

PROPOSAL FOR CONCORD, MA COMPREHENSIVE LONG RANGE PLAN

December 15, 2016

CivicMoxie
experts in place



CivicMoxie, LLC
Project Lead
Master Planning, Land Use, Urban Design, Placemaking
1 Holden St #218, Brookline MA 02445
Susan Silberberg, AIA, APA
Phone: 617-739-6694 | Email: Susan@civicmoxie.com

Proposal for Concord, MA Comprehensive Long Range Plan

December 15, 2016

CivicMoxie
experts in place



15 December 2016

Department of Planning and Land Management
141 Keyes Road
Concord, MA 01742

Re: Concord, MA Comprehensive Long Range Plan

Dear Proposal Selection Committee,

I am pleased to submit CivicMoxie's proposal for the Comprehensive Long Range Plan for Concord, MA. We understand that you have done significant planning work and now wish to develop an integrated vision and roadmap for the coming years with a robust public input process. The potential benefits of this planning initiative are significant: a dynamic comprehensive plan that coordinates all of your efforts to maximize co-benefits, with wide community support and buy-in from both public and private sectors.

The end result for this Comprehensive Long Range Plan should be specific goals and strategies necessary to ensure that Concord continues to be an exceptional place to live, work and enjoy for people of all ages and interests. Our goal is a framework for all future efforts that is guided by sustainability principles and authentic public participation. Success comes from a multi-disciplinary approach that looks ahead to implementation and capacity from the start and builds public excitement. We offer a well-balanced and integrated team that is up for the task.

CivicMoxie is a nationally-recognized land use planning, urban design, and placemaking firm that brings broad capabilities in a range of planning endeavors; our experience is especially strong in crafting holistic and comprehensive plans that leverage unique attributes and resources. What sets us apart is our firm belief that the starting point for any planning process is understanding and deploying the local capacity, interest, and resources necessary to take action and see results. I founded CivicMoxie after years of seeing design and planning firms believe their work was done when the plan went to press. We don't believe towns and cities should be satisfied that they have invested time, money, and political capital into plans that gather dust on shelves or focus on compelling design never be implemented. At the same time, we don't believe focusing on solely practical issues ignites a passion for progress and change. CivicMoxie proudly offers a dynamic balance, creating compelling and implementable plans that profoundly affect quality of life and opportunity in cities. In Concord, our goal will be to work with you and the community to understand important themes in all of the past planning work and development to date and to identify opportunities for action, in support of a shared vision for the future.

I will lead our team. Having over two decades of planning experience and also having taught as a Lecturer at MIT in the Department of Urban Studies and Planning for 13 years, my recent MIT publication "Places in the Making" has become the go-to source for placemakers, and my practice, international speaking, and teaching all inform CivicMoxie's direction and philosophy. The core of my teaching at MIT has been land use regulation, growth management, and arts/culture/tourism planning. I am currently leading the Bridgeport CT Comprehensive Waterfront Plan here at CivicMoxie, and I led the Concord 2020 Vision Plan – an 18-month effort working closely with NHDOT, local and regional planning officials, and local stakeholders to create an integrated and visionary approach to I-93 widening, economic development, growth, and open space for the entire city still being used today. I have also taught the Community Growth and Land Use Practicum Workshop at MIT, where the class worked with Somerville and Brookline to provide real solutions for land use challenges. CivicMoxie will provide services in land use planning and zoning, public outreach and engagement, visitor economy strategy, community visioning and build-out, smart growth, and public health. **Sue Kim, AICP** will be the project manager

on the team. She has extraordinary experience as a planner in both the private and public sectors—she spent over ten years at the BRA and Massport-- a has worked on numerous master plans and understands the needs of public sector clients from both sides.

