

8 Jan 24

Thomas J. Fay, Chair, Wayland Route 20 Landfill Visioning Committee  
Town of Wayland  
41 Cochituate Road  
Wayland, MA 01778

Re: Support to Route 20 South Landfill Visioning Committee

Dear Tom,

We are writing to offer our firm's services in the amount of \$9,900 to support to the Route 20 South Landfill Visioning Committee. We understand the Committee has been convened to assist the Board study the future disposition and use of the Town-owned South Landfill parcels.

The Collaborative would support the Committee as it explores a range of redevelopment and conservation options; the goal being reaching consensus in support of a general strategy for moving forward. This strategy could then be used by the Town to develop future RFPs.

Specific professional services would include the following:

- conduct preliminary parcel research
- review pertinent reports germane to the landfill's potential future use
- communicate with Weston and Sampson's Mike Sipiano regarding its assessment of the landfill and future use
- facilitate a 2-3 hour "Visioning Workshop" with the Landfill Visioning Committee to enable its members communicate their aspirations and concerns regarding the parcels
- develop and present slides to the Committee of 2-3 concepts that illustrate scenarios emerging from the workshop

*the Collaborative*

The Collaborative is an accomplished team of landscape architects, planners, and public engagement professionals based in Boston, with offices around the country. Since 1990, the firm has promoted positive change by applying thoughtful analysis and rigorous insight to a variety of challenges facing communities, private clients, and government agencies.

Firm staff work with local residents, businesses, and civic organizations to gain a thorough understanding of a community's needs. This understanding is coupled with an appreciation of an area's natural environment, history, and culture to create plans and designs that build healthy, equitable, and environmentally sound communities.

The resumes of 4 staff who would support this project are included: Kaye Lynn Johnson, Bill Giezentanner, Alison Goyer, and myself. We are also including a few representative project sheets. More examples of our work could be found at the Collaborative's website.

Please feel free to contact us if you have any questions.



Ed Shoucair  
President

*Change for Good®*



## ED SHOUCAIR

*President*

the COLLABORATIVE

### INTRODUCTION

Ed creates plans and designs that help shape healthy, sustainable communities. For over 40 years, he has led complex interdisciplinary planning projects, including: comprehensive plans to help communities achieve their visions for the future; site plans for the re-use of urban properties, downtown redevelopment plans, streetscape plans for transit-oriented development, neighborhood and small-area plans, and park and multi-use pathway plans. Before co-founding the Collaborative, Ed served as: Senior Planner with Wallace, Floyd, Associates; Senior Planner in the Massachusetts Office of Environmental Affairs where he started the Massachusetts Riverways Program; and Community Planner in Durham, NC. He has been a panelist and guest lecturer at MIT and Boston University, his projects have received awards from the American Planning Association, and his articles on urban planning and the environment have appeared in the Boston Globe, Newsday and Miami Herald.

### EDUCATION

**Master of City Planning**  
MIT

**B.A., History**  
Duke University

### CERTIFICATIONS & PROFESSIONAL ACTIVITIES

**Panelist, Massachusetts Institute of Technology Alumni Speaker Series**

### REPRESENTATIVE PROJECTS

#### **City of Sandy Springs** *Sandy Springs, GA*

- Served as Principal-in-Charge and Community Development Director for the Collaborative's on-site contract managing the City of Sandy Springs' Community and Economic Development Departments.
- Co-led visioning process in support of the development of City's "Next Ten" Comprehensive Plan.

#### **City of Tucker Master Plan** *Tucker, GA*

- Primary writer and developer of City's first Comprehensive Plan. The Plan established a new downtown civic center to promote the area's redevelopment that included a new city hall, multipurpose arts center, an outdoor park, and multiuse trail for residents to safely walk, jog, ride bicycles, and exercise.

#### **West End LCI Plan** *Atlanta, GA*

- Principle author of the Atlanta West End LCI Plan update, a plan that focused on the development of strategies for the enhancement of the West End neighborhood of Atlanta, focusing on improved mobility, safe roads, affordable housing, economic development and job creation.

