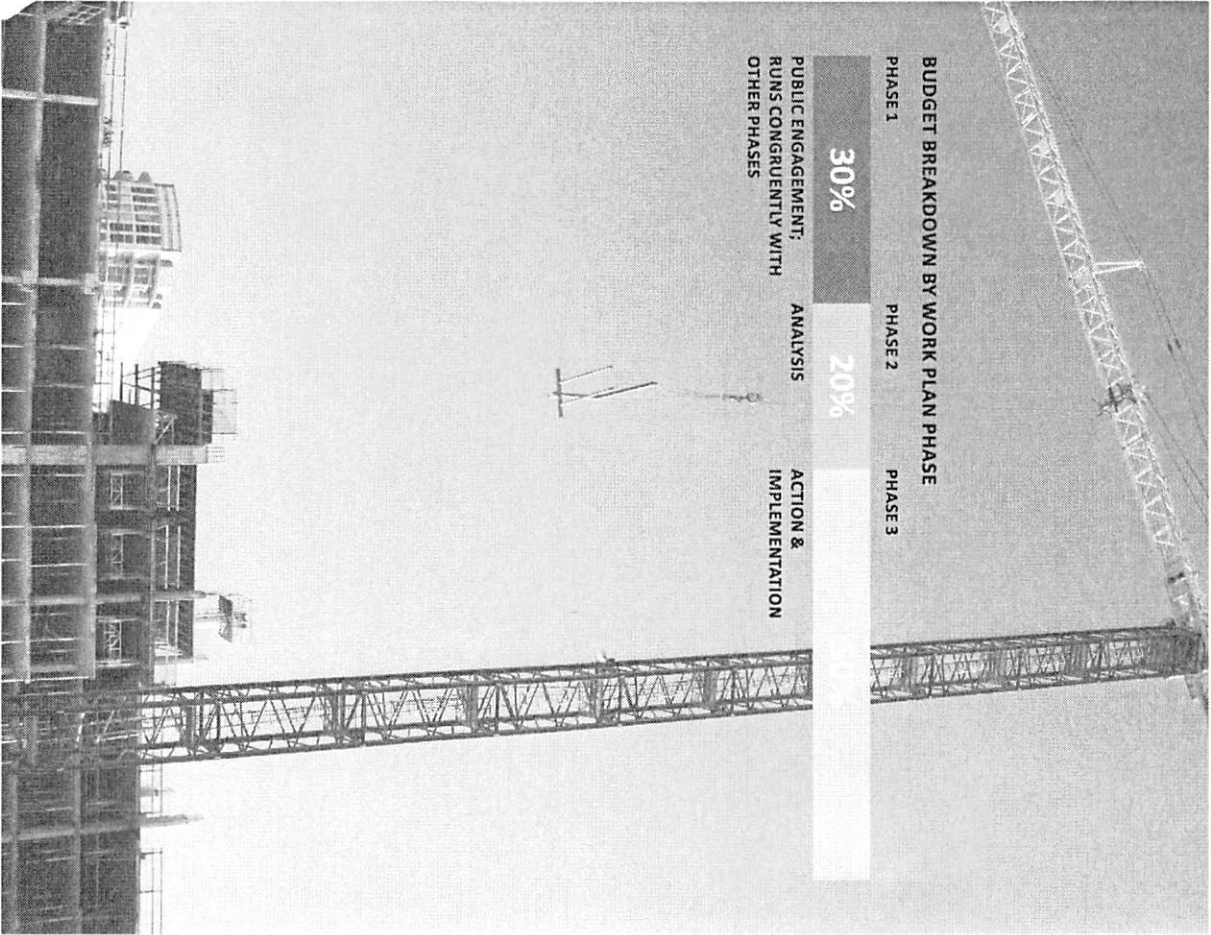




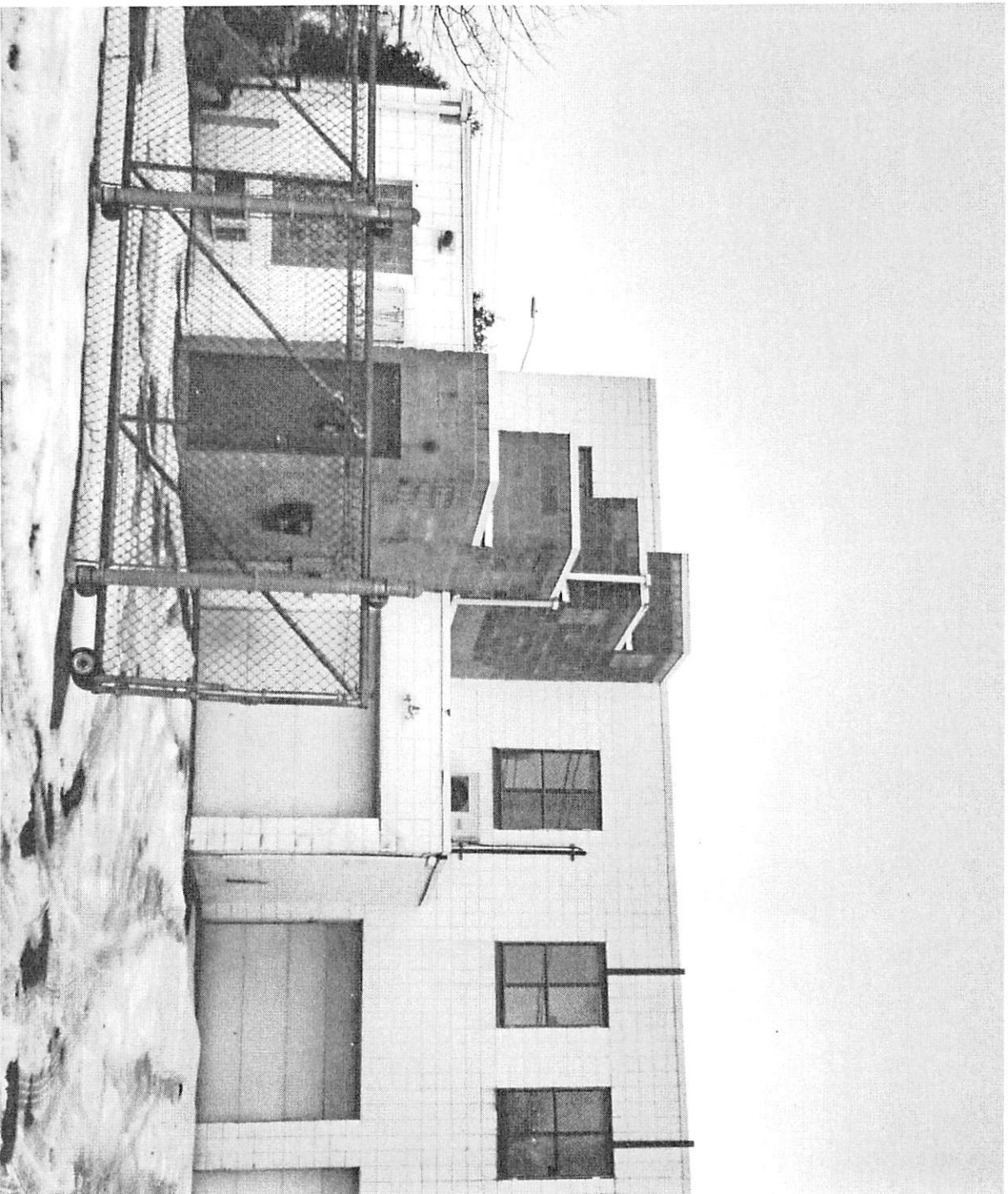
BUDGET

BUDGET, BY PHASE

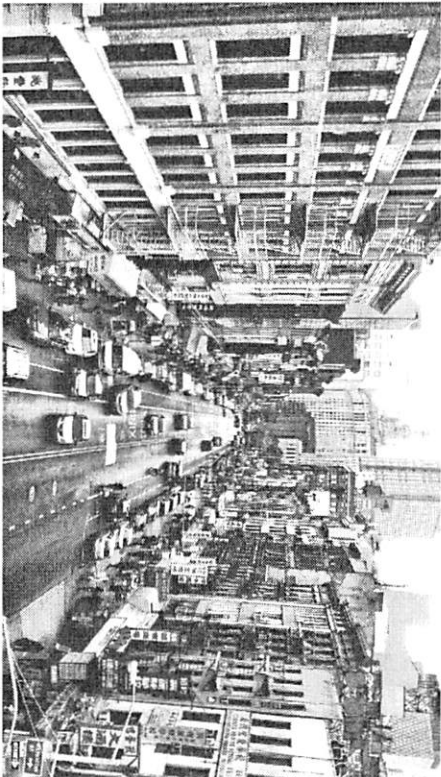
PRIME CONSULTANT FEES											
CCCE: PHASE 1 ENGAGEMENT				CCCE: PHASE 2 ANALYSIS				CCCE: PHASE 3 ACTION & IMPLEMENTATION			
POSITION	HOURLY RATE	EST. HOURS	EST. COSTS	EST. HOURS	EST. COSTS	EST. HOURS	EST. COSTS	EST. HOURS	EST. COSTS	EST. HOURS	EST. COSTS
PRINCIPAL	\$ 160.00	20	\$ 3,200.00	20	\$ 3,200.00	40	\$ 6,400.00	40	\$ 6,400.00	40	\$ 6,400.00
PLANNING LEAD	\$ 160.00	10	\$ 1,600.00	20	\$ 3,200.00	40	\$ 6,400.00	40	\$ 6,400.00	40	\$ 6,400.00
SENIOR PLANNER	\$ 160.00	10	\$ 1,600.00	20	\$ 3,200.00	40	\$ 6,400.00	40	\$ 6,400.00	40	\$ 6,400.00
ENGAGEMENT	\$ 160.00	45	\$ 7,200.00	5	-	5	-	5	-	5	-
URBAN DESIGNER	\$ 160.00	10	\$ 1,600.00	10	\$ 1,600.00	40	\$ 6,400.00	40	\$ 6,400.00	40	\$ 6,400.00
LANDSCAPE DESIGN	\$ 160.00	20	\$ 3,200.00	10	\$ 1,600.00	40	\$ 6,400.00	40	\$ 6,400.00	40	\$ 6,400.00
ENERGY PLANNING	\$ 160.00	5	\$ 800.00	5	\$ 800.00	5	\$ 800.00	5	\$ 800.00	5	\$ 800.00
			\$9,600.00				\$13,600.00				\$77,600.00
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								
PENN PRAXIS: PHASE 1 ENGAGEMENT											
POSITION	HOURLY RATE	EST. HOURS	EST. COSTS	PENN PRAXIS: PHASE 2 ANALYSIS		PENN PRAXIS: PHASE 3 ACTION & IMPLEMENTATION					
PRINCIPAL	\$ 175.00	10	\$ 1,750.00	EST. HOURS	EST. COSTS	EST. HOURS	EST. COSTS	EST. HOURS	EST. COSTS	EST. HOURS	EST. COSTS
ASSOCIATE	\$ 65.00	10	\$ 650.00	40	\$ 2,600.00	60	\$ 3,900.00	60	\$ 3,900.00	60	\$ 3,900.00
JUNIOR STAFF	\$ 32.00	10	\$ 320.00	60	\$ 1,920.00	60	\$ 1,920.00	60	\$ 1,920.00	60	\$ 1,920.00
RESEARCH ASSISTANT	\$ 25.00	5	\$ 125.00	80	\$ 2,000.00	40	\$ 1,000.00	40	\$ 1,000.00	40	\$ 1,000.00
			\$2,845.00								
LEVEL INFRASTRUCTURE: PHASE 1 ENGAGEMENT											
POSITION	HOURLY RATE	EST. HOURS	EST. COSTS	LEVEL INFRASTRUCTURE: PHASE 2 ANALYSIS		LEVEL INFRASTRUCTURE: PHASE 3 ACTION & IMPLEMENTATION					
DIRECTOR	\$ 275.00	8	\$ 2,200.00	EST. HOURS	EST. COSTS	EST. HOURS	EST. COSTS	EST. HOURS	EST. COSTS	EST. HOURS	EST. COSTS
SENIOR ASSOCIATE	\$ 195.00	8	\$ 1,560.00	15	\$ 2,925.00	20	\$ 3,900.00	20	\$ 3,900.00	20	\$ 3,900.00
ASSOCIATE	\$ 150.00	8	\$ 1,200.00	15	\$ 2,250.00	30	\$ 4,500.00	30	\$ 4,500.00	30	\$ 4,500.00