Weston & Sampson is part of our team because they are a powerhouse in transportation, infrastructure, municipal services and facilities, and landscape architecture. Jeff Alberti leads the public facilities team at Weston & Sampson and has most recently worked with Norwood and Hopkinton on their municipal facilities. Dean Groves, VP for Transportation, will oversee that portion of the project and led the Mill Street Corridor Master Plan transportation and mobility component in Worcester. **The landscape design studio at Weston & Sampson**, under **Cheri Ruane**, will oversee the open space and recreation portions of the comprehensive plan. Cheri is a landscape architect who truly understands community participation and the perspective of public sector clients. During her tenure at the City of Boston Parks and Recreation Department, she was involved in the restoration of the Emerald Necklace.

Karl Seidman is an economic development expert and a long-time collaborator both in practice and at MIT. Karl can also address economic development finance issues, since he literally wrote the book on it (his textbook Economic Development Finance is a mainstay in the field)! Susan and Karl teach together and have worked on over a dozen projects including the Bridgeport Waterfront Master Plan.

Jeff Gonyeau is a historic preservation planner who will act as an advisor to the team. He led assessment of historic districts and cultural assets for the Historic Neighborhood Centers Program for Historic Boston, Inc. He most recently prepared the first-ever Historic Preservation Plan for Somerville.

Ezra Glen, head of the non-profit **Public Planning, Inc.** will advise the team on housing. Know that you have just completed housing planning, Ezra will make sure those recent efforts are integrated into the plan. He has over two decades of experience in all aspects of housing and has provided affordable housing assistance to a long list of Massachusetts cities including Arlington, Medway, and Leominster.

CoUrbanize will provide the online community engagement platform we propose to use for this project to ensure we are engaging stakeholders in a robust and varied way.

This proposal and offer to perform the work for the comprehensive plan is effective for sixty (60) days from 12/15/16 or until it is formally withdrawn, or a contract is executed, or this RFP is cancelled. The CivicMoxie team has no potential conflicts of interest for this project.

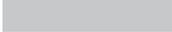
We are excited about the prospect of working with you on this initiative. This proposal is meant as a discussion document; all of our work is collaborative, and we look forward to hearing your thoughts and reactions.

Regards,

A handwritten signature in black ink, appearing to read "Susan Silberberg". The signature is written in a cursive, flowing style.

Susan Silberberg, AIA, APA
Founder and Managing Director

TABLE OF CONTENTS

	PROPOSAL OVERVIEW	9
	APPROACH	13
	THEME #1: THE SUM IS GREATER THAN THE PARTS	16
	THEME #2: CELEBRATE, PRESERVE, AND ENHANCE THE UNIQUENESS OF CONCORD	18
	THEME #3: SUSTAINABILITY IS EVERYWHERE	20
	THEME #4: MOVING FROM PLANNING TO DOING	22
	SCOPE OF WORK + SCHEDULE	25
	TEAM + EXPERIENCE	35
	PROJECT ORGANIZATION	38
	TEAM + EXPERIENCE	39
	REFERENCES + RESUMES	65

“CIVICMOXIE BELIEVES GOOD PLANS BUILD IN ACTION FROM THE START. PLANNING PROCESSES THAT RECOGNIZE COMMUNITY INTERESTS AND CAPACITY JUMPSTART IMPLEMENTATION AND ENSURE THAT RESOURCES ARE USED WISELY. WE DO THIS BY FOCUSING ON CONNECTIVITY OF PEOPLE, INTERESTS, AND IDEAS.”

- SUSAN SILBERBERG, CIVICMOXIE

PROPOSAL OVERVIEW



PROPOSAL OVERVIEW

“Concord is a desirable residential community because of its natural beauty, good schools, rich history and traditions, and proximity to highways and public transportation... There have been consistent concerns expressed about preserving economic and social diversity, along with a diversity of the housing stock, while remaining mindful of the Town’s rural and historic traditions, including preservation of open space.”

