



TECHNICAL ASSISTANCE PANEL REPORT

Bronx Community Board Four TAP

Neighborhood-Focused Strategies for Future Growth

BRONX, NEW YORK

October 29-30, 2019

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Technical Assistance Panels

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ULI's mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI New York carries out the ULI mission locally by sharing best practices, building consensus, and advancing solutions through educational programs and community outreach initiatives.

ABOUT THE TECHNICAL ASSISTANCE PANELS (TAPs) PROGRAM

The objective of ULI New York's Technical Assistance Panels (TAPs) program is to provide expert, multidisciplinary, and objective advice on land use and real estate issues facing local governments, public agencies, and nonprofit organizations throughout New York State. Drawing from its extensive membership base, ULI New York conducts one- and two-day panels offering unbiased, pragmatic solutions, best practice advice, and market-based strategies to local decision-makers on a wide variety of complex land use challenges, ranging from site-specific projects to public policy questions. The TAPs program is intentionally flexible to provide a customized approach to specific land use and real estate issues. Learn more at newyork.uli.org.

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ULI New York is grateful to Bronx Community Board Four for inviting this Panel to study and make recommendations for community development and connectivity in and around the Jerome Avenue corridor in the south Bronx. This Technical Assistance Panel would not have been successful without the help and support of the New York City Department of City Planning and the board members of Community Board Four, specifically Carol Samol, Bronx Borough Director, NYC Department of City Planning, and Paul Philips, District Manager, Bronx Community Board Four. ULI New York would also like to thank the New Settlement Community Center for hosting the stakeholder interviews, panel working sessions, and community presentation in its space.

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Executive Summary

As news of a new stadium for the New York City Football Club (NYCFC) spreads, New York City neighborhoods, particularly those represented by Community Board Four (CB4) in the Bronx, are taking notice and an active interest. With the presence of Yankee Stadium in the Bronx, the surrounding neighborhood – residents and businesses alike – has experienced and continues to experience the impacts that a major league sports venue can have on a community.

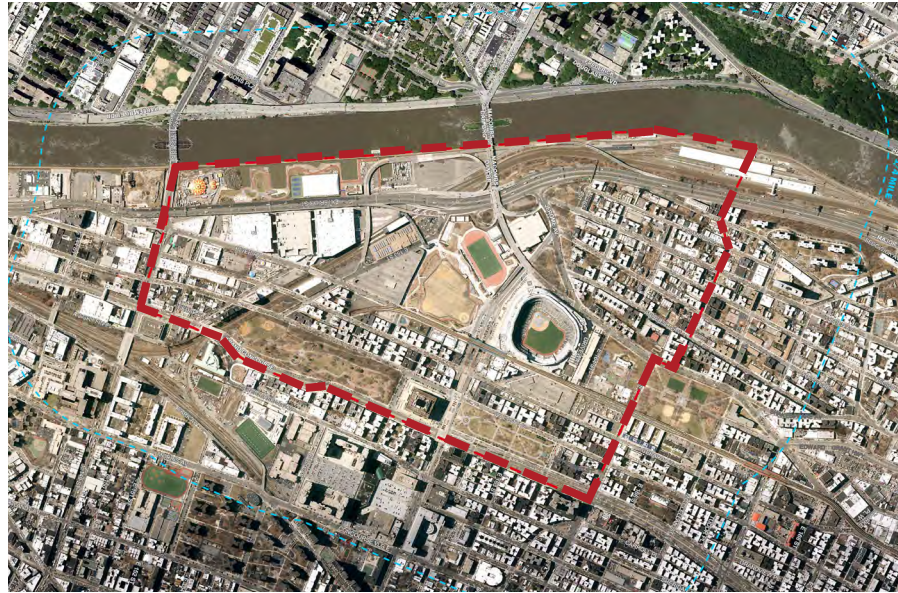
With a proactive, partnership mindset, CB4 asked the Urban Land Institute New York District Council (ULI New York) to conduct a Technical Assistance Panel (TAP) to study the neighborhood, consider potential impacts of a stadium near Macombs Dam Park, and make recommendations as to the best approach the community might take to help insure that a new development of this nature and scope will be a welcomed, connected, and engaging addition to the neighborhood.

What does it take to imagine a new stadium in the Bronx for 21st century New York? The issues uncovered present the complex and dynamic concerns of 21st century city-making, which are not solved with a top-down approach. The ULI TAP Panel (the Panel), comprised of real estate professionals with development, design, finance, and legal expertise, studied the site, the briefing materials provided by CB4 and interviewed a wide variety of community stakeholders. The Panel arrived at three key categories of recommendations for CB4 to consider as the NYCFC stadium discussions progress.

More than Just a Stadium – Design & Programming

The scale of a professional soccer stadium is significant. The placement of a facility of this size in the study area, a dense neighborhood loosely defined by East 165th Street, 149th Street, Grand Concourse, and the Harlem River, will have a notable impact on the streetscape, traffic flows, and related business operations. Given this impact, it would be advantageous if the new stadium could become a true multi-purpose asset for the community and serve functions beyond its role as the primary venue for NYCFC home games. The facility could serve as a community hub, venue for health and wellness programs, business

Aerial view of the study area encompassed by the red dashed line. Image courtesy of Bronx Community Board Four.



incubation, neighborhood sports activities, and more. The incorporation of community activities into such a facility could provide the neighborhood with desired programming opportunities and, at the same time, provide the NYCFC with opportunities to build stronger bridges into the community. It should also be noted that the design of the stadium itself can go a long way toward facilitating these connections to the community. By physically opening the sightlines into the stadium and likewise allowing fans to feel connected to the neighborhood while inside attending games, the building may begin to invite the outside in and the inside out. The idea of openness also fostered the spirit behind design and programming ideas to highlight neighborhood and city issues as a platform to open up the conversation to the wider public.

Connectivity

The study area is notable in its public transit connections and presence of transportation infrastructure, yet vehicular congestion remains a challenge. By taking steps to encourage more active use of the rich public and alternative transportation options – rail, bus, walking and biking – there is an opportunity to better manage the traffic flow in, out, and through the neighborhood and lessen the impact of congestion on game days. The transportation infrastructure, including rail lines and roadways, is critical in assisting with efficient traffic flow, yet the presence of these infrastructure elements becomes a barrier between the neighborhood and wonderful recreation amenities found along the waterfront. As waterfront development expands with the addition of the Bronx Children's Museum, Bronx Point, and the Universal Hip Hop Museum, it will become even more important to build better connections to the east side of the rail lines and the Major Deegan Expressway, to the potential new stadium, Yankee Stadium, the parks, and neighborhood beyond.

Planning for a Community-Focused Neighborhood

There is a strong sense of community in the study area – residents know one another and have pride in their neighborhood. Yet the neighborhood remains

disconnected from the waterfront due to transportation infrastructure. As New York's other boroughs witness waterfront revitalization concurrent with redevelopment, this, too, is an opportunity to imagine the future of sustainable development in the South Bronx and to find consensus in order to unlock social-economic value locally and in the region.

The pedestrian experience is interrupted along River Avenue due to the abundance of parking lots, garages, and businesses closed outside of game days. Improving these connections, particularly the pedestrian connections, will lay the groundwork for a more cohesive neighborhood, and residents and visitors may more easily and actively experience all that this neighborhood has to offer.

The neighborhood is also quite walkable, with the length of the study area easily traversed in ten minutes. The experience of that walk, however, leaves much to be desired. An abundance of parking lots and structures and businesses shuttered on non-game days, create a walking landscape that is bleak and unengaging. This environment does little to encourage walkability, and there are few reasons to linger, stop, and shop along the way. East/west connections from the riverfront to River Avenue, particularly those through the Bronx Terminal Market, also need to be addressed as the focus on the current experience is vehicular traffic and the pedestrian experience is lacking.

With some careful planning and specific zoning changes, River Avenue could become a bustling, dense, mixed-use corridor. Underutilized parking structures along River Avenue, at the northern and southern ends of the study area, could be converted to multi-story affordable housing structures, thereby anchoring the corridor and potentially catalyzing further development and commerce between.

When taken together, these strategies begin to chart a potential positive path for a contemplated NYCFC stadium development in the South Bronx. Through careful understanding of the community fabric and the areas of potential positive impact by such a facility, a new stadium development could be the touchstone for enhanced community programming, the catalyst for improved pedestrian connections and walkable experiences, and the foundation upon which other community improvements may be built. Rather than being just another new stadium, this development has the potential to be so much more.



The Panel touring the study area. Image courtesy of Lipofsky Photography/ULI New York.

Background & Scope

Closer view of the study area, with Yankee Stadium, Macombs Dam Park, and a large parking garage in the center. Image courtesy of Bronx Community Board Four.



As excitement builds around the concept of a long-term home for the New York City Football Club (NYCFC), New Yorkers and residents of the Bronx specifically, are keenly interested in the future placement of the stadium, its integration into its surroundings, and the opportunities for community participation that may come along with new building(s) and interdependent infrastructure.

Given the recent construction of the new Yankee Stadium and its additional role as the temporary home of the NYCFC, community members in the surrounding Capitol District neighborhoods (the District) – Mt. Eden, Highbridge, West Concourse, East Concourse, Morrisania and Concourse Village – are taking particular note. Bronx Community Board Four (CB4) plays a key role in managing the Capitol District and, as a leader in the community, stepped forward to begin to envision what a new stadium might look like in the District. This interest also extends into understanding how the community might enjoy a more connected experience around any new stadium, experience little increased impact in traffic throughout the neighborhoods, and

possibly enjoy the new facility on a more regular basis, outside of scheduled game days.