#### **Streetscape Revitalization Planning** *Onset Village, Wareham, MA*

- Ed co-led the development of a streetscape revitalization plan for Onset Village that addressed issues of historic preservation, traffic calming, and the preservation of downtown vitality.

#### **Wilmington Town Center Revitalization Plan** *Wilmington, MA*

- Developed a town center revitalization plan for the Town of Wilmington, MA. The plan called for new streets, new retail and office space, parking, and urban design and zoning measures to join new development to the existing downtown.

#### **Downtown and Neighborhood Plans** *Durham, NC*

- Developed a revitalization plan for downtown Durham, NC, that included constructing an outdoor food and activities pavilion, and converting an vacant building into miniature malls. Also prepared a commercial revitalization strategy for an economically depressed area of the city, including design improvements, a plan for a mixed-use "parking-park," and a package of business loans.

## ED SHOUCAIR

*President*

### CERTIFICATIONS & PROFESSIONAL ACTIVITIES

**Guest Lecturer, *Urbanization and Environmental Impact Assessment and Regional and Metropolitan Planning*, Boston University's Department of Urban Affairs and Planning**

**Moderator, *APA's Nation Conference Panel on National Historic Landscapes***

**Panelist at *Growth and Rural Communities Conference*, UMASS Amherst**

**Recipient, *Environmental Action Award*, Massachusetts Campaign to Clean Up Hazardous Waste**

**Recipient, "*Outstanding Planning Project*," as Chair of *Restore Olmsted's Waterway Coalition*, American Planning Association, New England Chapter**

**Recipient, *Youth Development Award*, North Shore YMCA**

### **Nahant Site Plan Development** *Nahant, MA*

- For Nahant, MA, Ed developed a site plan for reusing a former military base with the goal of creating a new residential community. Following the development of three development scenarios, Nahant chose a "village scale" approach that increased site densities, while enabling the town to make important advances toward its fiscal, housing affordability, and open space goals.

### **Reading Zoning Bylaw Development** *Reading, MA*

- Ed authored a 15-page zoning bylaw creating a Planned Unit Development Overlay District in the Town of Reading, MA which allowed for the creation of up to 750,000 square feet of new commercial, retail and office space to permit the development of more than 1,200,000 square feet of office-hotel space on the site of a capped landfill. The bylaw was written and approved by a Special Town Meeting in two months and included rigorous design guidelines and measures to limit potential negative visual, environmental, and traffic impacts.

### **Neponset River Master Plan** *Boston, MA*

- Project manager for the award-winning Neponset River Master Plan, that sparked the transformation of a brownfield into a park used by hundreds of thousands of people each year. The park and multiuse trail along the river were named one of America's "Great Places" by the American Planning Association.

### **Massachusetts Statewide Bicycle Plan**

- Principal-in-Charge of Collaborative's role as prime contractor to develop the Massachusetts Statewide Bicycle Plan for the Mass. Highway Department. This effort produced planning, land use, and landscape architecture recommendations for stimulating the statewide expansion of bike routes and use.

### **Master Plan, Northeast Campus MIT** *Cambridge, MA*

- Helped develop a Master Plan for sixteen-acre Northeast Campus of the Massachusetts Institute of Technology. The plan included the development of nearly 900,000 square feet of space for academic purposes, MIT community facilities, open space, and commercial uses.



## KAYE LYNN JOHNSON

*Senior Vice President of Landscape Architecture and Design*

the COLLABORATIVE

### INTRODUCTION

Kaye Lynn is the lead of our Landscape Architecture Department, bringing a wealth of experience, imagination and energy to her work. She is known for developing creative designs that reflect and express the cultural and historic identity of a place. She has a broad range of experience including projects involving streetscapes, multi-use trails, park and campus design. In addition to her professional practice, Kaye Lynn is a teacher, having served on the faculties of the Rhode Island School of Design and Rutgers University, where she taught design, site grading, and construction. For her work redesigning Boston Schoolyards, Kaye Lynn received the Community Service Award by the American Society of Landscape Architects.