SENIOR ENGINEER	\$ 125.00	8	\$ 1,000.00	15	\$ 1,875.00	30	\$ 3,750.00	30	\$ 3,750.00	30	\$ 3,750.00
ENGINEER	\$ 100.00	8	\$ 800.00	15	\$ 1,500.00	30	\$ 3,000.00	30	\$ 3,000.00	30	\$ 3,000.00
TECHNICIAN	\$ 75.00	8	\$ 600.00	20	\$ 1,500.00	40	\$ 3,000.00	40	\$ 3,000.00	40	\$ 3,000.00
			\$7,380.00								
DIRECT EXPENSES											
EXPENSE	EST. COSTS										
WEB SITE & SOCIAL MEDIA	5			2,500.00							
PRINTING, TRAVEL, MAPS	5			7,500.00							
			\$10,000.00								
TOTAL BUDGET			\$49,620.00								



**RELEVANT
EXPERIENCE**



PLAN FOR CHINATOWN & SURROUNDING AREAS



Chinatown context

LOCATION Chinatown, Manhattan
COMPLETION DATE 2015-2015

CLIENT Chinatown Working Group

PARTNER

Praet Center for Community Development

TAGS

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

REFERENCES

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- Eng Li, Chair, Community Board #3
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Plan for Chinatown and Surrounding Area: Preserving Affordability and Authenticity

The Collective engaged 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 AREAS: PRESERVING AFFORDABILITY AND AUTHENTICITY



Subdistrict Options

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

CURRENT ZONING

- GA1 Gd10**
Floor: 50 ft, 30 ft, 144 ft, 176.5 ft
Height: 144 ft, 176.5 ft
- CA-2 CA-20**
Floor: 50 ft, 144 ft, 176.5 ft
Height: 144 ft, 176.5 ft
- NY-2 G2 Overlay**
Floor: 50 ft, 144 ft, 176.5 ft
Height: 144 ft, 176.5 ft

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



PRESERVING AFFORDABILITY & AUTHENTICITY

Figure 1: Height and Bulk Example - 70 Broadway, 100 Henry St.



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 final plan can be found on www.collectiveforce.com.



Chinatown community meeting

Plan for Chinatown and Surrounding Area: Preserving Affordability and Authenticity

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,
Heater Street Collaborative, and Brooklyn
Legal Services Corporation

TAGS
#Community Planning
#Zoning & Workforce Development
#Affordable Housing

REFERENCES

Homes to the Future:
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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.