-- Town of Concord Housing Production Plan, 2015

The best comprehensive plans do much more than assemble a mass of facts and goals and prioritize action steps. Comprehensive plans are visions with a road map to achieve a community’s dreams. Concord is a place with significant assets as well as challenges, steeped in rich history going back to pre-colonial times, and it is clear that Concord residents hold this history dear. With the Town actively updating its department plans and policies, a major challenge will be to integrate these thematic goals into a larger framework leading to a single overall vision that looks to the future while celebrating and protecting all that is cherished in the town. If we are fortunate to be selected as the planning team to help the Town create a comprehensive long range plan, the CivicMoxie team will seek to infuse the plan with much more than an assemblage of data and goals from previous planning reports and initiatives. We believe comprehensive plans are, at their heart, an articulation of values and dreams rooted in real-world constraints of capacity, resources, and interests.

We would say that a key goal of this comprehensive long range plan for Concord should be coordinating the Town’s planning and policy efforts for diverse housing development, preservation of open space and natural resources, sustainable economic growth, improved public services and facilities, opportunity and inclusion for all residents, and integration of sustainability in all aspects of town life. It will also be important to build community consensus and excitement for the future through this planning process as our goal is to create a plan that has built-in momentum for moving forward and getting things done!

We believe that Concord’s potential will be unlocked by

exploring and implementing inclusive strategies across the disciplines covered in the comprehensive planning process to reveal common goals and strategic overlapping initiatives and resources. We have assembled a team of experts to meet this challenge and position Concord to build on its history and its assets to be the best it can be. In assembling this proposal, we have seen and heard common themes from local residents and current planning efforts—that Concord is in a great place, but that many current initiatives need to be coordinated and that a single vision or “value proposition” needs to be articulated to move forward more effectively. Knowledge of these key issues is a great starting place! The CivicMoxie team excels at working with clients and communities to ensure that limited resources are utilized in efficient and impactful ways to promote revitalization, connections, and development. Based on our understanding so far, we envision four themes that will drive Concord’s Comprehensive Long Range Plan process:

- #1:** The sum is greater than the parts
- #2:** Celebrate, preserve, and enhance the uniqueness of Concord
- #3:** Sustainability is everywhere
- #4:** Move from planning to doing

These themes will become the backbone for our unique planning and placemaking approach. Our proposal outlines this approach—a strategy to create a comprehensive plan that engages residents and invites a wide range of stakeholders to join in a shared vision for the town.

WHY CIVICMOXIE?

CivicMoxie is nimble and flexible. Our business model thrives on our ability to pull the best talent to a team uniquely suited to the project at hand, combining the very best of national and international experience and local knowledge. For Concord, we have assembled a group of experienced and creative professionals to collaborate

on this project. What makes our team unique is our ability to apply a placemaking approach across disciplines—emphasizing vibrant, livable places—and our focus on successful implementation from the very start of the project, to build long-standing community support. We are not a traditional planning team; as we explain the four project themes that follow, you will notice that we are not hesitant to consider larger issues within our planning work and move beyond the boundaries of traditional planning. Focusing narrowly on the planning tasks at hand produces a narrow plan, and transformative cities don’t thrive in this way. We embrace the messiness and the complexity that make a community great, and we look for unique solutions that meet Concord’s needs instead of boilerplate recommendations.

Collaboratively, the CivicMoxie team brings together the best qualifications available to lead the comprehensive planning effort in Concord. We offer a high level of expertise in land use planning, economic development, transportation and infrastructure, open space planning, historic preservation, housing, and more. Our team combines the very best of practice and pedagogy – key members of our team bridge professional and academic worlds and are at the top of their fields in innovative research, practice, and teaching. We speak a common language – working seamlessly to weave disciplines together to achieve the best possible outcomes, offer cutting edge solutions to clients, and clearly and effectively communicate our work to various stakeholders.