### EDUCATION

**Master of Landscape Architecture**  
*Harvard Graduate School of Design*

**B.A., Fine Arts**  
*Kenyon College*

### CERTIFICATIONS & PROFESSIONAL ACTIVITIES

**Registered Landscape Architect**  
*in Massachusetts, Rhode Island, Maryland, and Georgia*

**Member, American Society of Landscape Architects**

**Former Faculty Member, Rhode Island School of Design and Rutgers University**

### REPRESENTATIVE PROJECTS

#### **Lower Neponset River Master Plan** *Massachusetts*

- Served as Lead Landscape Architect on three award-winning recreation projects in Massachusetts: the Lower Neponset River Master Plan, the 75-acre Pope John Paul II Park design, and design and construction of the first segment of the 2.2-mile Neponset River Trail. As a result of the Collaborative's master planning work and Kaye Lynn's park designs, the Massachusetts Legislature passed a \$40 million bond bill to implement this Master Plan and to construct the 75-acre riverfront Pope John Paul II park. Today, the Neponset River park system is used by hundreds of thousands of visitors each year.

#### **Mattapan Station Multi-Use Redevelopment** *Mattapan, MA*

- Leads the landscape architecture team for the Mattapan Station Project, a major transit-oriented development in the Mattapan neighborhood of Boston. Situated adjacent to a light rail station, it includes 135 units of affordable housing, retail, and open spaces to serve the larger community.
- Designs embrace the history of the site as the location of the first paper mill in New England while creating open spaces that include the River Street streetscape and outdoor spaces for dining, family play, farmers' markets, and performances. Pedestrian and bicycle paths through the site connect to the Neponset River Greenway.
- Conducts construction administration during current construction.

#### **Sandy Springs Intersections** *Sandy Springs, GA*

- Created landscape designs and planting plans for several roadway intersections along I-285 for the City of Sandy Springs and Georgia Department of Transportation. Constructed in 2017, her design for two roundabouts at Riverside Drive and I-285 incorporates visual qualities of the nearby Chattahoochee River. For example, grey-blue fescue grass recall the flowing river. Brown stones, shrubs and trees represent the shoreline. Street pavers and stone walls visually connect the flowing course of the river across the intersections. Along with facilitating vehicular traffic, sidewalks support pedestrian circulation.

#### **Green Line Extension** *Cambridge, Somerville and Medford, MA*

- Serves as Project Manager and Lead Landscape Architect for the Collaborative's subcontract to STV on the Green Line Extension (GLX) project. This \$2.3 billion, 4.7-mile light rail extension will improve mobility and regional access for residents in the densely populated cities of Cambridge, Somerville, and Medford.
- Develops planting and entrance designs for station plazas, numerous auxiliary buildings and facilities, and the community path.

*Change for Good®*

## KAYE LYNN JOHNSON

*Senior Vice President of Landscape Architecture and Design*

### REPRESENTATIVE PROJECTS (cont.)

#### **Connecticut Riverwalk and Bikeway Project** *Springfield, MA*

- Served as Lead Landscape Architect for the popular eight-mile long Connecticut Riverwalk and Bikeway Project. Running along the Connecticut River in Springfield, MA, this multiuse trail encompasses a striking diversity of settings, including the urban Springfield waterfront and adjacent wooded and residential areas.

#### **Bartram's Garden Master Plan** *Philadelphia, PA*

- Developed the master plan and design for one of Philadelphia's most important park and recreation projects: enhancement of the 47-acre Bartram's Garden along the Schuylkill River.
- Incorporated an outdoor amphitheater, outdoor classrooms, a natural sciences education center, and a conference/event center. Programmed the space to include a recreational boating center, walking path, and facilities to accommodate 9,000 students each year for lessons in science, nature, and healthy living.