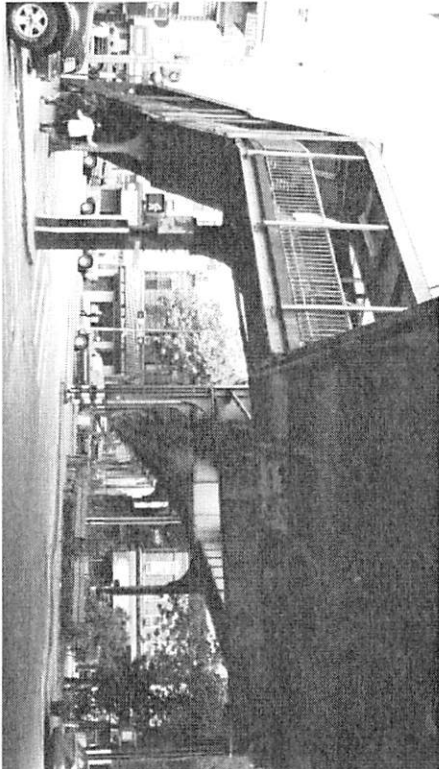
Specifically, the Collective assisted the Coalition in reviewing the city's rezoning proposal, conducted a workshop on the CEQR process for Coalition members and assisted them in responding to the Environmental Impact Statement (EIS).

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

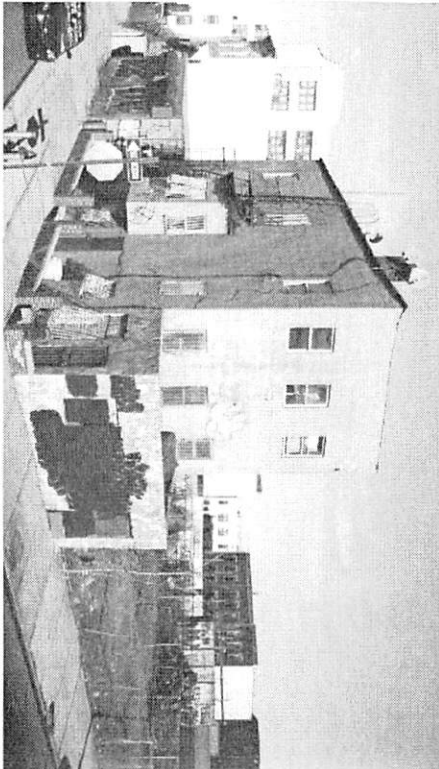
Many of the Plan's recommendations were included in the City's 2016 zoning.

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

EAST NEW YORK NEIGHBORHOOD RE-ZONING COMMUNITY PLAN



Broadway Junction Bx11 stop, East New York - existing condition



East New York - existing condition

East New York Neighborhood Re-zoning Community Plan

CONEY ISLAND CULINARY DEVELOPMENT STUDY



Coney Island Aerial View

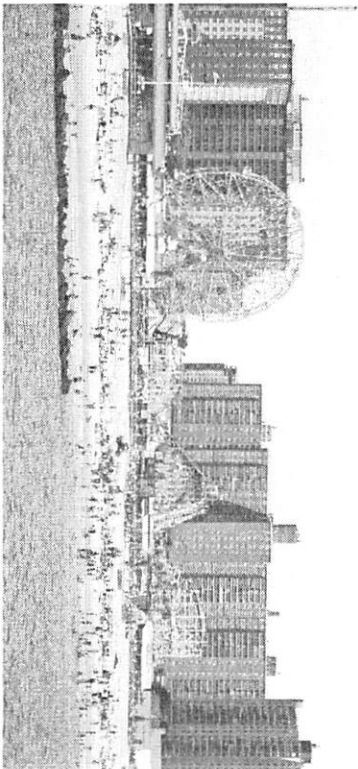
LOCATION Coney Island, Brooklyn, NY
COMPLETION DATE 2016
CLIENT NYC Economic Development Corp.
TAGS
#Economic Development
#Community Planning
#Food Systems
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In Coney Island, Brooklyn, the Collective assisted The NYC Economic Development Corporation (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 benefited 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 & RFI



Coney Island Amusement District

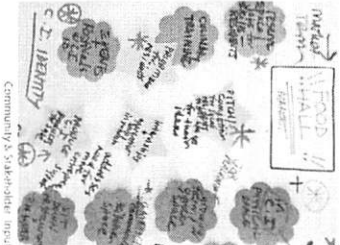
flourishing area and positioned it for further growth.

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.

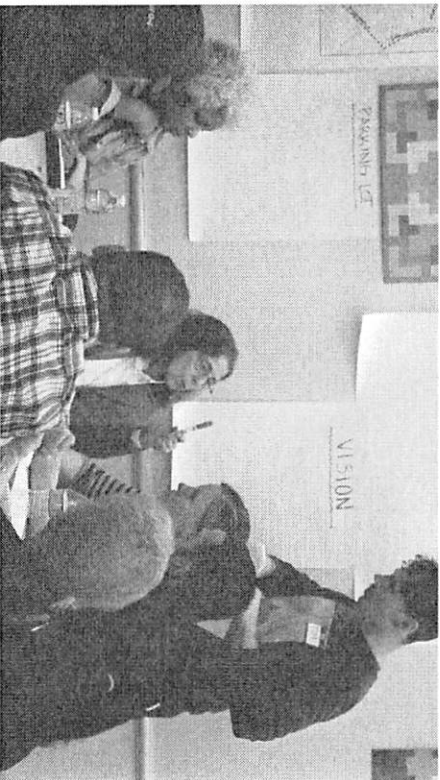
The Collective led outreach efforts to expand the Culinary Working Group members to ensure diverse interests and expertise were represented, designed and led a series of visioning sessions, analyzed the community's strengths, challenges and opportunities, provided inspiring models of history/food/amusement 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's 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 2012

CLIENT Bronx Community Board 7, NYC

TAGS

*2.Zoning and Land Use
4.Community Engagement
4.Equitable Development*

REFERENCE

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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 CCC's recommendations.

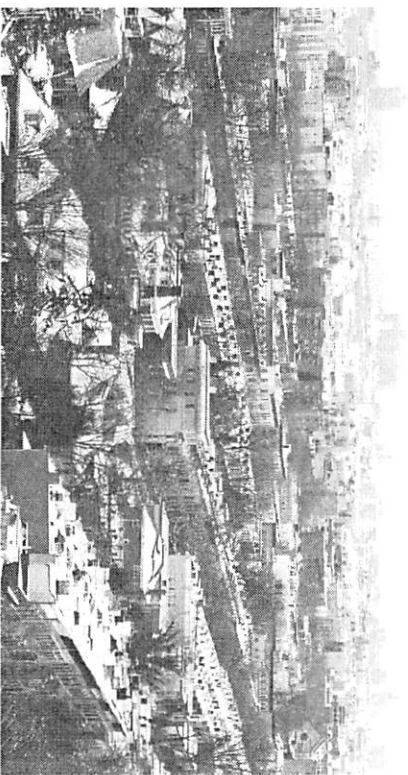
CCC's study evaluates current zoning in the context of actual and desired density and uses. It considers the impact of new development on community character and on local infrastructure such as schools, streets, public transportation and parks. It also gauges opportunities for enhanced retail and services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

Bronx Community District 7: Zoning and Land Use Study

PROSPECT LEFFERTS GARDENS, BROOKLYN



Prospect Lefferts Gardens, Aerial View

LOCATION Prospect Lefferts Gardens, Brooklyn, NY

COMPLETION DATE 2012

CLIENT Prospect Park East Network (PPEEN) and the Prospect Lefferts Gardens Neighborhood Association (PLGA)

TAGS

*4.Urban Planning
4.Community Engagement
4.Community Forum*

REFERENCES

Quest Farming, 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.