To unpack these opportunities, CB4 turned to the ULI New York Technical Assistance Panels Program (ULI NY TAP or TAP) and charged the assembled TAP panel (the Panel) of real estate industry experts with the following questions:

1. How can stadium development be integrated into the existing fabric and built environment of the neighborhood?
2. Are there recent successful examples of these types of sports/entertainment facilities? What lessons are applicable here?
3. How can infrastructure be creatively reconfigured to better connect the community and its open spaces, and support redevelopment of sites that have constrained access?
4. What is the appropriate mix of uses, densities, and urban design tools/techniques that should be implemented to complement the existing neighborhood?
5. What considerations should be given to transportation infrastructure as it relates to the proposed soccer stadium, Yankee Stadium, and new development in the surrounding area? (i.e. Bronx Point, Bronx Children's Museum, etc.)

At the heart of each of these questions was the common thread: How can a new stadium have positive impacts on the neighborhood? The geography under consideration as presented by CB4 is bounded by East 165th Street to the north, 149th Street to the south, Grand Concourse to the east, and Harlem River to the west.

In addition to a comprehensive review of the briefing materials provided by CB4 and a guided walking and bus tour of the study area, the Panel conducted 30 confidential interviews with neighborhood stakeholders identified by CB4 at the New Settlement Community Center. These stakeholders included representatives from community-based nonprofits, local cultural institutions, local elected officials and City agencies, small businesses, local property owners, and neighborhood residents.



TAP Panel briefing with CB4 at the New Settlement Community Center. Image courtesy of Lipofsky Photography/ULI New York.



TAP Panel walking the study area. Image courtesy of Lipofsky Photography/ULI New York.

What the Panel Heard & Resulting Goals

Throughout the course of the stakeholder interviews the Panel identified a number of themes important to residents, business owners, and related neighborhood organizations.

Existing Stadium Impacts

The rather recent construction of a new stadium for the New York Yankees professional baseball team and organization has had a significant impact on the surrounding community. The structure is beautiful and imposing at the same time. It welcomes millions of fans each year to a neighborhood that is transit-rich and over-stocked with parking garages. Between 80+ game days and 20+ special events, the neighborhood is overwhelmed with fans who bring increased traffic and congestion to the already busy streets. Highway exits, built to assist with quickly moving this traffic in and out of the neighborhood, have resulted in interruptions to the urban fabric and, on occasion, have created dangerous intersections for both automobile and alternative transportation (e.g. walking, biking) users. To meet the demand for Yankee and baseball related merchandise, retail outlets have opened around the stadium. Yet these stores largely remain closed on the other 280+ days of the year when the Yankees are not playing. These closed storefronts leave the streetscape in a state of perceived desolation and interrupt what could otherwise be an active retail corridor.



Yankee Stadium. Image courtesy of Lipofsky Photography/ULI New York.

Neighborhood Issues

The broader neighborhood today has some challenges which were identified by the stakeholders, much of which related to infrastructure and community services. As many cities across the country are rediscovering the benefits of direct, easy, and equitable access to waterfront land, the District remains largely disconnected from the Harlem River waterfront as the Major Deegan Expressway acts as both a perceived and actual barrier for the community. The community has a number of parks, some of which are passive open



Top: Imposing infrastructure is common along the western edge of the study area, disconnecting the neighborhood from the riverfront.



Bottom: Mill Pond Park sits along the Harlem River and features walking/biking paths and provides access to the Stadium Tennis Center and Bronx Children's Museum. Images courtesy of Lipofsky Photography/ULI New York.

spaces while others are more active with playground equipment, ball fields and a track. By enhancing the active nature of the open spaces, perhaps programming the spaces more frequently and blending the passive and active uses, the residents might enjoy a wider range of opportunities for exercise, engagement, and interaction. The District has one of the largest concentration of open spaces collectively in the Bronx. This is meaningful as the Bronx also reports having high rates of asthma among residents. By investing in parks and facilities in the District, access and land redevelopment can be made strategic to health and wellness outcomes that serve residents and visitors alike. Public benefits should be coordinated to offer greater impact for multiple user types, and urban planning and economic development pursuits should include a mindful assessment of land, water, air quality, land uses, and city services (i.e. recreational open space, public schools). The additional outdoor activity would also serve to improve the overall perception of safety and security around the area. More people out in the neighborhood mean more eyes on the street and fewer opportunities for unsafe behavior. Several intersections in the District also present near-constant issues with pedestrian safety as multiple streets intersect with highway exit ramps. Finally, there were a number of improvements that stakeholders would like to see relating to community services. Schools are close to capacity in the neighborhood and area youth and seniors could benefit from activities often found in community centers. These same community centers could also provide job training services for neighborhood residents.

Neighborhood businesses struggle to compete with the influx of national big box retailers. Image courtesy of Lipofsky Photography/ULI New York.



Evolving Neighborhood

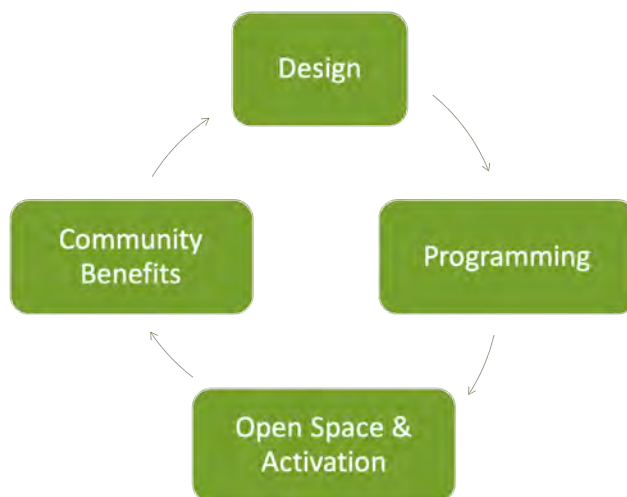
As the neighborhood grows and changes, it is important to identify, understand, and begin to mitigate the unintended impacts of this growth. The recent Jerome Avenue Neighborhood Planning Study and subsequent rezonings should serve the neighborhood well and relieve certain development pressures around housing, particularly affordable housing, in the neighborhood. With the influx of several big box stores into the neighborhood and with the recent zoning changes however, small businesses in the area are also feeling direct pressure – and it is these very businesses that provide area residents with entrepreneurial opportunities, give the neighborhood its unique character, and employ fellow residents. Care should be taken with these small business owners to help support their long-term survival. Lastly, throughout the change that is sure to take place on the horizon – from the opening of the Bronx Children’s Museum, the construction of the new Bronx Point development and Universal Hip Hop Museum, and the potential new soccer stadium – there is a clear need to ensure community participation amid all of this change.

Blending the input from the stakeholders and the professional expertise of the Panelists, the Panel crafted three key goals for CB4 as it considers its role as the community voice/partner in any new stadium development in the study area.

1. Encourage a NYCFC stadium design that produces positive contributions to the neighborhood year-round.
2. Enhance connectivity, walkability, and reduce congestion.
3. Plan for a community-focused neighborhood.

Soccer Stadium

With a goal of encouraging a NYCFC stadium design that positively contributes to the neighborhood year-round, the Panel identified the following four primary elements: physical facility design; programming; open space design and activation; and community benefits. Each of these elements are equally important in building and maintaining a facility that is effective in its primary function as a major league soccer venue and just as effective at its role as a corporate/physical/emotional member of the community.



Design – More than Just a Stadium (Openness, Transparency, and Connectivity)

The experience of a sporting event does not start at the stadium entrance, but includes the journey, the theatre of arrival and sharing a collective urban memory of place and event. Stadium designers, cities, and communities have begun to realize the benefits of designing professional sports venues to serve multiple functions beyond that of hosting sporting events. Many contemporary stadiums are highly visual and experiential in design and function. The design is visually pleasing and welcomes and encourages visitors to come in, explore, and enjoy the space. Stadium design today is also taking into greater account the facility's connections to the surrounding environment and oftentimes uses design to blend the inside and outside experience. Examples of this include



Designs for the Moscow Olympic Stadium Redevelopment – a mixed-use concept with retail, sports, exhibition, offices, entertainment, and more – blurs the lines between interior and exterior space. Image courtesy of Scott + Brownrigg.



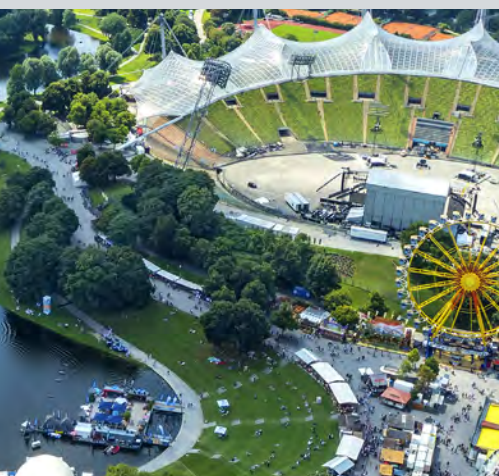
The proposed new MLS stadium in St. Louis, Missouri, invites the surrounding community to experience the spaces surrounding the venue. Image courtesy of HOK/Snow Kreilich Architects.



Fans taking in a Chicago Cubs game from the Wrigley Rooftops at Wrigley Field.