#### **MBTA Fairmount/Indigo Corridor Improvement Project** *Massachusetts*

- Served as Lead Landscape Architect for the MBTA Fairmount/Indigo Corridor Improvement Project, transforming a commuter rail line to rapid transit by adding and rehabilitating stations. She developed the Collaborative's designs for new and upgraded stations and other facilities along the corridor, including specification of plant materials, and streetscape designs. Her urban design work addressed transit-oriented development opportunities, pedestrian and bicycle circulation, and neighborhood enhancements.

#### **Atlanta Beltline Master Plan, Areas 9 & 10** *Atlanta, GA*

- Supported the Collaborative's master planning team for the BeltLine as a landscape architect. The BeltLine is the most comprehensive transportation and economic development effort ever undertaken in Atlanta, ultimately connecting 45 neighborhoods via a new transit network, multi-use trails, and parks. The team's work focused on the creation of affordable workforce housing, economic development, job creation, public health, streetscapes, public art, environmental clean-up, and historic preservation.

#### **Compound Semiconductor Laboratory/Microsystems Integration Facility, MIT/Lincoln Laboratories** *Lincoln, MA*

- Served as Lead Landscape Architect for the Collaborative's subcontractor role as landscape architect for a 300,000 SF, state-of-the-art nanotechnology research and development facility located on MIT's Lincoln Laboratory campus.



## BILL GIEZENTANNER

*Senior Associate*

the COLLABORATIVE

### INTRODUCTION

Bill is a senior environmental and landscape planner and resource management specialist. He is a nationally respected expert in the protection and enhancement of conservation, environmental education and recreation areas. His experience includes projects involving recreation, tourism, commercial area revitalization, conservation, historic preservation, natural resources interpretation, trails development, ecological management, public education, and non-profit facility development.

Bill is also an expert in Geographic Information Systems having worked with a variety of programs including ArcGIS. Bill is responsible for all mapping for planning projects and many landscape design projects, including base maps, natural resource analyses, visual resource management, build-out analyses, land use mapping, zoning maps, and other mapping as required in various planning and design projects for many clients.

He spent 15 years as Chief Planner for the Massachusetts Audubon Society, with responsibility for the planning, design and construction of nature trails, visitor centers, and other conservation facilities. His prior positions include: Boston Harbor Islands Park Planner for the Massachusetts Department of Environmental Management; and Director of Open Space and Development Planning for the Metropolitan Area Planning Council.

### REPRESENTATIVE PROJECTS

#### **Mass Audubon Ecological Extension Service** *Massachusetts*

- Working with Mass Audubon Ecological Extension Service, Bill prepared Land Management Plans for conservation land in Wayland (Heard Farm and Greenways) and for the Case Estate in Weston. He is currently working on a Land Management Plan for Wright Farm for the Conservation Commission in Lexington.

#### **Concord Trail Design** *Concord, MA*

- He is currently completing a design plan for a trail in Concord linking the Thoreau Farm and the NPS Battle Road trail.

#### **U. S. Fish and Wildlife Service** *Massachusetts*

- Bill designed, prepared permit documents, and helped build a trail and boardwalks for the U. S. Fish and Wildlife Service in Sudbury and for the Wellesley Natural Resources Commission.

#### **Massachusetts Audubon Society Projects** *Massachusetts*

- While with the Massachusetts Audubon Society, Bill was the Project Manager for the planning, conservation and management of Audubon sanctuaries around Massachusetts. For example, Bill prepared a management plan for the Titicut Conservation Area in Bridgewater, Massachusetts. The site on the Taunton River is a scenic area and popular camping stop for canoeists and is also used for passive enjoyment of nature. Additionally, the area was once a crossroads for Native Americans. Together these factors contributed to the development of a conservation management plan.

#### **Metropolitan District Commission – Lower Neponset River Master Plan** *Boston, MA*

- Bill worked on the Collaborative's work preparing a Lower Neponset River Master Plan. He focused on analyzing ways to retain and enhance environmental features to promote their better use and protection. He also advised the project's landscape architects on the selection of native plants appropriate to a variety of different natural habitats.