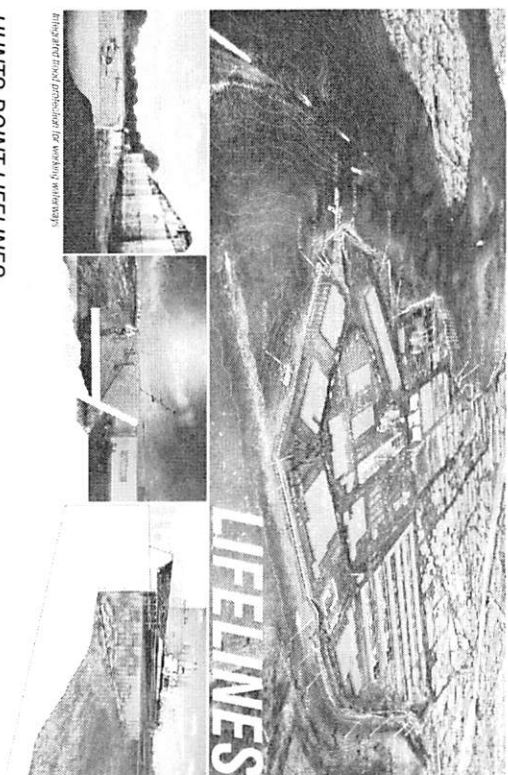
Concerned about rapid changes in the built environment, the loss of affordability and diversity, and the potential for displacement of current residents and businesses, these two neighborhood groups in the heart of Brooklyn, came together to broadly engage residents and other stakeholders in a community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

Prospect Lefferts Gardens, Brooklyn - Neighborhood Research and Community Engagement Technical Assistance Project



HUNTS POINT LIFELINES BRONX, NEW YORK

Client: US Department of Housing and Urban Development, Rebuilt By Design Coalition

Team: PeriniDesign / OLIN, led by Ellen Neiser, PeriniDesign / Rumpel and Richard Rumpel, OLIN, with HGA Architects, eDesign Dynamics, McQuinn Engineering Group, Level Infrastructure, Burnido Bay Strategies, Phillip Habbe & Associates, and Büro Happold

Project Status: HUD awarded project \$20 million for development of a pilot in June 2014. The City of New York awarded the HUD award with an additional \$25 million. A team led by Level Infrastructure, with Rumpel as a consultant, has advanced a microplan study and proposal to the second stage of NYSEIRDA IV Phase competition. Rockefeller Foundation selected PeriniDesign / 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

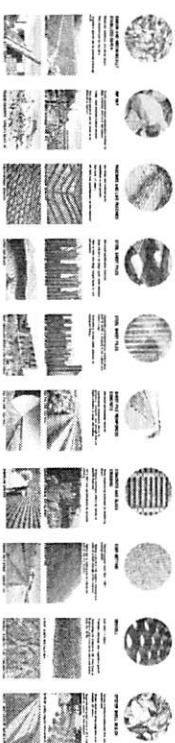
Flood protection that keeps a modernizing food hub dry is integrated with a waterfront gateway that opens up access to the rivers and dynamic windows on the operations and spectacle of the real working waterfront. Flood protection incorporates a string of new platforms for recreation and use on the water, 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

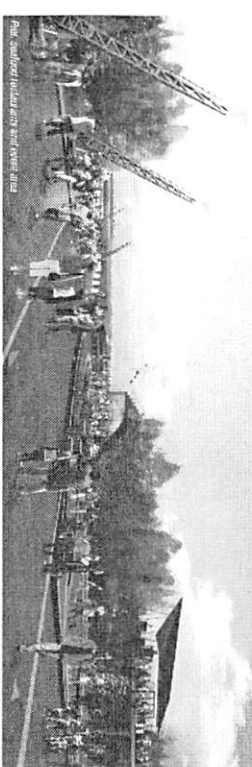
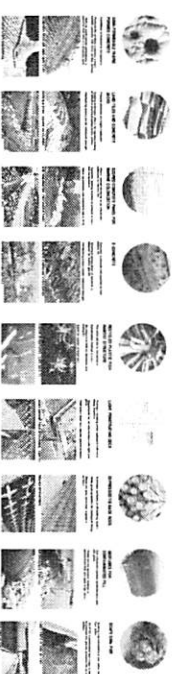
Once the peninsula is dry and powered up, new pier infrastructure on the site of a Marine Transfer Station builds on emerging federal programs to create marine highways and improve preparedness by creating a logistics base for a Maritime Emergency Supply Chain that serves the entire East Coast when roads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

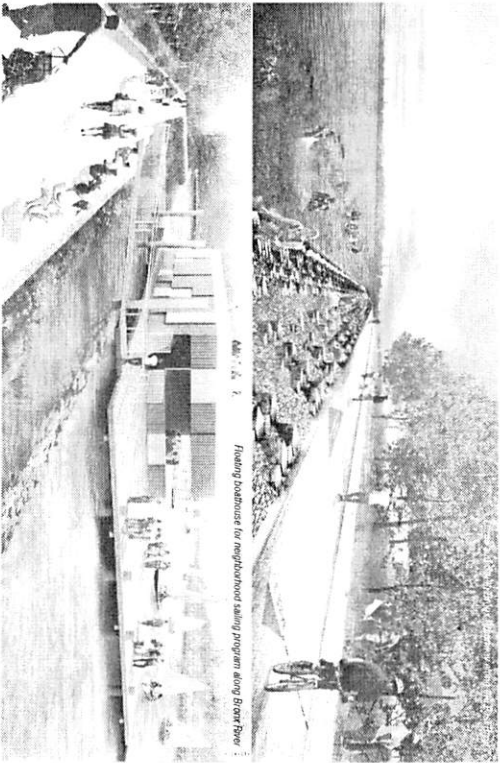
70 | Proposal for SENHPP, Phase 1

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

LEVEE MONITORING + SURVEILLANCE SCIENCE
Develop a data-driven approach to monitor and maintain levees, including the use of sensors, drones, and other technologies to detect and respond to potential failures.

CREATE OPEN JOBS FOR YOUTH





LEVEE LAB MONITORING
Develop a data-driven approach to monitor and maintain levees, including the use of sensors, drones, and other technologies to detect and respond to potential failures.



CREATE OPEN JOBS FOR YOUTH
Develop a program to create open jobs for youth, including training and mentorship opportunities.



LEVEE LAB MONITORING
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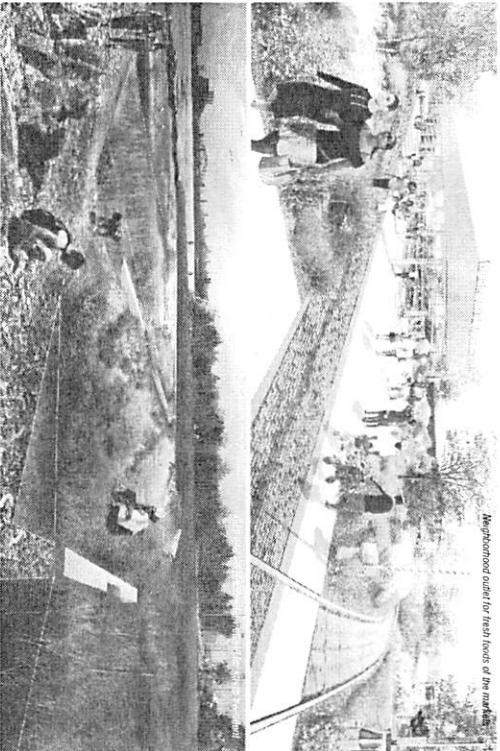
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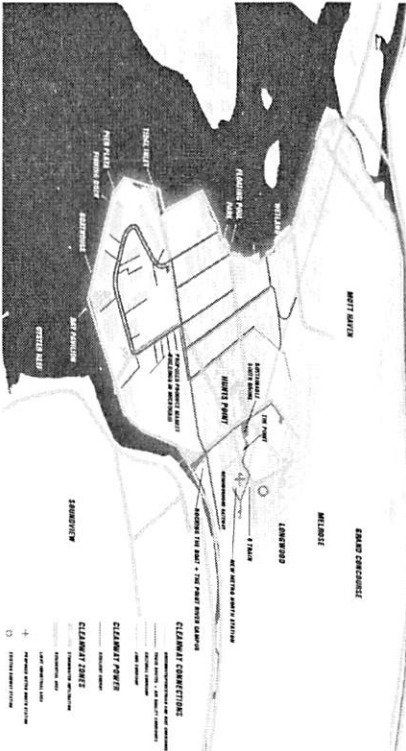
LEVEE LAB MONITORING
Develop a data-driven approach to monitor and maintain levees, including the use of sensors, drones, and other technologies to detect and respond to potential failures.