Yoga classes taking place at Busch Stadium on off-days. Image courtesy of Chris Yunker¹, Flickr.



Olympiapark, Munich, Germany.

building a stadium slightly below grade to allow visitors to enter at field level, resulting in a more immediate connection to the game on the field and a feeling of being in on the experience. Other stadium designers are experimenting with the public space surrounding the building, working to activate this public realm by providing alternative venues for fans to watch the game for free on screens at plazas or patios surrounding the stadium. Ultimately, the visitor experience is key to the success of today's sporting venue, and a successful venue is one that will be adaptable for change, works well with its surrounding community, and is sustainable socially, environmentally, and economically.

Programming – More than Just Professional Soccer

Communities and sporting franchises both have identified the opportunities for stadiums to serve additional purposes outside of the original sporting event for which the stadium was built. Often centrally located, stadiums can serve as community hubs, providing venues for local events, health and wellness programming, or even youth educational programs. In England, Emirates Stadium also houses a school, educating youth in a manner that makes use of the facilities within the stadium and engaging students in a manner that encourages high attendance and active participation. Stadiums may also be used as business incubators. With robust food preparation and catering facilities, some stadiums have opened their doors to food industry start-ups, providing the tools and infrastructure needed to get new catering businesses off the ground. Finally, the connection to the surrounding community and the community's acceptance – and even welcoming – of a facility of this size in a neighborhood can oftentimes be facilitated by the simple offer of discounted tickets for local residents.

Open Space and Activation

The activation of the space around a stadium can be just as impactful as the activation inside the stadium, and, for the community, it may even be more. Stadium designers are recognizing the facility exterior as a potential venue for further visitor exploration and engagement and additional commerce. By creating a community plaza outside the stadium, activities for kids can be easily incorporated (building the future fan base), screens broadcasting the game live can help neighbors enjoy some of the action, and other interactive features can engage those coming or going to the event as well as those in the neighborhood just passing by. Other more formal programming might include public and community art installations or a farmers market, both of which might attract people to the venue who may not otherwise visit or visit regularly. Finally, while the real show is happening inside the venue, some stadium designers are building in additional performance spaces, including external amphitheatres, outside the stadium. These spaces outside the venue provide opportunities for supplemental programming, artistic performances,

¹ <https://flickr.com/photos/chris-yunker/9475202080/in/photolist-frin7-frinVN-frimCm-fr46xM-fr4ikB-fr41ni-fr3Wyg-frhV1u-BT2SjQ-YZ2wy4-fr3wVv-fr4f5-frwKh-fr47YK-fr1ik9-frisDy-fr1k87-fr3VxK-fr3EFi-fr3Fxi-fr3LRp-fr48DM-fr24o-fricSW-fr3BaP-fr3JFp-frhQQ-fr3YMt-fr3Kmk-frhNLE-frhPnJ-frhRv7-fr3DXn-frizbd-fr3GtP-fr4b92-frhSaC-frhT17-frhSMj-fr428x-YZ8TWT-YZ2qKv-XUmbbU-YAg1H1-YAg2qU-YAg17G-YAg3zY-BT2Sd5-BT2RKb>

Engaging the Community with Stadium Design



The stadium for Chelsea Football Club has been designed to fit into the urban fabric of the surrounding community.



A splash pad outside the Kauffman Stadium entertains fans on hot days. Image courtesy of Jason Hanna, Kansas City Royals.



Designs for the Moscow Olympic Stadium Redevelopment creates as much activity outside the stadium as can be found within. Image courtesy of Scott + Brownrigg.



Audi Field in Washington, D.C., features open sight lines into the stands and playing surface. Image courtesy of David, Flickr³.



SunTrust Park has a variety of gathering spaces, games, and a splash pad outside the venue for all to enjoy. Image courtesy of thatlostdog², Flickr.



Stadio Dragao, in Portugal, invites the fans inside to also pause to enjoy the scenes surrounding the stadium.

² <https://flickr.com/photos/thatlostdog/44932578682/in/photolist-2bsxdds-NMfmHq-M9SGy4-NMfjXb-M9SFfx-UHB68P-UtiHaW-Tr7bJu-UDX7oQ-VR2UGJ-Tu3fHa-Tr7rC7-U8vF21-Xcc4DB-U8wdG5-UHBhdV-Tr6FgS-Uw5QZy-UDWkq3-Tu3YhH-UDWVLY-Tu41XH-U8vtcQ-UHBfnf-U8wcg9-Tu41xp-U8wcWN-Uw6zLT-Tr6DGQ-UHBhDK-a6rYDC-U8vEqG-UDWqSW-Tr6WiW-UHBJk-Tr6qL9-UHBgrV-Tu3XFc-Tr6U2w-U8vAw9-Tu3LYF-Tr6ueG-UHB9Rk-U8vdRL-Tr7qF7-U8vDjy-UDX8kj-U8vGt9-UDWwYJ-UtiHh>

³ <https://flickr.com/photos/bootbearwdc/41744431650/in/photolist-N434ci-26AP8bb-MdPuzN-2hmQDHU-2hmQEaa-2hmQERF-2hmQHKr-2hmNTJh-2hmNVks-2hmRoWZ-2hmRorF-2hmNUBH-2hmNSFt>

and/or pre- or post-game activities that build or carry forth the excitement of the sporting match inside.

Community Benefits

A number of professional sports franchises have learned difficult lessons when locating, designing, and building new facilities without considering community input. Municipalities would benefit from listening to and engaging with communities early in the process, encouraging steps that will serve both the sports franchise AND the local community. These steps might include the requirement of MWBE participation in the construction, a percentage of local hiring for facility staffing, and working wage job creation. Community programming ideas could include workforce development and training, youth programs, and platforms for specialized education and training relating to work taking place in the venue. While such a robustly programmed venue may require creative scheduling and management, the result is a venue that is working to mitigate density, contribute to community-making and social capital, and is, at the same time, conserving resources. The integration of local businesses and the support of local entrepreneurs is also of great community interest, and many communities are suggesting that sporting venues source products, and even food, locally. Finally, consideration should be taken of vulnerable populations (e.g. Veterans and at-risk youth) in the community and sports franchises are encouraged to explore ways in which the new venue and its operations might help support or provide space for programs for these members of the community.

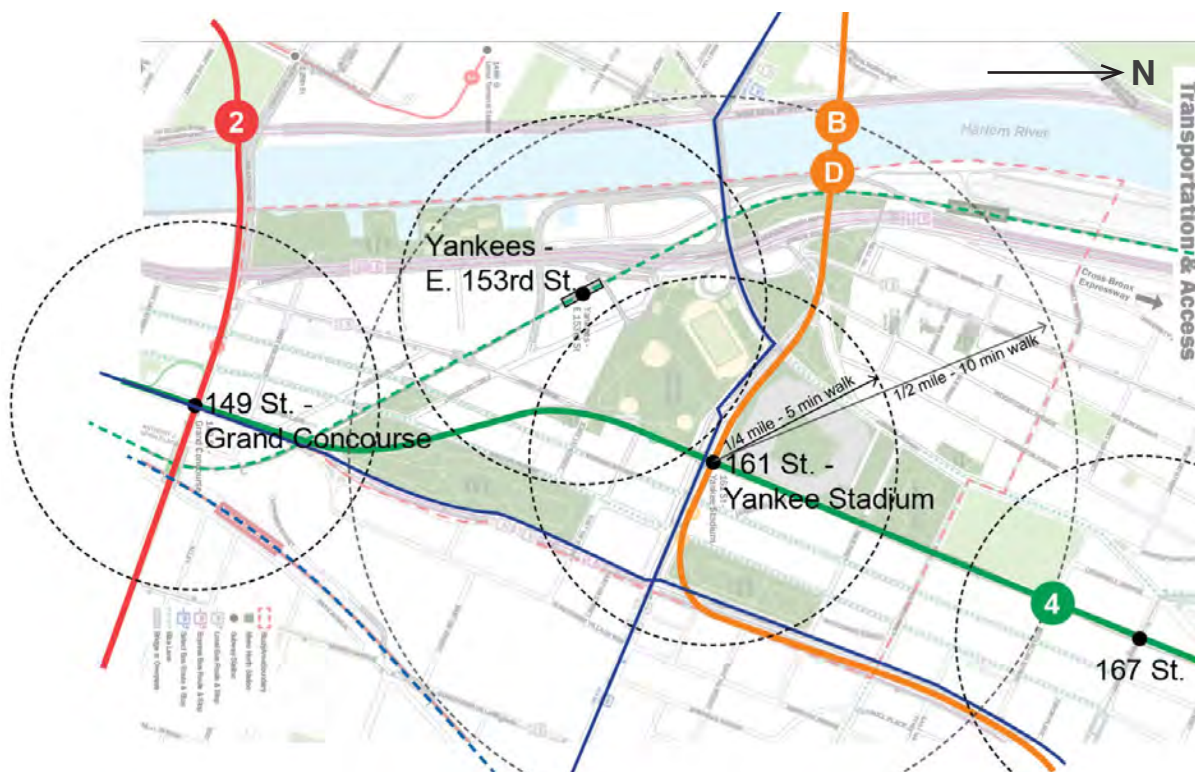
Soccer is the most popular sport in the world. Sports serve as common ground for a culturally diverse Bronx. The opportunities inherent in the location of the NYCFC stadium in this storied and culturally-rich neighborhood is representational to multiple levels of civic impact. A stadium can be far more than just a sporting venue, and those franchises recognizing and acting on the opportunities available to serve the surrounding community will become good corporate citizens and neighbors and will enjoy even greater opportunities to build a bigger generational fan base.