#### **Pine Hills Development – Natural Resources Management Guidelines** *Plymouth, MA*

- For the Collaborative, Bill worked on the review of Pine Hills development in Plymouth, MA. Prior to the development of the new major mixed-use development, Bill and other Collaborative planners developed guidelines for protecting natural resources, including preserving scenic vistas, sensitive wildlife habitat zones, and preservation of groundwater recharge areas.

# BILL GIEZENTANNER

*Conservation Planner*

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## EDUCATION

**Master of Regional Planning**  
*Cornell University*

**Bachelor of Urban Planning**  
*University of Washington*

## PROFESSIONAL ACTIVITIES

- **Visiting Lecturer, City/Regional Planning**  
*Harvard Graduate School of Design*
- **Research Associate and Visiting Critic in Landscape Architecture,**  
*Harvard Graduate School of Design*
- **Recipient, National Endowment for the Arts teaching grant for**  
*“Conservation of the Manmade Environment,” a GSD program for designers, local historical commissions*
- **Recipient, National Endowment for the Arts planning and design grant to develop a plan for the rehabilitation of vintage military structures on Peddocks Island in Boston Harbor**
- **Recipient, “Environmentalism of the Year” Award from the Newton Conservators**
- **Member, National Trust for Historic Preservation, American Planning Association**





## ASHNA JAISWAL

*Landscape Designer, SITES Accredited Professional*

### INTRODUCTION

Ashna is a Landscape Designer in the Collaborative's Landscape Architecture Department. As a SITES Accredited Professional, she applies nature-based solutions to ensure project outcomes are sustainable, resilient, and regenerative. She brings a strong focus on designing self-sufficient communities, social justice, and the creation of welcoming, diverse spaces. She is skilled in communicating design and planning ideas, proficiently using a wide range of graphical tools and media. Ashna's projects have ranged in scale from multi-unit residential developments, commercial spaces, streetscape, plazas and public spaces, interactive and interpretive public art, rural landscapes, urban forestry

### EDUCATION

**Master of Landscape Architecture**  
*Stuart Weitzman School of Design*  
*University of Pennsylvania*

**Urban Design Certificate**  
*Stuart Weitzman School of Design*  
*University of Pennsylvania*

**Bachelor of Architecture**  
*University School of Architecture and Planning, GGSIPU*

### CERTIFICATIONS & PROFESSIONAL ACTIVITIES

#### SITES AP

**Registered Architect in**  
*India (Nation Wide), Council of Architecture, India*

### REPRESENTATIVE PROJECTS

#### **Green Line Extension** *Cambridge, Somerville and Medford, MA*

- Serves as a Landscape Designer for the Collaborative's subcontract to STV on the Green Line Extension (GLX) project. This \$2.3 billion, 4.7-mile light rail extension will improve mobility and regional access for residents in the densely populated cities of Cambridge, Somerville, and Medford.

#### **The Loop at Mattapan Station** *Mattapan, MA*

- Works as a Landscape Designer on the Collaborative's design team for the Mattapan Station Project, a major transit-oriented development in the Mattapan neighborhood of Boston. Situated adjacent to a light rail station, it includes 135 units of affordable housing, retail, and open spaces to serve the larger community.

#### **Amory Park Boston** *Boston, MA*

- Served as a Landscape Designer for the redesign of a small DCR park along the Southwest Corridor. She has assisted in project's design through 50% development including trail realignment, seating, raingardens, plantings, and interpretive elements.

#### **Columbia Crossing at Upham's Corner** *Boston, MA*

- Landscape Designer for the 63-unit affordable housing project associated with the Arts and Innovation Center in the Upham's Corner neighborhood in Boston, MA.
- Design includes the entrance plaza and a roof garden.

#### **Atlanta BeltLine Trail Design** *Atlanta, GA*

- Serves as a Landscape Designer for a 3-mile segment of the Atlanta BeltLine, a multiuse trail along a new greenway and transit circuit around downtown Atlanta. The BeltLine is the most comprehensive transportation and economic development effort ever undertaken in Atlanta, ultimately connecting 45 neighborhoods via a new transit network, multi-use trails, and parks.