CREATE OPEN JOBS FOR YOUTH
Develop a program to create open jobs for youth, including training and mentorship opportunities.



4 CLEANWAYS A new in-generation plant is added 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.



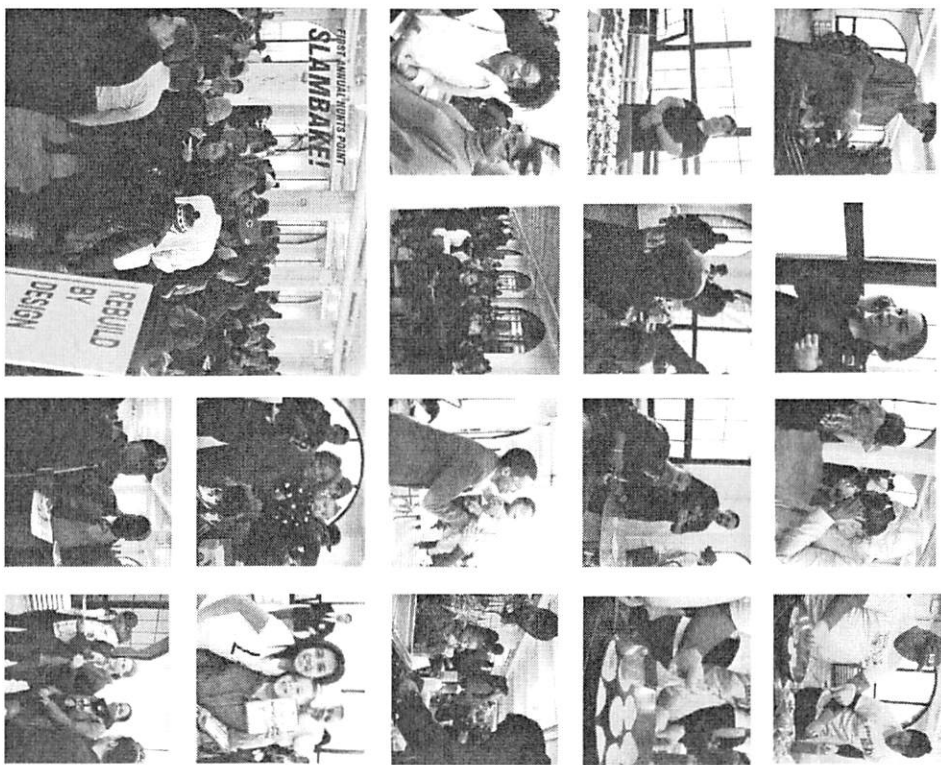


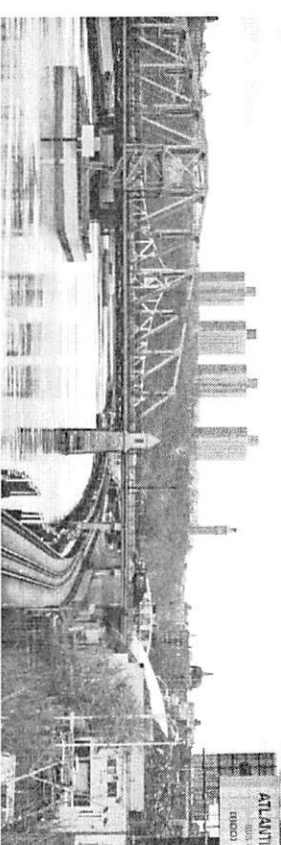
HUMAN ELEMENT Neighborhood leaders and government participants in the HUD process said our team's ability to pull together a coalition of supporters was "unprecedented" in a community where businesses, residents, community advocates, elected leaders and labor had never cooperated.

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 Barea Ambrosia, the Cooking Channel host of "Bronx Flare," 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 genuine adaptation—proof of the culture shift needed for sustained investment.



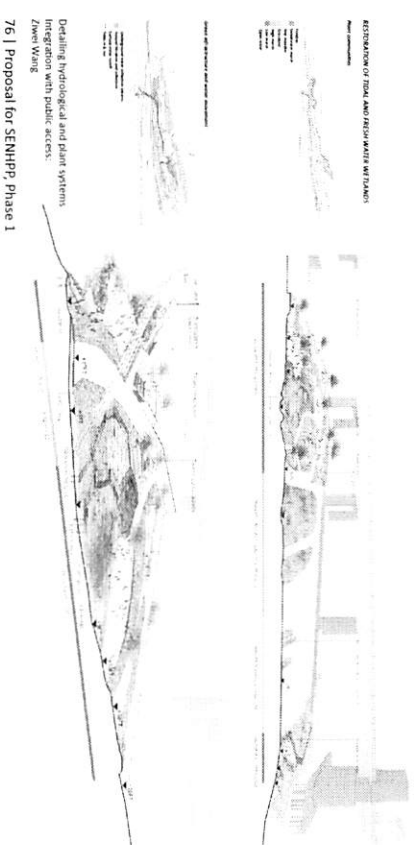


Bronx Biolab: Prototyping flood protection greenway design on small sites HARLEM AND EAST RIVERS, BRONX, NEW YORK

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

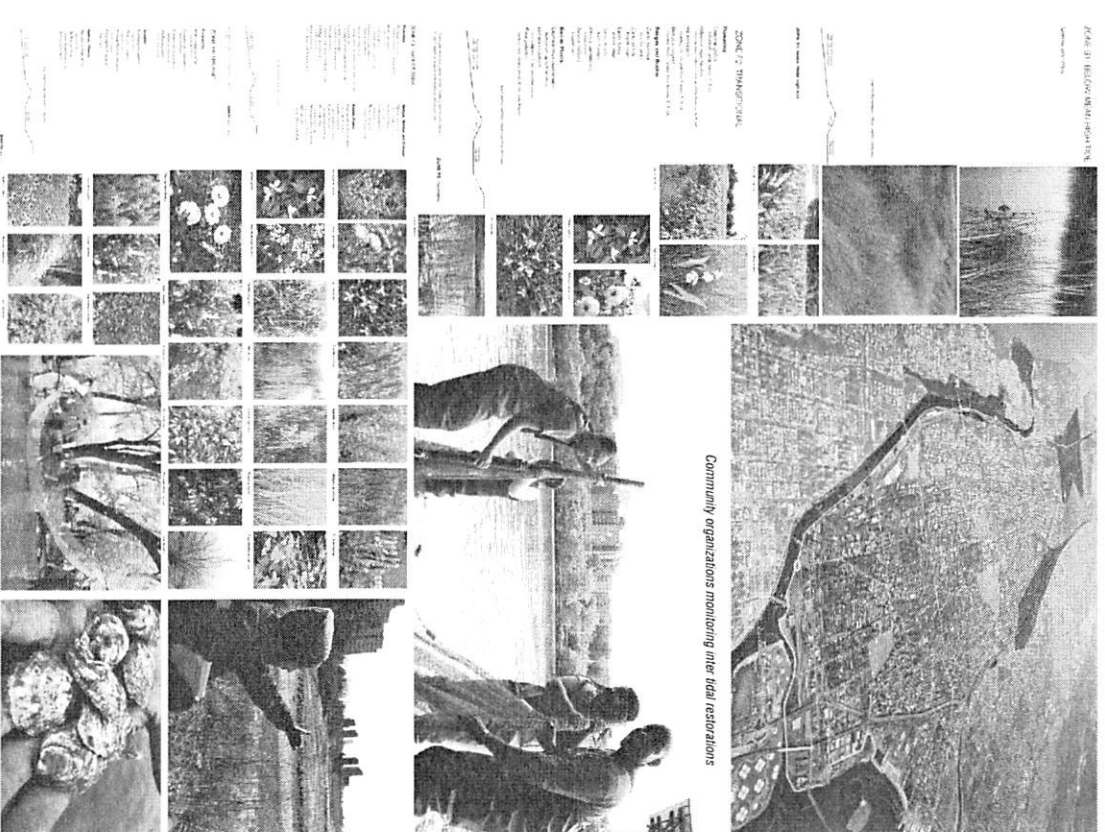
Team: Range, PennDesign, OLIN, eDesign Dynamics and Biolabbits Inc.