EXPERIENCE

Our entire team has worked together on various projects and initiatives over the years. The proposed project leader from **CivicMoxie** – Susan Silberberg (Principal in Charge) -- is an urban planner and architect with twenty years of experience on complex projects with ambitious goals. Her 2013 MIT publication on placemaking, “Places in the Making: How placemaking changes places and communities,” has garnered international and national

attention. Susan taught for 13 years in the Department of Urban Studies and Planning at MIT, where she focused on the revitalization of urban neighborhoods and commercial districts, smart growth and land use planning, and placemaking. Among her consulting work, Susan led the Concord NH 2020 Vision Plan, the Public Realm Activation Plan for the Charlestown Navy Yard Waterfront in Boston, MA, the Feasibility Study for Affordable Artist Space in Jacksonville, FL, and the Bridgeport Waterfront Master Plan. Susan is also the former Associate Director of the Northeast Mayors' Institute of City Design and has worked with seven mayors of gateway and smaller municipalities to improve quality of life and economic development potential through design. Susan currently leads CivicMoxie's on-call services contract with MassDevelopment where the firm has assisted downtown Worcester and is currently working in Brockton to jump start implementation of planning.

Sue Kim brings her important understanding of public sector client needs to this planning effort. As a senior planner at the Boston Redevelopment Authority (BRA) for many years, Sue was the neighborhood planner for Chinatown, the Leather District, and the Midtown Cultural District, leading and managing multi-lingual land use planning and park design processes, public land disposition processes, development review, and rezoning efforts. As a planning consultant, Sue worked on a master plan in Somerville, MA and a HOPE VI project in Decatur, IL as a senior planner at Goody, Clancy & Associates.

Karl Seidman has worked on dozens of economic development, financing, and neighborhood revitalization plans in his extensive career. He understands the importance of on-the-ground knowledge and of working with communities and local resources to effect positive change, and will focus on sound economic development strategies, financing for development, and community services. Karl's publication *Economic Development Finance* is the go-to textbook in the field, and his most recent publication, *Coming Home to New Orleans*,

is informed by his multi-year efforts to assist the City, organizations, and citizens' groups with the economic rebirth of the city post-Katrina. He also has extensive experience in market analysis and is the former deputy director of the Massachusetts state redevelopment agency. Karl's consulting strives to find the nexus between design and economic development, and he and Susan have co-taught this subject in their "Revitalizing Urban Main Streets" practicum class at MIT. The class grew out of Karl's research for the Fannie Mae Foundation, *Revitalizing Commerce for American Cities: A Practitioner's Guide to Urban Main Streets Programs*.

Weston & Sampson provides expertise in a number of areas including infrastructure design, transportation and mobility, energy and utilities, stormwater and wastewater management, and facilities planning. Nationally ranked among the top 200 design firms and top 125 environmental firms in the United States, the company has worked on projects across the country for over a hundred years. **Jeff Alberti** is the team leader for municipal facilities and has recently worked in Norwood on a DPW facility. He has led over 100 municipal facility projects in his career. **Dean Groves** has a 40 year career leading transportation projects and providing expertise in municipal services. He has worked for over a decade on the transportation and mobility component of the Kendall Square Redevelopment Project.

The design studio, within Weston & Sampson, will lead the open space and recreation planning work on this project. The studio offers a staff of creative landscape architects who focus on how to improve quality of life for their clients. The team not only offers open space and recreation planning but also has deep expertise in grant-writing, and the adaptive reuse of post-industrial brownfield properties and landfills. **Cheri Ruane**, will lead the efforts for Concord. As lead Landscape Architect on dozens of projects, she ensure that creative solutions translate to projects that are on time and budget. Cheri led the teams that created the open space and recreational

plans for Medford, Wayland, and Worcester, to name a few.

Ezra Glenn of Public Planning, Inc., a housing, planning, and research non-profit, will advise on housing component of the plan. Ezra was Director of Community Development for Somerville and Lawrence and has offered assistance to numerous cities, including Arlington, Leominster, and Medway, regarding affordable housing and 40B permitting. In November 2016 he presented "Chapter 40B Comprehensive Permits: A workshop for municipal officials" at the Massachusetts Housing Partnership in Peabody, MA.