#### **Centennial Yards Plaza Design** *Atlanta, GA*

- Centennial Yards is the largest city center redevelopment in the southeast U.S. It will transform over 50 acres of former rail yards into new city blocks, with up to 12 million square feet of mixed-use development, including residential units, hotel rooms, office space and opportunity for up to 1 million square feet of retail, museums and attractions.
- As landscape architects for the Phase I of the project, the Collaborative is responsible for designing the development's central 2-acre plaza and adjoining outdoor spaces. The plaza provides a dynamic venue for large outdoor events and outdoor dining.



# NEPONSET RIVER RESERVATION MASTER PLAN & TRAIL DESIGN



As prime contractor for the award-winning Neponset River Reservation Master Plan and Trail Design, the Collaborative led a master planning and design process that resulted in the creation of a major new system of waterfront parks along Boston's southern boundary. The project involved programming and design of three new waterfront parks, a 2.2-mile multiuse trail, restoration of wildlife areas and wetlands, interpretive exhibits, a major soccer complex, play equipment, and courts for recreational programs.

As prime contractor, the Collaborative led a multidisciplinary team, including surveyors, civil and environmental engineers. Our outreach program included organizing and facilitating more than 35 public meetings, community-design charrettes, public site visits, and special interest roundtables over the course of the project. The project's broad public involvement led to the passage of a \$40 million bond bill to implement the master plan.

A key element was the firm's design of a multiuse trail that linked new active and passive parks built as an outgrowth of the master plan. The Collaborative subsequently was asked to develop construction documents and provide construction oversight of the path.



## One of America's "Great Places"

**American Planning Association**

*The Great Places in American Program recognizes neighborhoods, streets, and public spaces across the country that represent "the gold standard for a true sense of place, cultural and historical interest, community involvement, and a vision for the future" according to the APA.*

**Master Planning and Landscape  
Architecture Award**

**Boston Society of  
Landscape Architecture**

<b>Location</b>	Boston, MA
<b>Project Type</b>	Master Plan and Design
<b>Offeror's Role</b>	Prime Contractor

# CANTON VISIONING, COMPREHENSIVE PLAN, & SMALL AREA PLANS

CANTON, MASSACHUSETTS



*New Mixed-Use Development, Town Center, Canton, MA*

The Collaborative prepared a comprehensive plan and small area plan for the Town Center of Canton, MA, a community within metropolitan Boston. A key focus of the plan was redeveloping its aging town center. This entailed revising zoning regulations to allow for buildings up to five stories in the center. Setbacks were reduced in certain instances to zero lot lines. Zoning modifications provided for residential units on upper floors, along with artist live-work space. Streetscape design guidelines encouraged outdoor cafe seating. Because it qualified as a high-density node, it received a \$1.4 million state grant for infrastructure improvements. Subsequently, several mixed-use residential and mixed-use developments were completed, and more are underway.



*"You got the whole town involved and created a buy-in that resulted in overwhelming support for ideas and proposals considered controversial before. The debate was spirited, but the final vote wasn't even close. Thanks to you, the greatest possible numbers of citizens were able to participate in making something they could call their own. And now they are coming together to make it work. Everyone agrees—the Collaborative taught us how to fish."*

--Carl Lavin, Co-Chair  
Canton Master Plan Committee



# PINE HILLS PLANNED UNIT DEVELOPMENT

## PLYMOUTH, MA



*Pine Hills estate homes and view of one of several mixed-use*



*One of several mixed-use village centers organized around "Community Greens"*



*Carriage Home, Veridian at the Pine Hills*



*Outdoor Farmer's Market at Rye Tavern, Pine Hills, MA*

The Town of Plymouth's bylaws provided for an "open space and planned unit development" project on one of the state's largest privately owned parcels. The Greene Company, a residential development firm, prepared a planned unit development for the 3,000-acre site that proposed the creation of a new town of approximately 2,000 homes and 2 million square feet of retail and commercial development. On behalf of the Town, the Collaborative led a comprehensive review of the Greene Company proposal. The size of the project, its proximity to the town's geographic center, and its historic and ecological features made the project the focus of much community concern. The town used the Collaborative's review to negotiate with the developer to integrate more open space and other community amenities into the final plan that received broad community support.