As one of the US's most popular youth sports, soccer matches draw fans of all ages.



Connectivity

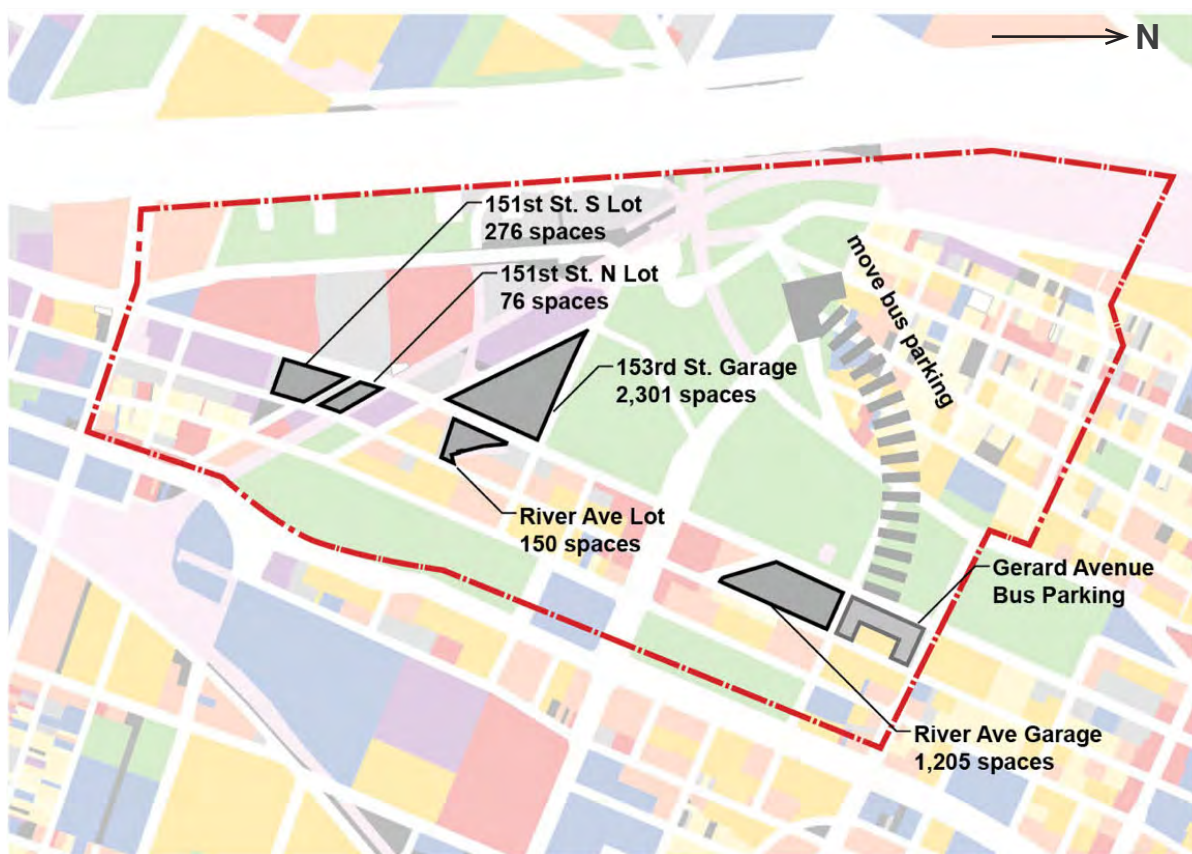
The study area is rich in transportation infrastructure. From highway accessibility to rail connections, visitors to and residents/employees in the area do not lack access to mobility options. The challenge exists, however, in facilitating the connections between transportation infrastructure and the neighborhood and reducing the tension between vehicular traffic and alternative transportation (walking, biking), leaving many intersections unsafe for and unappealing to pedestrians.



Existing Conditions

With three New York City subway lines running through the study area, numerous bus lines, and the Metro North Station, opportunities abound to leave the car at home. For those choosing to drive into or out of the area, there is easy and proximate access to the interstate highways and ample parking opportunities. The area is also quite walkable, with the average person generally able to walk from one end of the study area to the other in ten minutes.

Five- and ten-minute walk radius points around key intersections and subway hubs in the study area. Image courtesy of the ULI New York TAP Panel.



Parking garages in the study area that are currently underutilized and should be converted to a new use. Image courtesy of the ULI New York TAP Panel.

Congestion – Key Strategies

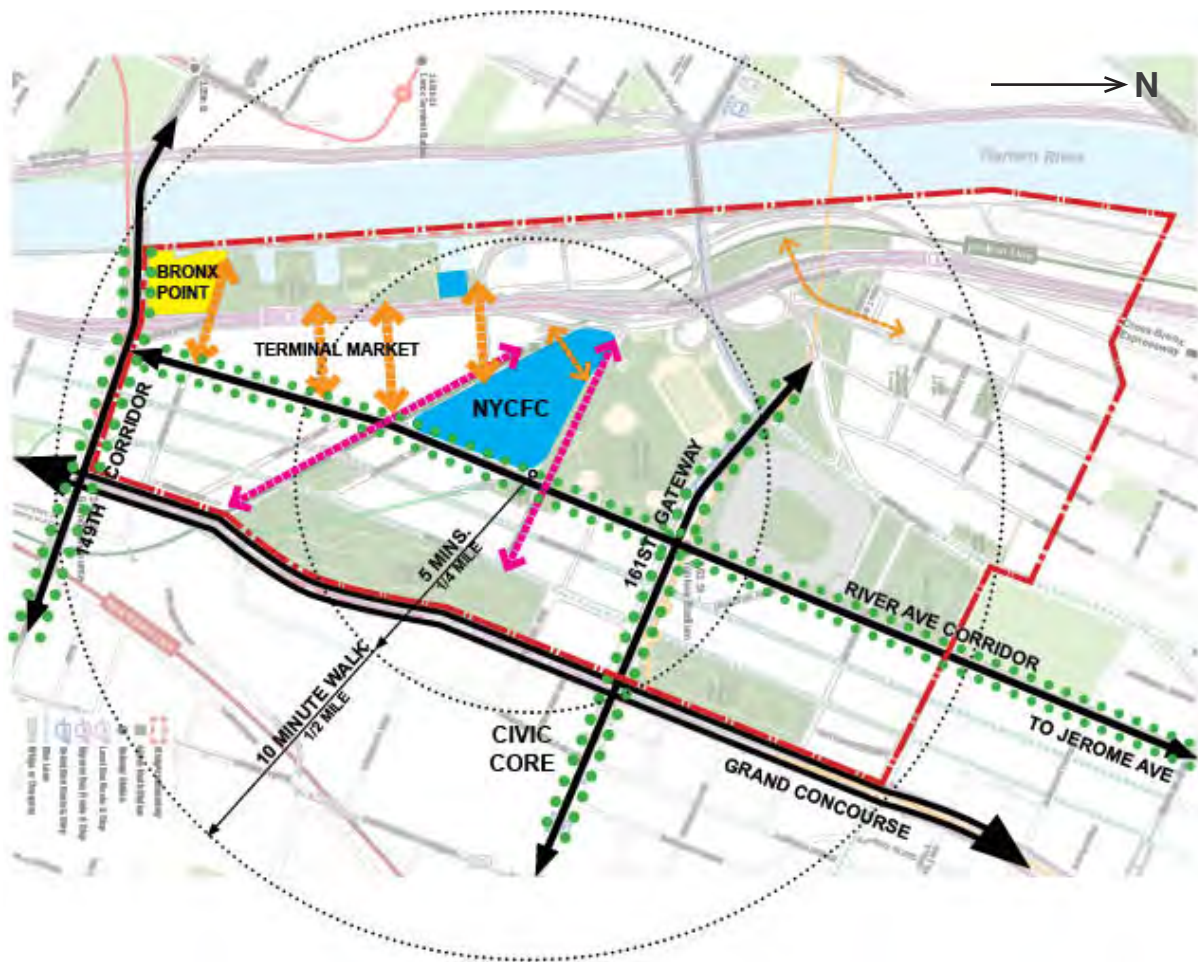
Even with ample public transportation options, many visitors to the District choose to drive, in part because parking is ample and affordable, which results in congestion on game days. While increased traffic for NYCFC games will naturally be lesser than the traffic for Yankees games (due to the smaller projected capacity of the soccer stadium), the area would benefit from a focus on reducing congestion. With ample public transit in the area, a key strategy for reducing congestion during game days is to encourage people traveling to the area to choose shared transportation (such as buses and trains) over driving alone, an idea also known as mode shifting. Some mode shifting strategies that would be effective here include reducing net parking around the stadium, which may open up new, walkable development opportunities (shops and restaurants), and “right pricing” parking. In tandem with “right priced” parking strategies, improvements to existing transit will encourage a shift to shared modes. Improved accessibility, better wayfinding at egress points, and more frequent service during game days make it more feasible for commuters to use trains instead of cars. With the transit stations already centrally located, in much the same way that can be found at Barclays Center in Brooklyn, moving parking options to the periphery will encourage people to utilize the more easily-accessible, and ultimately healthier (for person and planet) transit options.

Additional transportation and mode shifting improvements in the study area might include strategies such as permitted parking and metered parking. With

Right Pricing Parking

The right price for curb parking is the lowest price that can produce one or two vacant parking spaces on each block. The price is too high if many spaces are vacant and too low if no spaces are vacant. But if one or two spaces are vacant on a block, the price is right.