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. Ledge Lab is an extension of a component of Hunts Point Lielines. Design and construction of a Ledge Lab prototype, led by Ellen Nieves, is funded by the New York State Council of the Arts, with construction to be completed December 2017. The project builds on Ellen Nieves' experience (while at James Corner Field Operations) in designing and building Muscoda 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.

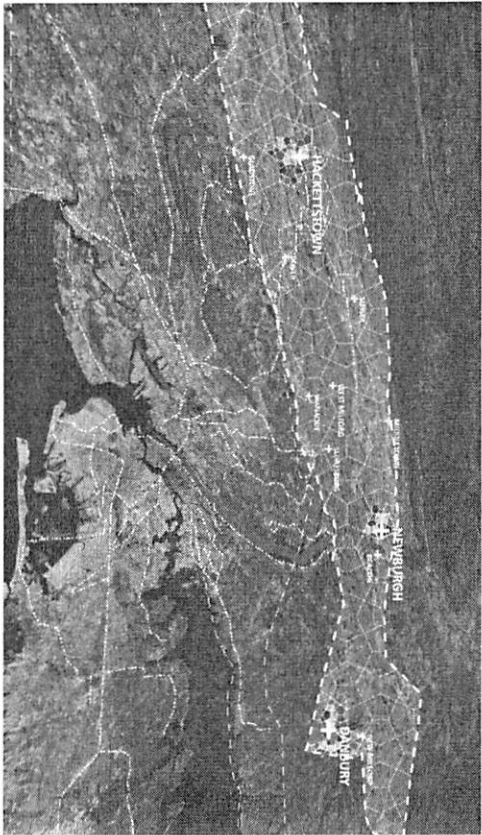


Detailing hydrological and plant systems
integration with public access.
Zhen Wang

76 | Proposal for SENHPP, Phase 1



Community organizations monitoring inter tidal restorations



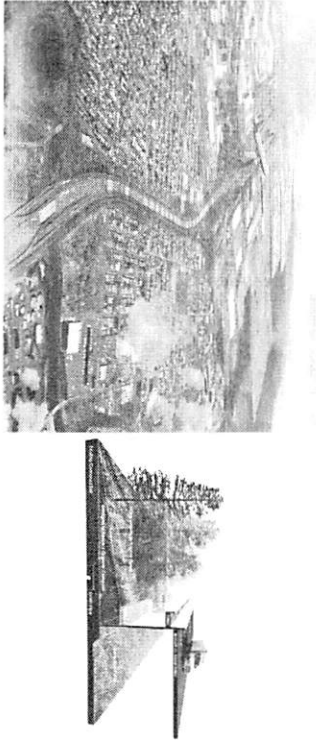
REGIONAL PLAN ASSOCIATION:
DESIGN IN THE 4TH REGIONAL PLAN: HIGHLANDS CORRIDOR

Client: Regional Plan Association

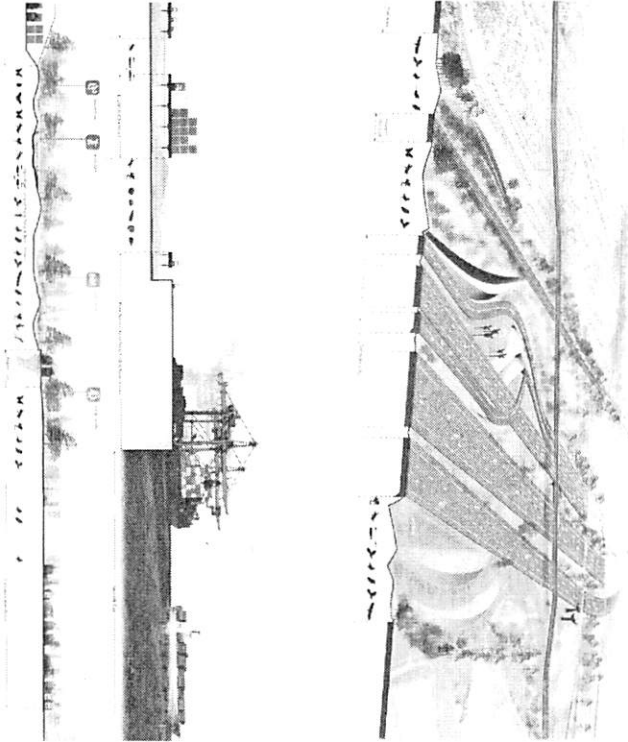
Team: Range (Ellen Neeses), Port Urbanism

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



Va You and Zhonghan Zhou for the
RPA, Producing Region Studio at Penn
and By Ellen Neeses with Robb Lane (2014)





Lehigh Valley Slate Belt Comprehensive Plan

Lehigh Valley Planning Commission

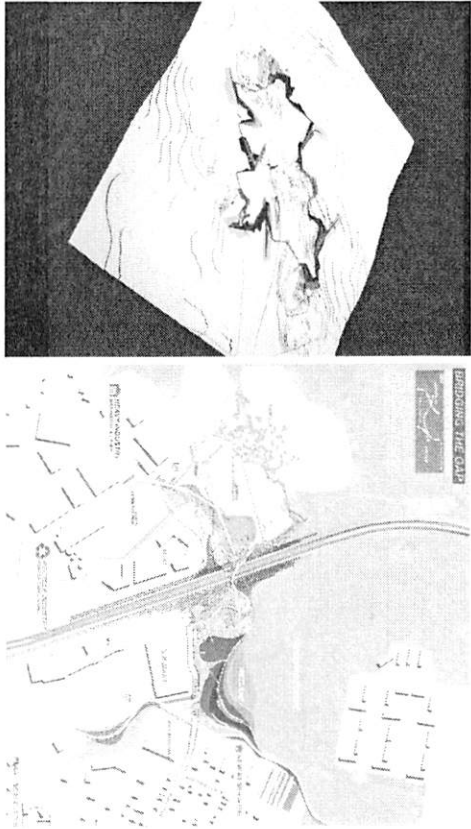
(2015-present)

22 square miles of Lehigh Valley Highlands,

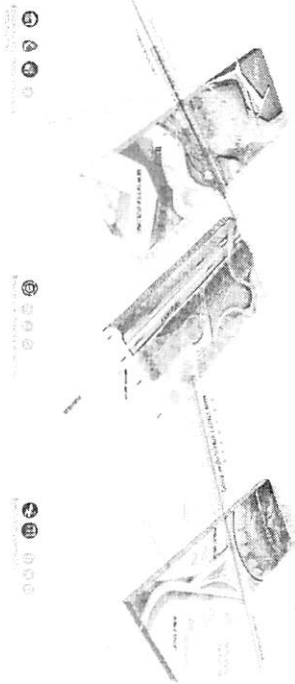
Northampton County, Pennsylvania

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 Neves 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 State 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 MILENAGE



Above: Contents of our *Slate Land* 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 combination of local and state interest in selected sites.