*"You and your colleagues were instrumental in helping us tread the line between a diverse set of community interests, provisions of the by-law, and the economic interests of the developer's team.*

*Thank you for your extra efforts in site buffers, public trails, open space, wildlife connections, and "Community Green" area designs. Your firm's experience with landscape design, public participation, environmental planning, and land planning were all critical during this planning process."*

*--Nicholas Filla, Chairman  
Plymouth Planning Board*

# ACTON VISIONING AND COMPREHENSIVE PLAN



The Town of Acton, historic suburban community northwest of Boston, embarked on a new comprehensive master plan led by the Collaborative. An intensive public outreach campaign was carried out that included visioning workshops, a website, video, PSAs, and mail and phone surveys to residents and businesses. The Plan prepared by the Collaborative was subsequently approved by an overwhelming vote at the Town Meeting. The plan guides economic development to higher density mixed use village centers. At the same time, land use and zoning tools are designed to protect and preserve open spaces that serve the community as valuable environmental, recreational, and historic landscape assets.

<b>Location</b>	Acton, MA
<b>Project Type</b>	Visioning and Comprehensive Planning
<b>Offeror's Role</b>	Planning and Project Management



*"The Collaborative designed an excellent and inclusive public participation process and executed it perfectly. The team's commitment and willingness to work with residents and community leaders with a diverse range of interests never floundered."*

--Roland Bartl,  
Planning Director, Town of Acton, MA



# GLOUCESTER CITY HALL REDEVELOPMENT



Gloucester City Hall Options			
Evaluation Criteria:	Existing Condition	City Hall Civic Center	Fuller School
<b>1) Major Goals:</b>			
Improves managerial efficiency	0	1	2
Centralizes City services	0	1	2
Minimizes City facility costs	0	1	2
Maximizes City revenues (resale)	0	2	1
Convenient location for citizens			
- pedestrians	0	2	0
- drivers	0	0	2
Supports downtown economy	1	2	0
Promotes civic engagement	1	2	0
Score 1	2	11	9
Weighted Score 1: weighted by 1.5	3	16.5	13.5
<b>2) Other Goals</b>			
Preserves City's history	2	2	0
Promotes 'sense of place'	2	2	0
Further's City's environmental goals	0	2	0
Promotes Public Health	0	2	0
Score 2	4	8	0
<b>TOTAL SCORE 1 &amp; 2</b>	<b>7</b>	<b>24.5</b>	<b>13.5</b>
the COLLABORATIVE <span style="float: right;">Change for Good®</span>			

The Collaborative led a study to guide the City of Gloucester, MA, in its decision as to whether to redevelop or retain its historic City Hall. The project involved translating the goals expressed by city leaders, business community, and the public into evaluation criteria against which several scenarios were weighed. Such factors included convenience for pedestrians, promotion of civic engagement, support for downtown economy, and contribution to 'sense of place.' The outcome was broad consensus behind a strategy for keeping City Hall operating at its downtown location.

Collaborative President Ed Shoucair continues to provide guidance to City leadership city center redevelopment opportunities, including leading an effort to examine the potential mixed-use redevelopment of downtown's YMCA, a project that would include a performing arts center, affordable housing and retail. He is also working on a new Gloucester Heritage Park on the waterfront.

*"Ed Shoucair and the Collaborative contributed to a city-wide decision-making process by providing a framework of goals and values. Different city hall scenarios were evaluated against these, leading to a recommendation for a preferred strategy for moving forward."*

--Sarah Garcia,  
Former Director  
Community Development  
City of Gloucester, MA

<b>Location</b>	Gloucester, MA
<b>Project Type</b>	Community Planning
<b>Offeror's Role</b>	Planning and Project Management

# CITY OF DUNWOODY COMMUNITY DEVELOPMENT SERVICES

*DUNWOODY, GEORGIA*



In January of 2021, the Collaborative entered into a five-year contract with the City of Dunwoody to provide staffing support for the provision of services within the City's Community Development Department. To date, the firm oversees planning and zoning services in addition to permitting and inspection services. Staff members are well-versed in the City's Municipal Code, conducting regular zoning and land development reviews and inspections. Code enforcement falls within the Collaborative's contract with the City, in addition to civil engineering services. Collaborative staff have been responsible for edits to the City's current Zoning Ordinance, Tree Ordinance, and Sign ordinance, making City guidelines easily understood by the general public while continuing to foster significant economic growth and development in the area.