(delawarevalleysmartgrowth.org)



residents feeling the pressure of scarce street parking in their neighborhoods on game days, stakeholders could consider advocating for residential permit parking. Deemed controversial by some, residential permit parking would save street parking for residents and reduce the congestion caused by those driving around the neighborhood looking for a free spot. Additionally, certain key commercial corridors would benefit from the introduction of metered parking. This simple regulation of parking duration will also help maintain a rotating supply of parking in front of shops and provide visitors with more opportunities to park even on game days.

Five- and ten-minute walk radius points around key intersections and transit hubs in the study area. Image courtesy of the ULI New York TAP Panel.

Signage Improvements

Signage is a key tool in improving connectivity and accessibility to and through the study area. Game day traffic congestion is exacerbated by visitors who are having difficulty navigating their way to parking lots and garages. Smart city signage controls can integrate parking management in buildings and streetscapes, further informing drivers of available spaces in the District. Improving signage and wayfinding for both vehicular and pedestrian traffic will go a long way toward helping visitors navigate their way around the neighborhood streets, find District parking, find the sporting venues, and ultimately find their way back out of the District.

Community-Focused Planning

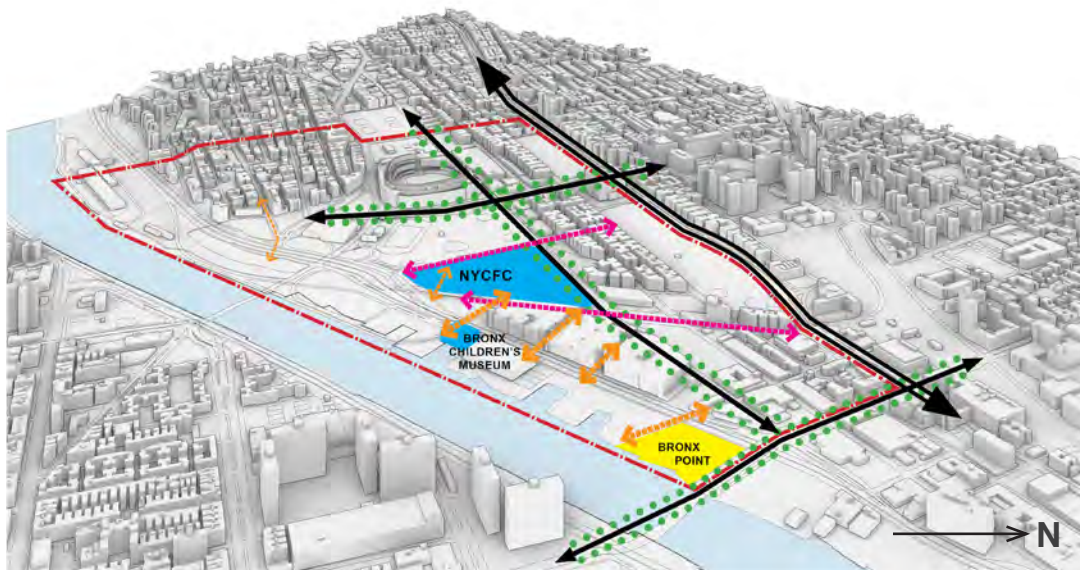
The original human scale of the neighborhood has been subsumed on the west by transportation infrastructure, big box stores, and parking infrastructure. To return the neighborhood to a more cohesive and connected environment where residents are more likely to walk than drive, where the waterfront is an accessible and actively programmed community amenity, and where affordable housing is readily available, a number of community-focused planning steps should be considered.

Walkability

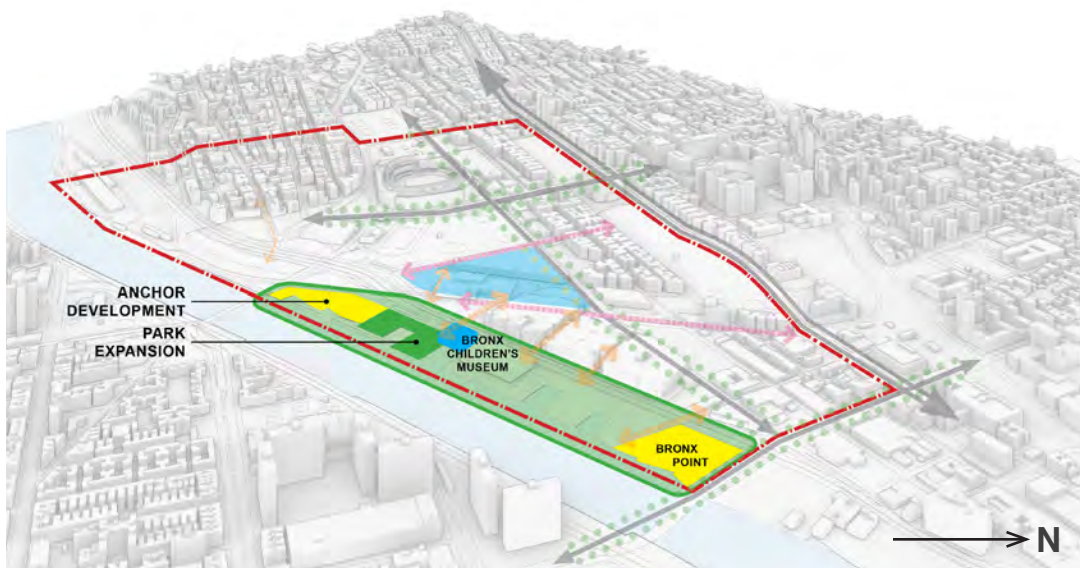
As mentioned earlier, the study area is quite walkable in theory, with pedestrians generally able to walk from one end to the other (149th Street to 165th Street) in ten minutes. While people may be found walking in the neighborhood, there are several physical and psychological barriers to increased pedestrian activity. Encouraging greater walkability in the area may result in fewer cars and congestion throughout the neighborhood and may provide greater potential for retail activity at neighborhood stores. The physical barriers include the railroad tracks running parallel to the river and the various interstate off-ramps that pull speeding traffic off the highway into the neighborhood. The intersections at the off-ramps and neighborhood streets are rife with safety challenges – pedestrians crossing these intersections often do not have crosswalks to help protect them from traffic and some of the intersections are a convergence of three or more streets, which cause confusion for drivers and pedestrians alike. Finally, the walking experience of the study area is hampered by an environment that is full of parking garages featuring blank concrete walls and vacant or inactive storefronts, both of which combine to create a streetscape that is uninteresting to the passerby and uninviting to anyone considering walking versus driving to a nearby destination.

In the face of these challenges to walkability, there are a number of strategies that can be employed to begin to improve the pedestrian experience and encourage more people to walk, rather than drive, in the District. Large-scale improvements could include the redesign of key corridors, such as Exterior

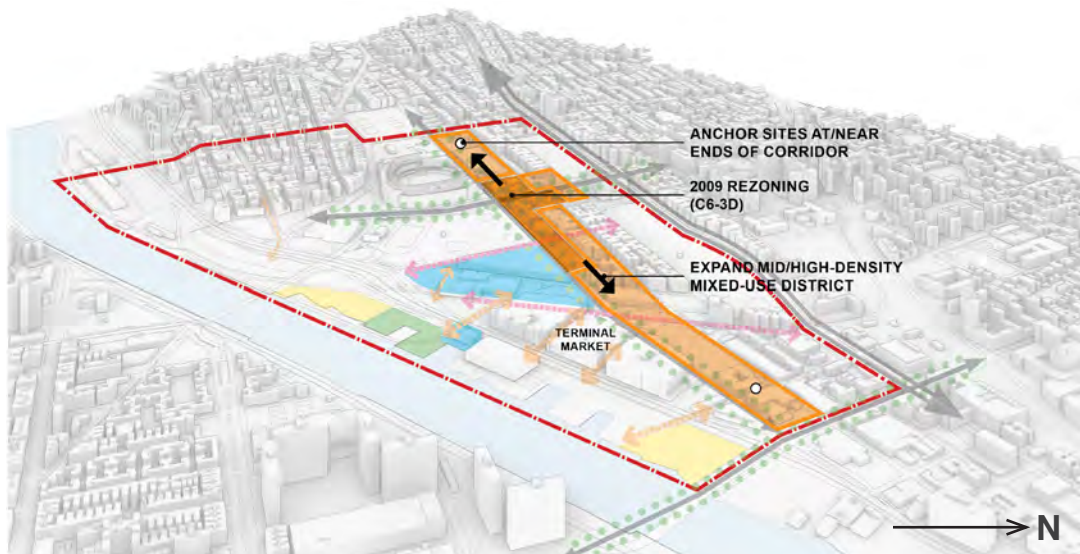
Images below courtesy of the ULI New York TAP Panel.



Panel recommendations include the greening (i.e. addition of trees, plant life, etc.) of River Avenue, 165th and 149th streets and a focus on improving connections between the waterfront and the neighborhood.



Mill Pond Park, with the new Bronx Children's Museum and forthcoming Bronx Point development, is a wonderful community asset, which is largely cut off from the neighborhood by transportation infrastructure.