Analytical section by Qi Wang to indicate relationship between the slate belt and the Kutztown 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 blight-prone industrial brownfield at the foot of Blue Mountain by An Yifu Tang

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

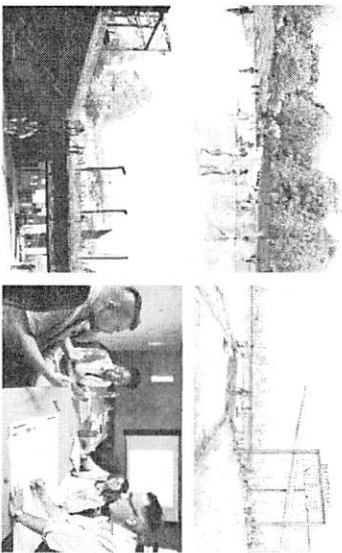
Fairmount Park Conservancy: Reimagining the Civic Commons
Philadelphia, PA
2016

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—Barrans Mill, Discovery Center, The Vardick Hall Park, Lovett Library and Park, and Centennial Commons—that are currently undergoing phased redesigns. The initiative has brought the assets together to create a priority list of projects that each of these distinct sites can make stronger. These projects are being implemented in a series of phases, with the first phase focused on shared spaces and engagement 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.

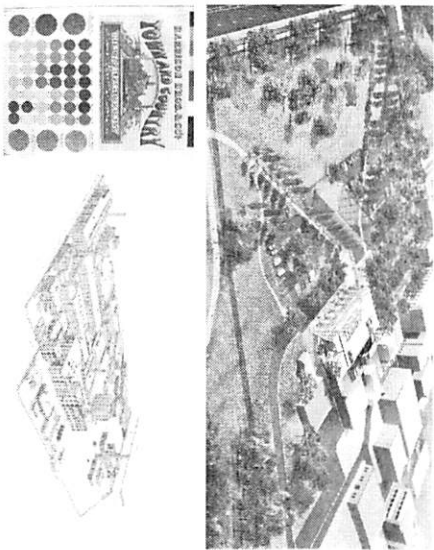


Pennovation Works Campus

Pennovation Works Campus
Philadelphia, PA
2016

PennPraxis is engaged with the University of Pennsylvania's 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 1900s, the facilities were run by the DuPont company as a paint manufacturer, and from the 1950s 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

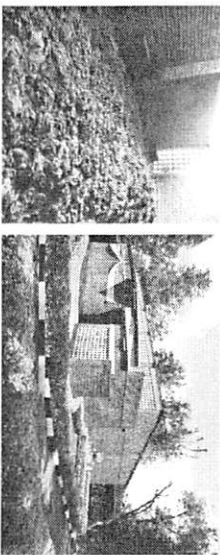
2016

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, siting 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.

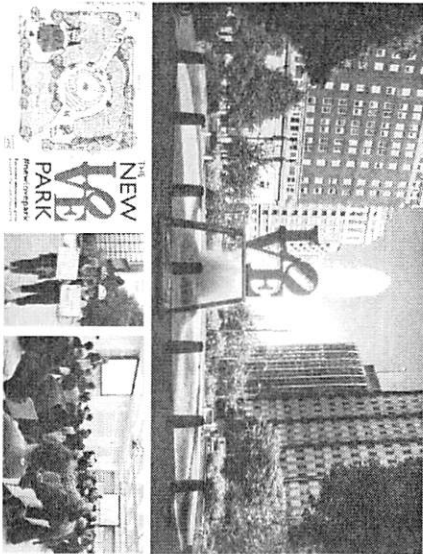


JFK Plaza/LOVE Park Civic Engagement Process

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 #redesignpark), 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.

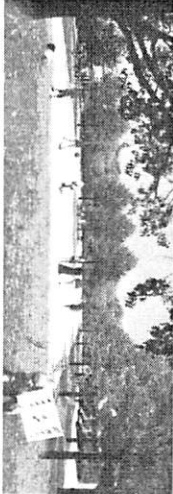
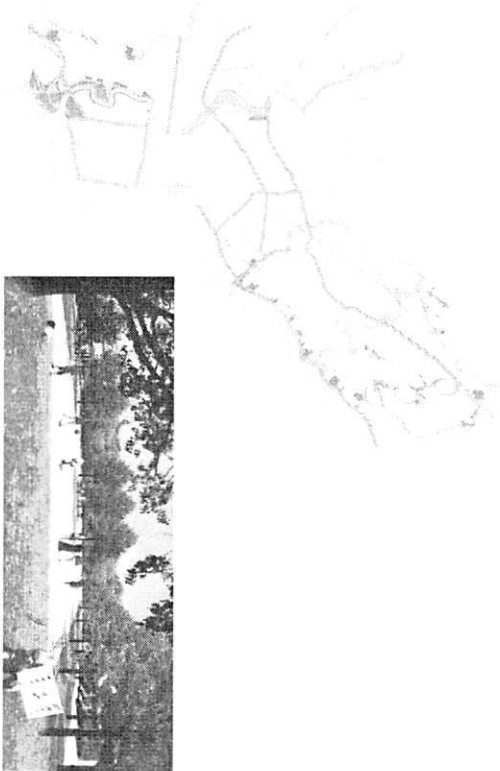


Green 2015 - An Action Plan for 500 New Acres

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 additons 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.

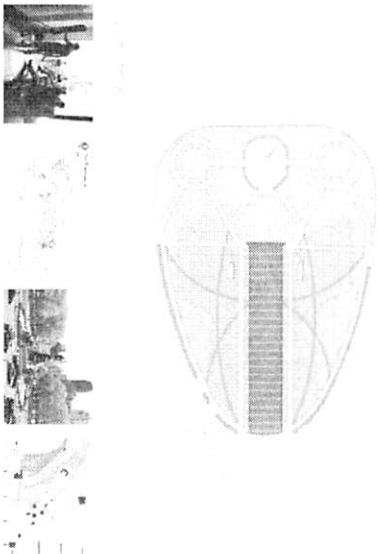


More Park, Less Way: An Action Plan for the Benjamin Franklin Parkway

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 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 parcels; 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.

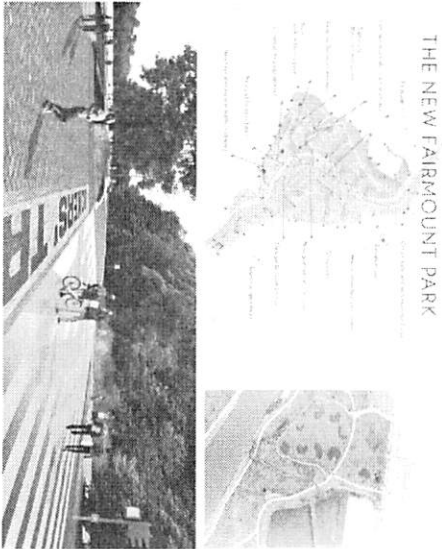


The New Fairmount Park: A Community Vision Plan for East and West Fairmount Park

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 2,000-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



Arverne East is a master plan for an 8-acre site in Far Rockaway, Queens planned to accommodate 1,300 housing units and 300,000 sq ft 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 resiliency 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 shore protection, 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 final support of public funding and private financing required to implement the resiliency aspirations of the client team.

Client: L. M. Bieneslone Group, Triangle Equities
Location: Far Rockaway, Queens, NY
Size: 80 acres
Collaborators: Local Office Architects, Gensberg Architects, White Architecture, Sam Schwarz Transportation Planners, Langan Engineering
Services: Resiliency Planning, Ecological Wastewater Treatment, Sustainable Stormwater, Solid Waste

Northside St. Louis

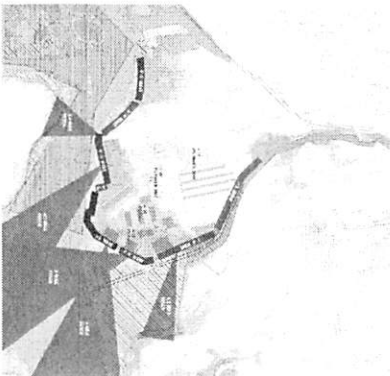


The Northside St. Louis Redevelopment Plan is a community revitalization plan to bring back employment, housing, schools, parks, and other community services to an underserved area on St. Louis' North side. Working in partnership with the client and community members, the redevelopment team created an integrated neighborhood revitalization plan for the 24,000-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.