Jeff Gonyeau of Jeff Gonyeau Preservation Services, will be providing historic preservation expertise to this planning effort. Jeff developed wide-ranging expertise in planning and historic preservation in his 12 years working at Historic Boston Incorporated (HBI). His development and implementation of HBI's Historic Neighborhood Centers program from 2008 through 2013 helped usher in a new era of holistic, community-based preservation planning and project work for the organization. In June of 2015, Jeff was named by Preservation Massachusetts as its Eastern Massachusetts Circuit Rider, which allows him to deliver the project support, mentoring services, and other practical resources of this statewide preservation advocacy organization to communities from Worcester to Provincetown. Most recently, Jeff help create the first ever Historic Preservation Plan for the City of Somerville.

coUrbanize will provide the online public engagement platform for this project. coUrbanize allows stakeholders to place pins on maps in answer too online questions and can be the repository for all project materials including meeting presentations and notes, draft documents, and mapping. The CivicMoxie team is using coUrbanize in Bridgeport, CT and the platform is also being used in Cambridge, MA. MassDevelopment has utilized coUrbanize for its TDI program in gateway cities as well.

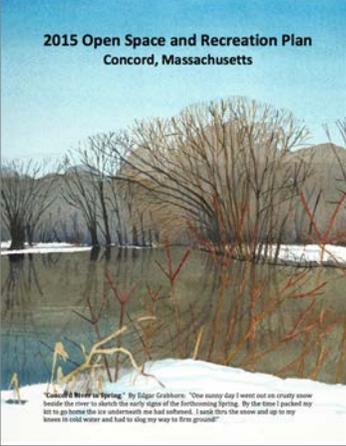
**Comprehensive Long Range Plan
Concord, Massachusetts**



A VISION FOR 2020

Prepared by the
Comprehensive Long Range Plan Committee
March 2005

**2015 Open Space and Recreation Plan
Concord, Massachusetts**



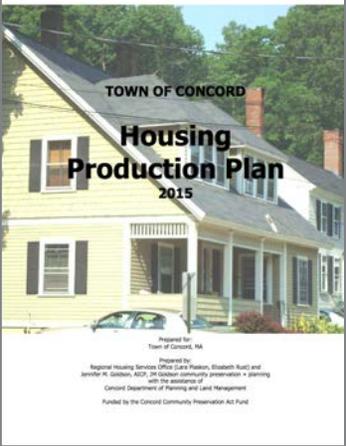
"Cold as Ice in Spring." By Edgar Allan Poe: "One sunny day I went out on cruddy snow beside the river to sketch the early signs of the forthcoming Spring. By the time I packed my kit to go home the ice underneath me had softened. I sank thro' the snow and up to my knees in cold water and had to slog my way to firm ground!"

On July 25, 2011, the Concord Board of Selectmen voted to adopt the following **four sustainability principles** (based on the American Planning Association's 4 Sustainability Objectives):

- 1) Reduce dependence upon fossil fuels, underground metals, and minerals;
- 2) Reduce dependence upon synthetic chemicals and other manufactured substances;
- 3) Reduce encroachment upon nature; and
- 4) Meet human needs fairly and efficiently; and to ask the Town Manager and Department Heads to report on methods and successes in implementing sustainable principles and balancing reductions in order to meet human needs fairly and efficiently.