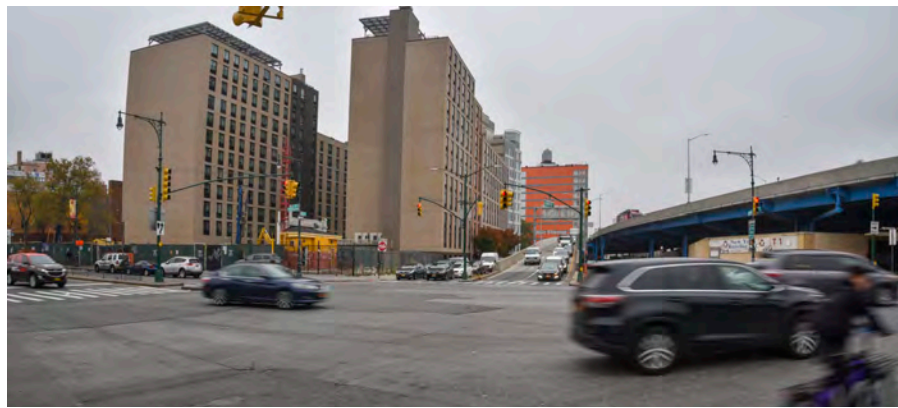


River Avenue has wonderful potential as a pedestrian-friendly, mixed-use corridor with new affordable housing at anchor points at each end.

Street, which currently runs along what feels like the back of the Bronx Terminal Market. This corridor could and should be the front entrance to Mill Pond Park and the riverfront, yet it feels very much like an afterthought, the back door no one uses. Connections through the Bronx Terminal Market are also rather imposing and certainly designed for the automobile. Peering in between the buildings, the canyon between is narrow and built with the goal of moving cars into the buildings' garages, not welcoming pedestrians into the shops inside.

Certain key intersections would also benefit from redesign. The intersection of Exterior Street, 149th Street, River Avenue, and the northbound Major Deegan Expressway exit is particularly dangerous for automobile and pedestrian traffic alike. With the near-future addition of the Bronx Point development, it may be an opportunity to improve this intersection.

The intersection of River Avenue, Exterior Street, 149th Street and the northbound exit ramp is dangerous for motorists, bicyclists, and pedestrians. Image courtesy of Lipofsky Photography/ULI New York.

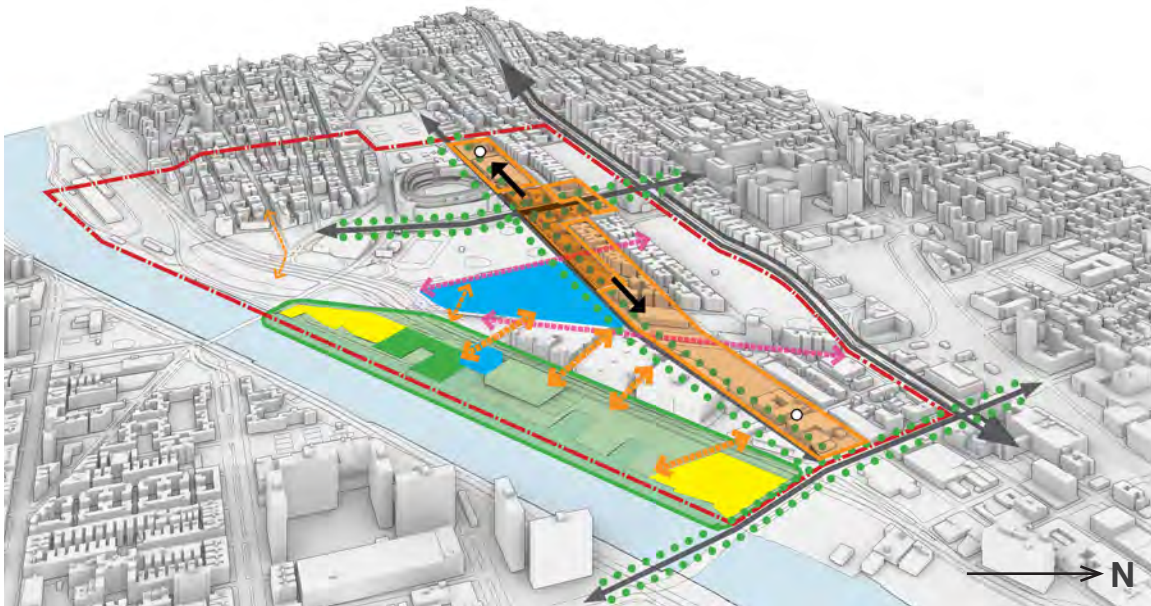


On a neighborhood scale, certain improvements such as street greening and landscape enhancements would go a long way toward improving the experience of walking along the study area's corridors by providing natural beauty and shade. Additionally, and as mentioned previously, street-level retail in the study area is rather haphazard and active at irregular times throughout the year. The area would benefit from a more coordinated focus on developing street-level retail along the growing mixed-use corridors. The retail could serve the District's residents and visitors and also assist in stimulating pedestrian traffic throughout the corridor.

River Avenue Corridor

With the new location of the Children's Museum at the north end of Mill Pond Park and the near-term addition of Bronx Point at the southern tip of the Park, there is an opportunity to begin to re-envision the connections to the Mill Pond Park at a number of points along its eastern edge. These connection points would facilitate easier movement in the study area and would also begin to stimulate activity along River Avenue, pushing it forward as a primary corridor in the District. Along River Avenue, at an underutilized parking garage near Bronx Point to the south and at another underutilized parking garage near Yankee Stadium to the north, there is a compelling opportunity to replace

these underutilized parking structures with high-density, mixed-use residential developments. With these two new anchor points along River Avenue, the resulting corridor is better framed and the amenities between may begin to thrive. A C6-3D zoning district (a designation which is already in place at 161st Street) in this area would facilitate improvements of this nature. One of the key characteristics of this type of zoning is street-level retail (focused on year-round merchandise) with community facilities on a second floor. Residential units would begin at floor three, above the nearby train activity and lessening any potential associated noise. This broadened zoning application would provide the framework for the critical mass needed to make this a successful retail and community corridor, which would also complement the community-focused approach that is recommended herein for a potential NYCFC stadium.



Panel rendering of a new River Avenue corridor with anchor points north and south and enhanced east/west connections to the riverfront. Image courtesy of the ULI New York TAP Panel.

Illustrative sketch of mixed-use housing with street-level retail and 2nd floor community space. Harlem River Waterfront Special District Text Amendments, Department of City Planning, Bronx Borough Office (2017).

Recommendations & Implementation Strategies

Recommendations

As CB4 considers its role going forward in relation to making any potential recommendations for new stadium, it is important to keep the following three goals front of mind: design the NYCFC stadium for positive contribution to the neighborhood year-round; enhance connectivity and reduce congestion in the study area; and plan for a community-focused neighborhood environment.

There is an incredible opportunity to approach the design of the potential NYCFC stadium in a manner that positions it as a year-round positive addition and contributor to the neighborhood. To accomplish this, CB4 is encouraged to work with the stadium's owners and developers to address the following:

- Help ensure the design of NYCFC stadium has a positive impact on the existing neighborhood;
- Promote year-round programming in and around the new stadium;
- Create a multi-purpose community hub and community-oriented programming in and around the new stadium;
- Incubate neighborhood businesses and support local workforce development; and
- Activate Macombs Dam Park and include programming for area residents.

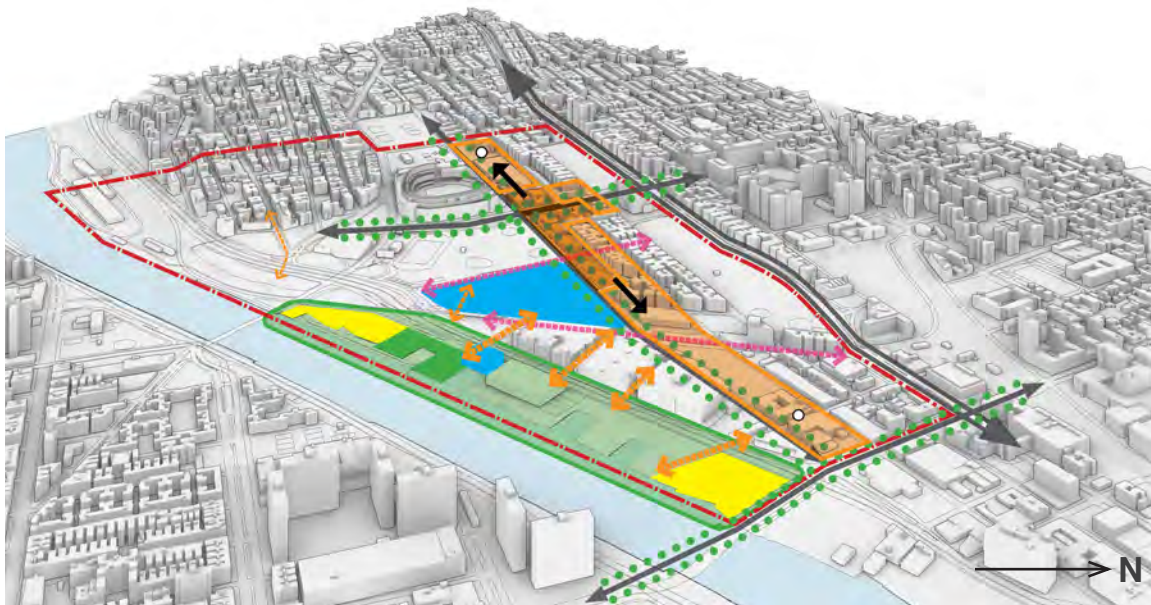
It is important to remember that the addition of another stadium in the District will add traffic and potential congestion to the study area. Considerable focus should be placed on reducing vehicular congestion and enhancing pedestrian and vehicular connectivity throughout the study area. Key strategies to reducing traffic, enhancing connections, and creating safer streets include:

- Encouraging the use of public transportation by residents, employees in the area, and visitors;
- Improving the pedestrian experience on Exterior Street;

- Eliminating the parking garages on River Avenue; and
- Redistributing parking to underutilized garages, particularly those on the periphery of the study area.
- Encourage parking operators to adopt smart city technologies for optimizing parking management (i.e. automated signal and information systems, app devices with on-demand response) to decrease congestion.