Client: McEagle Development
Location: St. Louis, MO
Size: 1,400 acres
Collaborators: Citrus Cole Associates
Services: Sustainability Framework, Transportation Planning, Energy Planning, Green Streets

Rebuild by Design- Hunts Point



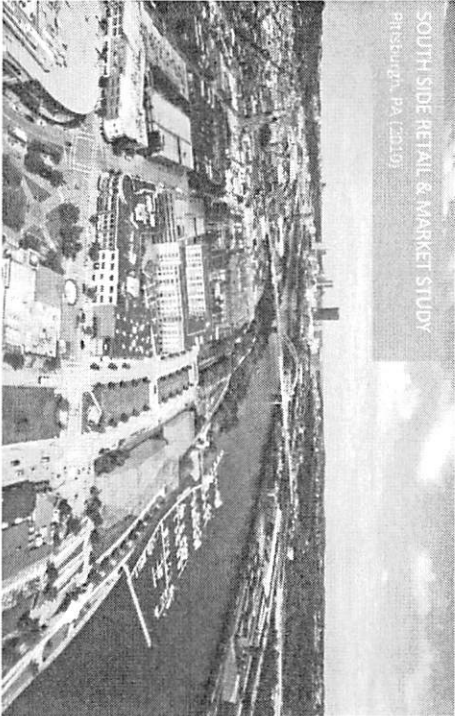
Client: HUD / Rebuild By Design
Location: Hunts Point, Bronx, NY
Size: 100 acres
Collaborators: OLIN/Penn Design
Services: Resiliency Planning

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, LEVTL 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 function can be catastrophic to the livelihoods of millions, LEVTL 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.



SOUTH SIDE RETAIL & MARKET STUDY Pittsburgh, PA (2019)



CLIENT: Pittsburgh Urban Redevelopment Authority, South Side LDC

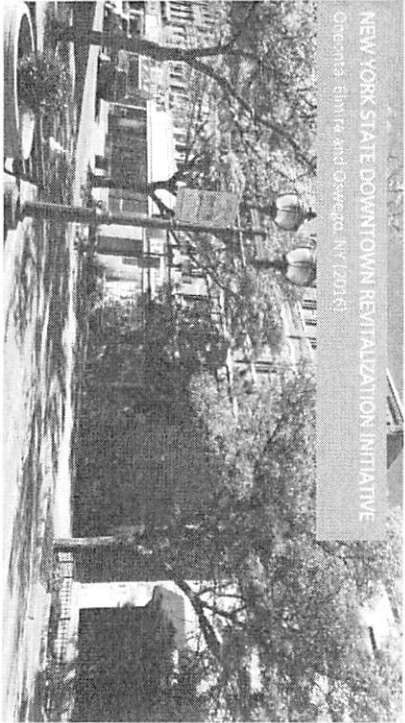
ROLE OF FIRM: Co-Consultant

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.



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

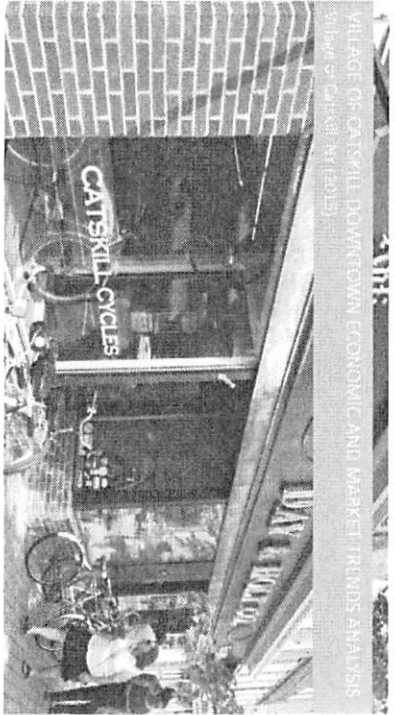
Marc.Wouters@stantec.com

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.



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.

CERTIFICATE OF INSURANCE



DATE ISSUED 07/11/2020

30/07/2016

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADULT/ADULT INSURED, the policy/ies must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the insured or insureds listed in this policy endorsement(s).

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Harrison, NY 10523

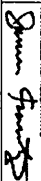
CONTACT	
Phone Ext. (914) 376-2200	FAX (914) 376-2891
E-Mail: info@yonkintl.com	
ADDRESS: Yonk International Agency, LLC	
INSURER(S) / PRODUCER(S) CONTAINS	
INSURER A: Continental Casualty Co.	NAIC # 20443
INSURER B:	
INSURER C:	
INSURER D:	
INSURER E:	
INSURER F:	

REVISION NUMBER:

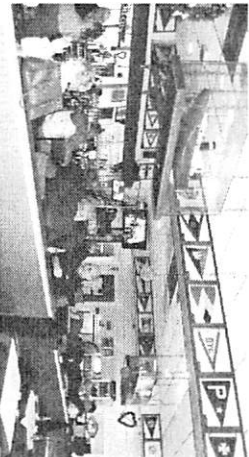
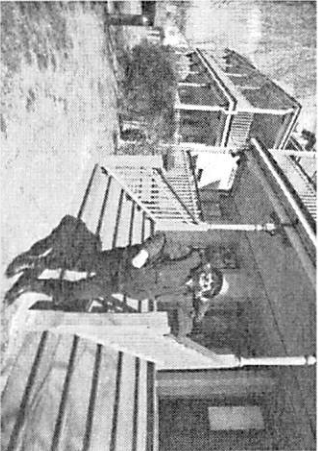
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TYPE OF INSURANCE	POLICY NUMBER	INSURANCE PERIOD (FROM-TO)	INSURANCE PERIOD (FROM-TO)	LIMITS
A <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY	6021023721	02/28/2016	02/28/2017	EACH OCCURRENCE 1,000,000 AGGREGATED LIMIT 1,000,000 MED EXP (per person) 10,000
GEN. AGGREGATE LIMIT APPLICABLE TO: <input checked="" type="checkbox"/> BODILY INJURY <input checked="" type="checkbox"/> PROPERTY DAMAGE <input checked="" type="checkbox"/> ADVERTISING INQUIRY <input checked="" type="checkbox"/> OTHER				PERSONAL & ADV. ALIAS 1,000,000 GENERAL AGGREGATE 2,000,000 PRODUCTS - COMPOUND AGG. 2,000,000
AUTOMOBILE LIABILITY				COMBINED SINGLE LIMIT 1,000,000 BODILY INJURY (per person) 1 PROPERTY DAMAGE 1
A <input type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> AUTO <input checked="" type="checkbox"/> TRUCKS <input checked="" type="checkbox"/> OTHER	6021023721	02/28/2016	02/28/2017	BODILY INJURY (per person) 1 PROPERTY DAMAGE 1
A <input checked="" type="checkbox"/> LIABILITY <input checked="" type="checkbox"/> OCCASIONAL <input checked="" type="checkbox"/> FREQUENT	6021023729	02/28/2016	02/28/2017	EACH OCCURRENCE 1 2,000,000 AGGREGATE 1 2,000,000
INSURER'S COMMENTS: N/A				PER 1 BILITV 1 EQ 1 EL 1 EL 1 EL 1 EL 1 EL 1

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

CERTIFICATE HOLDER	CANCELLATION
New York City Economic Development Corporation 110 William Street New York, NY 10038	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 

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