TOWN OF CONCORD

**Housing
Production Plan
2015**



Prepared for
Town of Concord, MA

Prepared by:
Regional Housing Services Office (Lore Peason, Elizabeth Kurt) and
Jennifer H. Collins, AICP, an outdoor community preservation planning
with the assistance of
Concord Department of Planning and Land Management
Funded by the Concord Community Preservation Act Fund

Amended through
Town Meeting

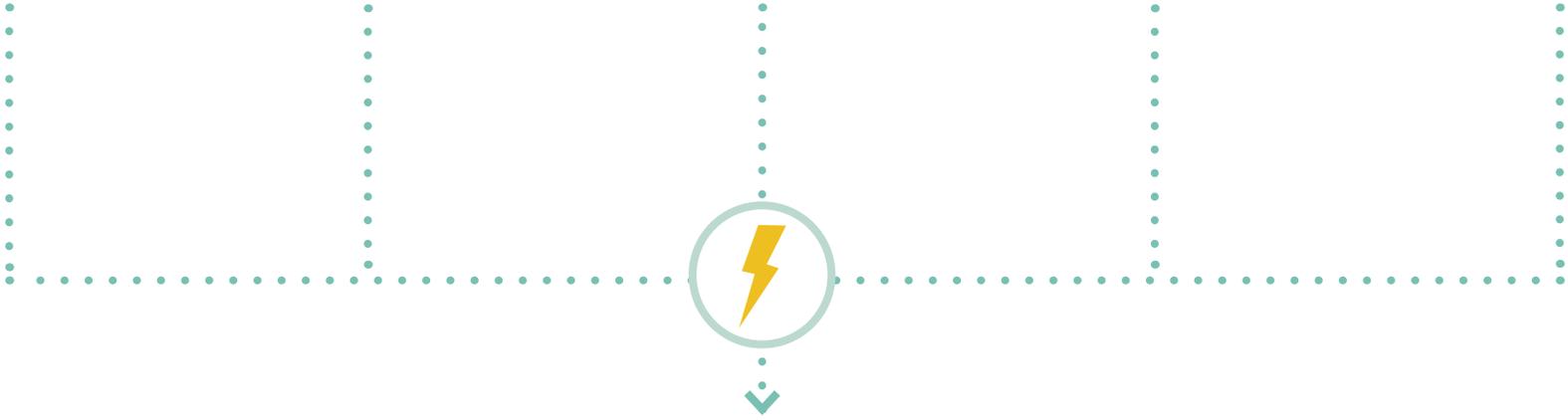
APRIL 2015

ZONING BYLAW

**TOWN OF CONCORD,
MASSACHUSETTS**



Seal text: **CONCORD INCORPORATED 1725**
CONCORD MASSACHUSETTS
CONCORD INCORPORATED 1725
CONCORD MASSACHUSETTS



**FOUNDATION FOR THE CONCORD
COMPREHENSIVE LONG RANGE PLAN**

APPROACH

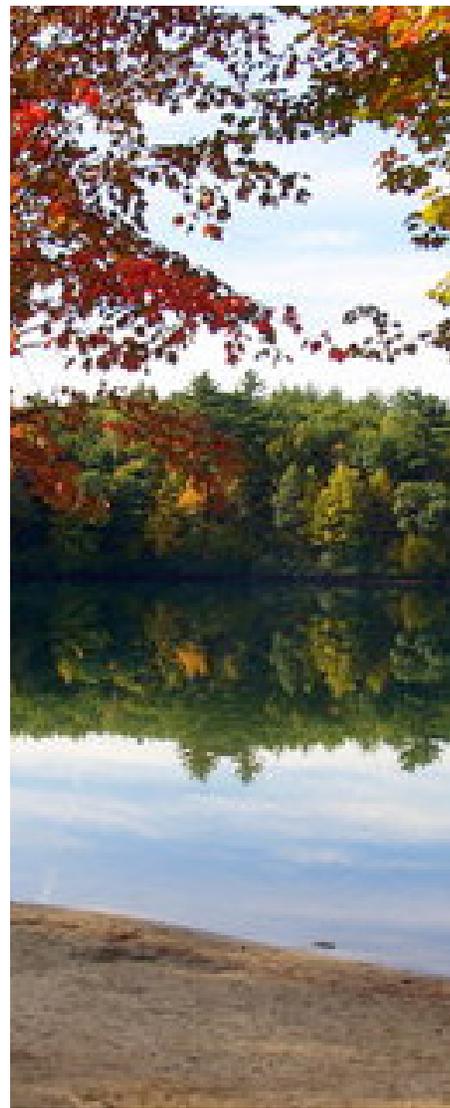




THEME #1
The sum is greater than the parts



THEME #2
Celebrate, preserve, and enhance the uniqueness of Concord



THEME #3
Sustainability is everywhere



THEME #4
Move from planning to doing



APPROACH

What is needed to transform previous studies and planning reports in Concord from separate initiatives into a compelling and visionary comprehensive long range plan for the whole town? How can this planning effort improve quality of life, promote sustainable economic growth, preserve existing natural and cultural resources and open space, and celebrate the uniqueness of Concord? How can a robust public process engage residents and business owners and support implementation of the comprehensive plan? These seem to be the three core concerns of this project.

The Town of Concord has a number of studies and plans that have analyzed different topics in recent years, including the Town's Housing Production Plan 2015, 2015 Open Space and Recreation Plan, the upcoming update of the 2010 Concord Natural Hazards Mitigation Plan, among others. Many of these plans refer to the need for various interests and stakeholders in the town to come together and create a unified vision with specific goals. What seems clear is that Concord is ready for this comprehensive planning process.

In preparing this proposal, we have read past reports, spoken with residents and professionals as we have assembled our team, and thought about how your goals and plans fit within our larger experience in similar cities and towns. Distilling common themes, allocating resources, identifying community capacity—these things will be part of the comprehensive long range planning process and will help the CivicMoxie team, in collaboration

with you, create a prioritized plan that utilizes the town's best assets to get things done. Concord needs a planning approach that combines short-term strategies with a long-term vision, all framed by a regional context. CivicMoxie believes this comprehensive long range plan must represent a dynamic whole that is visible, tangible, compelling...and rooted in reality.