At the convergence of large infrastructure installations – Yankee Stadium, interstate highways, rail roads, and elevated roads and bridges – it is easy to lose track of the people, specifically the neighborhood residents. Special care needs to be taken in the planning of a new stadium to insure a community-focused approach to development and operation. Actions today can begin to lay the groundwork for a more cohesive and connected neighborhood and may include:

- Activating the waterfront with new parks, programming, and open spaces;
- Promoting a mixed-use corridor with affordable housing along River Avenue; and
- Improving east-west pedestrian connections between waterfront and the neighborhood.



Implementation Strategies

Implementation strategies can be approached from the perspective of actions taking place in the near-term (next 12 months), actions that could take place in the mid-term (1-2 years), and those actions that may be considered long-term approaches (3+ years).

Rendering of the Panel's recommendations for a more connected neighborhood. Image courtesy of the ULI New York TAP Panel.

Near-term

In the near-term, CB4 is encouraged to form a working group to determine the variety and priority of potential community uses that could be implemented along with a new NYCFC stadium. Additionally, it would be helpful to convene a taskforce to establish design guidelines for the NYCFC stadium development and neighborhood integration. The TAP also heard from many advocates and supporters of the local parks – this could be an opportunity to harness this energy into a “friends group” that could advocate for existing park upkeep and guide future park discussions. Initial conversations are opportunities to not only identify possible advocacy entities matched to new roles in the community vision but also lead to enabling local job creation and training needed for sustainable equitable growth. The redevelopment of buildings and landscapes should spark the preparation of a workforce sensitive to the community’s upward mobility agenda. These latent dimensions of neighborhood creation can be present early on and brought to light for the benefit of the community.

Mid-term

Looking further out, CB4 could work directly with the City to establish a community-based process for disposition of City-owned sites and the development of a zoning framework for future neighborhood growth.

Long-term

The connectivity of the neighborhood to the stadium, other community amenities, and the waterfront is vitally important and is not something that can happen overnight. Planning for the long-term, CB4 is encouraged to study the bigger moves and processes needed to integrate the riverfront with the neighborhood and identify what will be needed to help realize those improvements and integrations.

The addition of a professional soccer stadium to CB4’s district in the Bronx is an exciting proposition that is not without community concern. By leveraging the recommendations and implementation strategies set forth by the TAP Panel, CB4 and its community constituents can develop the priorities and modes of implementation for these priorities as part of a stadium development in the neighborhood.

Panelists' Biographies



Pictured left to right: Bret Collazzi, Michael M. Samuelian, James Lester, Miriam Harris, Brian Collins, April Schneider, Vivien Krieger, Paul Philips (CB4), Neil MacOmish, Phu Duong, Nathaniel Zuelzke, Lauren Harrison (DCP), and Felix Ciampa (ULI NY).

Miriam Harris, TAP Chair

Executive Vice President, Trinity Place Holdings
New York, NY

Miriam Harris is the Executive Vice President of Trinity Place Holdings Inc. (TPH). In this role, Miriam directs all aspects of the Company's real estate business including the development of 77 Greenwich, an approximately 300,000 square foot new mixed-use luxury condominium project in Lower Manhattan as well as the redevelopment, leasing, and asset management of properties in the New York tristate area and southern Florida. A seasoned real estate industry executive, Miriam has over twenty years of acquisition, development, construction, leasing, financing, marketing and asset management experience. Prior to leading real estate for TPH, Miriam served as Executive Vice President and Co-head of the Real Estate Transaction Services Group for the New York City Economic Development Corporation (NYCEDC) where she negotiated some of the most complex transformational public-private land development deals executed under the Bloomberg Administration while supervising a 30 person team of real estate professionals on hundreds of projects. Most notably, Miriam successfully executed the 2 million square foot CornellTech graduate engineering and commercial campus groundlease as well as the \$1.1 billion mixed-use Essex Crossing development transaction on behalf of the City of New York. Prior to joining NYCEDC, Miriam spent over a decade at Forest City Ratner Companies (FCRC) where she managed signature projects such as the development of the 1.5 million square foot New York Times Building as well as the Hilton Times Square and the Embassy Suites Battery Park City. Miriam earned a Masters in Urban Planning from Harvard University, an M.A. from the University of Chicago and a B.A. from Swarthmore College. Miriam serves on the board of WXNYRE, an invitation only organization for executive women commercial real estate professionals and Building for the Arts, an organization focused on music education and the theater in New York City. Miriam was born and bred in Brooklyn where she still lives today with her family.

Bret Collazzi

Principal, HR&A Advisors, Inc
New York, NY

Bret is a Principal at HR&A Advisors, a nationally leading real estate and economic development advisory firm. Drawing on experience in the public and private sectors, Bret works to advance complex real estate projects and capital investments that

support neighborhood revitalization, economic growth, and economic opportunity, focused on economic analysis and partnership development to align private, public, and community interests. In the Bronx, Bret has developed investment strategies on behalf of the City and State of New York to support growth in the Civic Center, Hub, and Lower Concourse areas of the South Bronx; advised numerous property owners on development plans; and led studies on the revitalization of the Southern Boulevard corridor, growth of the Bronx hotel market, and creation of the Bronx Private Industry Council to prepare young people for jobs of the future. He has also worked extensively in all five boroughs of New York City and in major U.S. cities including Austin, Detroit, and New Orleans. Prior to joining HR&A, Bret was a senior aide to former New York City Council Member James Vacca of the Bronx and previously a community journalist in the Bronx. He holds an M.B.A. from Cornell University and a B.A. from New York University. He is a proud Bronx native.

Brian Collins

EVP & Director of Development, Silverstein Properties

New York, NY

Brian Collins is Executive Vice President and Director of Development where he oversees the development projects across the firm's portfolio. Previously, Mr. Collins was the Head of Acquisitions and Development at Fisher Brothers. Most recently, he oversaw over \$1.5 billion in development of residential properties in New York City and Washington, DC, including 111 Murray, 225 East 39th Street, 101 West 87 Street, 37 Warren Street and 701 2nd Street NE on Capitol Hill. Prior to joining Fisher Brothers, Brian was President of Intrawest, one of the largest resort owner/operators and real estate development companies in North America. As President, Brian oversaw all real estate activities worldwide. Before Intrawest, Brian was the founder of Colgate Development, a development company which specialized in the development of luxury hotels and condominiums. Under Brian's leadership, Colgate developed several hotels and residential properties including The Ritz-Carlton in Charlotte, NC and the Residences at The Ritz-Carlton, Philadelphia. Brian started his career in real estate development as a principal and COO of Millennium Partners. Overseeing the commercial components of Millennium's projects, Brian was responsible for the development of The Ritz-Carlton hotels in New York, Boston and Washington and the Four Seasons hotels in San Francisco and Miami as well as five Sport Club/LA facilities, office space, movies theatres and parking garages. Brian is an active member of the Urban Land Institute where he serves as vice chairman for ULI New York. He is also active in numerous New York real estate groups and councils. Mr. Collins holds a Bachelor of Science degree in Economics from Colgate University and a Masters in Accounting from NYU. He and his wife have two children and live in Fairfield CT.

Phu Duong

Principal / Architecture and Urban Design, NBBJ

New York, NY

Phu Duong is a principal, architect and urban designer at NBBJ who implements the firm's community-building agenda across multiple markets and geographies. Phu serves on NBBJ's Design Practice Leadership Team, which advances the firm's capabilities for professional practice and the world-wide resources that led Fast Company to name NBBJ "the Most Innovative Company in Architecture." He specializes in integrating technology and placemaking principles to engender community within large-scale commercial, workplace, institutional, cultural, entertainment and mixed-use projects. His current projects explore the role of innovation economies as drivers of transformational change in cities and district-scaled redevelopment. Phu's global insights about city-making and multicultural urban living come home to Brooklyn, where he is a resident and active board member of Community District 8 (Prospect Heights, Crown Heights, Weeksville) who advocates for community by engaging in the Transportation and Zoning/ULURP committees. In the spring of 2019 Phu organized a community outreach event between NBBJ, the Bronx Overall Economic Development Corporation and The Bronx Tourism Council to explore design ideas for placemaking along the Bronx Walk of Fame on the Lower Grand Concourse. Since 2003, Phu has been influencing the next generation of urban designers and architects through teaching appointments at Columbia University, Syracuse University and Parsons School for Design. He received a Master of Science in Architecture and Urban Design from Columbia University and a Bachelor of Architecture from Washington State University. Phu is a member of the Planning and Urban Design Committee of the American Institute of Architects, New York Chapter and a member of the American Planning Association, New York Metro Chapter. He is a member of the Redevelopment and Reuse Council of the Urban Land Institute.