*"Whether the job involves land use planning, improving our zoning, or guiding the development process, the Collaborative's focus on creative problem-solving and customer service has made them a valuable asset to the City and a pleasure to work with."*

--Richard McLeod  
Community Development Director  
City of Dunwoody





# LOOP AT MATTAPAN STATION

## BOSTON, MASSACHUSETTS



*The Loop at Mattapan includes 10K+ s.f. of new open spaces.*

For the joint venture of POAH, the non-profit Preservation of Affordable Housing, and Nuestra Comunidad, the Collaborative provided landscape architecture services in support of a new mixed-use development in Boston's Mattapan Square.

The development includes the creation of 135 units of housing, retail, a complete street along the development's front entrance that connects with the Neponset River Greenway, and 10,000 sf of open space consisting of a courtyard, patio, garden, and lawn bordered by trees, shrubs, and flowers. The outdoor spaces serve both the residents and the local community. The open spaces provide much needed venues for art exhibits, performances, concerts, festivals, and a farmers' markets. Interpretive elements related to the adjacent Neponset River's historic paper mill history and the adjoining Neponset River Greenway's natural character are integrated into the open space designs.

The project's plantings consist of layers of trees, shrubs, ground cover, and perennial species to increase the number of pollinators and contribute to ecosystem health. The firm's fee was \$210K.



*"Windows into Mattapan" banners along new complete street*

*"Excellent design work and creative problem solving! Your involvement was critical to moving the project forward."*

*--Cory Fellows,  
POAH, Vice President*

# BARTRAM'S GARDEN MASTER PLAN



The Collaborative completed a master plan for the 47-acre Bartram's Garden along the Schuylkill River in Philadelphia, PA. The Garden, encompassing John Bartram's original early 1700s farm, is considered to be the first botanical garden in the United States. The master plan currently being implemented, interweaves elements of the garden's history with modern needs and functions.

The master plan developed by the Collaborative positions the Garden as it is in the midst of a major transformation, with unprecedented opportunities for growth and renewal. Currently being implemented, the master plan calls for an amphitheater, river walk, events pavilion, outdoor classrooms and after school facility, recreational boating center, orchard and entrance allee, natural sciences educational dock and floating laboratory, mussel hatchery, urban farm, and resurrection of an historic greenhouse.

The challenge of developing this master plan was finding a balance of many different elements from experiential historic interpretation to the modern needs of a treasured urban park and botanical garden including the care and restoration of historic buildings and landscape artifacts. The master planning process also addressed reaching out to the adjacent immigrant and diverse community while preparing for an anticipated significant increase in



visitors with the completion of a multiuse path connecting city center Philadelphia to Bartram's Garden and points beyond.

*"Your master plan and landscape design is both **exciting and exactly in line with the needs of the growing and diverse population** of those we serve. Your designs **bring to life the historic qualities** of this unique 45-acre National Historic Landmark in the heart of Philadelphia."*

*--Maitreyi Roy,  
Executive Director*

<b>Location</b>	Philadelphia, PA
<b>Project Type</b>	Master Plan
<b>Offeror's Role</b>	Prime Landscape Architect

# BUDGET

TASKS	FEES
1: Site Visit	\$950
2: Community Workshop Prep	\$900
3: Facilitate Workshop	\$3,800
4: Concepts (2-3) <ul style="list-style-type: none"> <li>• Workshop analysis</li> <li>• Develop concepts</li> <li>• Slide summary</li> </ul>	\$4,250
TOTAL	\$9,900