Vivien Krieger

Member, Cozen O'Connor

New York, NY

Vivien concentrates her practice on real estate law, representing developers, lenders, owners, purchasers, and nonprofits in New York City land use and zoning matters. Vivien regularly prepares applications and appears before the Board of Standards & Appeals, the Department of City Planning, the Department of Buildings, the Landmarks Preservation Commission, and the MTA. She also presents projects to community boards and elected officials, and works closely with architects, engineers, financial experts, and environmental experts. Vivien has drafted various zoning lot development agreements, easement agreements, restrictive declarations, zoning opinions and letters, analyses of site development potential, zoning resolution determination requests, and zoning challenges. She has also prepared expert witness reports for litigation involving zoning matters. Vivien is an active member of the Land Use Planning and Zoning Committee of the New York City Bar Association, the Regional Planning Association, the Urban Land Institute, and the Urban Design Forum, as well as a founding member of the Gotham Planning Society. Vivien earned her law degree from New York Law School. While living abroad, Vivien earned her bachelor's degree from La Trobe University in Melbourne, Australia.

James Lester

President, Pioneering Group Development

New York, NY

James Lester is President of Pioneering Group Development, LLC ("PGD"), a New York-based real estate development and advisory company. Before founding PGD, Jim served as Executive Vice President of Sports and Entertainment Development at Forest City Ratner Companies. At Forest City Ratner, Jim was tapped by Bruce Ratner, Executive Chairman, to take the lead on the development of the most high-profile project in the company's portfolio, Barclays Center, the sports and entertainment arena that would become the home of the Brooklyn Nets and the cornerstone of the \$4.9 billion, 22-acre mixed-use Pacific Park Brooklyn development. Jim and his team simultaneously managed the architectural design, City, State, MTA, and neighborhood approval processes, environmental reviews, infrastructure design and construction (including a new MTA transit hub and reconstruction of LIRR yard), an over one billion dollar budget, operating income and expense forecasting, and a uniquely complex web of public/private financing in order to transform a collection of miscellaneous residential and commercial parcels into the most state-of-the-art sports and entertainment venue in the United States. In his 17 years at Forest City Ratner, Jim also worked on the purchase, oversight, and sale of the Nets Basketball franchise, built the 2,000 person arena operating company, led negotiations with Nassau County to acquire the right to redevelop the Nassau Veteran's Memorial Coliseum and surrounding 77 acre parcel, in addition to developing various residential, commercial and mixed-use projects in Manhattan and Brooklyn, such as Atlantic Terminal, Harlem Center, and 80 DeKalb. During his time at Forest City, Jim also spent nearly a decade as a work-place mentor for Big Brothers, Big Sisters of America. He has served as a member of the board of directors of the Long Island Association, Inc., since 2016. Jim grew up in Cleveland, Ohio, a city whose faded economic vibrancy sparked an early interest in the power of real estate development to drive, or derail, the growth of the social, economic, and cultural life of a city. This interest has only deepened over his 20-year career, during which he has encountered many unseen pockets of opportunity for development in neighborhoods with varied economic profiles. At the helm of PGD, Jim is poised to finally seize some of these opportunities, and bring his ideas to fruition. Jim began his real estate career at Austin Lawrence Partners, in Aspen, Colorado. Jim is a graduate of Duke University.

Neil MacOmish

Board Director, Scott Brownrigg

London, United Kingdom

Neil sits on the Strategic Board and leads the practice's Cardiff office. Having graduated from The Welsh School of Architecture (WSA) at Cardiff University, Neil continued his research education at The Bartlett School of Architecture, University College London in Space Syntax Theory. Neil is committed to design being central to all projects, not just value added. He works across all sectors, delivering design excellence grounded in sound commercial judgment. He believes that creative and innovative solutions are generated by working closely with clients and working collectively on their aspirations, and that a critical analysis of place and the specific context will result in the most appropriate and best architectural design. He is also committed to a pragmatic approach to an architecture which is sustainable commercially, socially as well as environmentally and has delivered a number of flagship projects in this regard. He led the Cardiff studio in winning AJ100 'Best Regional Practice' three years running. Neil heads up the practice's Design Research Unit and is a studio tutor and external critic at the Welsh School of Architecture. Neil has designed and led award winning projects in his 12 years at SB. These include being shortlisted for two World Architecture Festival awards, Best Urban residential award from Inside Housing, An RIBA Award for an individual house, RIBA/Design Circle Gold Medal for Urban Memory competition, RIBA competition for Tristan Da Cunha, BREEAM Education Building of the year for a high school in South Wales, and the award winning Celtic Manor Resort, for which he was responsible for the strategic masterplan and the concept design new International Convention Centre for Wales. He is currently completing his PhD in "The City and Memory". He has specialist knowledge of stadia design, which includes a comprehensive understanding of sightlines, spectator movement, media and back of house facilities including outside broadcasting requirements and the integration of these into complex urban fabric, existing communities and the consequences of the stadium management plan in terms of access, safety, evacuation and acoustic sensitivities on adjacent and surrounding neighbourhoods. Perhaps uniquely, Neil also played professional football (soccer) and was an England international schoolboy representative.

Michael M. Samuelian

New York, NY

Michael Samuelian is an urban planner, real estate developer, professor and most recently the CEO of the Trust for Governors Island. From community development in Lower Manhattan and the creation of a new neighborhood in Hudson Yards he's helped organizations understand their unique attributes and leverage them towards realizing their goals. He's an accomplished leader, open space advocate and strategic planner, leading public meetings in the dark days after 9/11, rezoning a vast swath of Manhattan's west side and elevating Governors Island into an even more successful and diverse public space. Michael was the President and CEO of the Trust for Governors Island, the nonprofit organization created by the City of New York and charged with the planning, development, and ongoing operations of Governors Island. Under Michael's leadership, the Trust significantly expanded the public's access to the Island, attracted new mission-aligned cultural and educational partnerships and created a strategic plan for sustainable redevelopment while elevating the Island's reputation as one of the city's most beloved open spaces. Prior to his appointment as President of the Trust, Michael was a Vice President with Related Companies, where his work focused on the planning of large-scale mixed-use development projects. He was responsible for the managing the design of Hudson Yards, a \$25 billion master plan for 18 million square feet of mixed-use development on Manhattan's West Side. Michael led the rezoning, entitlements, master-planning and design of the public spaces as well as the design development of the signature component of the project, the Vessel. After 9/11, Michael was the Director of Lower Manhattan Special Projects at the New York City Department of City Planning, helping the city's efforts to redevelop downtown. In this position, he worked with a variety of constituents, ranging from the local community boards to state and city agencies to develop consensus for the disposition of federal funds dedicated to the recovery and rebuilding of Lower Manhattan. Michael also led the effort to plan and design a new waterfront park on the East River and was the city's representative in the development of the World Trade Center Commercial Design Guidelines. He received a Master of Architecture in Urban Design from Harvard University and a Bachelor of Architecture from Cooper Union. Michael is an Assistant Professor at Cooper Union, where he teaches "Professional Practice" in the School of Architecture. In 2018 Michael was the Bass Distinguished Fellow at the Yale School of Architecture, he is also a frequent lecturer at Harvard Law School and NYU. Michael will be returning to Yale in the spring of 2020 to teach a new seminar on the history, planning and design of Hudson Yards. Michael is a Fellow of the AIA, a registered architect in New York State and the Chair of the New York State Board for Architecture. He has served on the Board of Governors of Open House New York and the Friends of Governors Island. He was honored in 2018 with the prestigious John Q. Hedjuk Alumni Award and inducted into the Cooper Union Alumni Hall of Fame.

April Schneider

Associate / Civil Engineer, Stantec

New York, NY

April is an Associate at Stantec with 12 years of diverse experience in infrastructure planning and design domestically and internationally. She works at the intersection of urban planning and civil engineering, collaborating across disciplines and with architects, landscape architects, and urban designers to craft strategic plans and designs for public and private development projects. April has expertise in water management planning, mobility planning, and resilience and sustainability planning. She is an Adjunct Associate Professor at Columbia University, teaching architecture students to think critically about how building design is impacted – and impacts – larger urban systems. April obtained a BS in Civil Engineering from the University of Wisconsin at Madison and a Masters in Urban Planning and Policy from the University of Illinois at Chicago.

Nathaniel Zuelzke

Studio Director, Studio V

New York, NY

Nathaniel Zuelzke is an architect, urban planner, and researcher interested in the innovation of design practice and the application of new technologies to imagine and realize the built environment. As studio director at the New York firm STUDIO V Architecture, he leads projects of various scales, from digitally-fabricated furniture to the revitalization of entire neighborhoods. Consistent at all scales, he is committed to design excellence and emphasizes strong relationships between architecture, landscape, and community. Nathaniel has led over a dozen rezoning efforts, coordinating large interdisciplinary teams and working closely with city and state agencies, community boards, and elected officials. He has worked on waterfront master plans, incorporating strategic design thinking with best practices to harden buildings and infrastructure against the shocks and stresses of a changing climate. The founder of ONZA Design Lab, Nathaniel consults with architecture and planning firms to leverage digital tools through all phases of design and collaborates with academic institutions to research digital design methods. He is an expert in parametric tools and has taught advanced courses on computational methods of simulation and optimization. Nathaniel is a licensed architect in Massachusetts. He received a Master of Architecture degree from the Harvard Graduate School of Design and a doctoral degree from the École Polytechnique Fédérale de Lausanne for his dissertation, Digital model-making and the encoding of design intent.



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