That is how our CivicMoxie team approaches this project—embracing a planning ethic that enhances and connects neighborhoods, communities, and whole towns. Our team aims to increase public interactions from day one of the planning process by using a placemaking strategy. What does this mean? CivicMoxie emphasizes actions as well as information and recognizes that programming, connectivity, social and political capital, and collaborations are critical elements for success. The comprehensive plan will come to life not from a static planning document, but rather from a dynamic process that creates a “space” for collaborations and actions. Our approach welcomes many partners, stakeholders, funders, programmers, and others to see their place at the table, to offer support, to claim ownership and stewardship, and to enjoy the fruits of their efforts. The CivicMoxie team also focuses on implementation from day one: who makes things happen in Concord? What possible partnerships might foster success? How can this project support the mission, hopes, and dreams of various stakeholders and community supporters? How can we create a planning framework that gives ownership and stewardship to many in order to improve lives, places, and opportunities?

Our preliminary understanding of this project has led us to articulate four themes that run through our approach and work plan. These themes are:

- #1: The sum is greater than the parts**
- #2: Celebrate, preserve, and enhance the uniqueness of Concord**
- #3: Sustainability is everywhere**
- #4: Move from planning to doing**

We have described these themes and their relevance to planning in Concord on the pages that follow.

THEME #1

THE SUM IS GREATER THAN THE PARTS

INTEGRATION OF IDEAS + PLANS

Concord is a town with strengths and opportunities that can contribute to economic vitality and an enhanced quality of life--if these assets are directed in a strategic way. Individual plans that focus on specific issues like downtown, housing, or open space can overlook their interactions and potential synergies or simply lack the supporting resources--the critical mass--to maximize impact. Any effort to develop Concord into a more connected, livable, and sustainable community needs to come from a holistic vision and implementation strategy. We at CivicMoxie do not seek to re-invent the wheel, but will strategically incorporate existing plans and efforts to build an integrated and cohesive plan that will guide the town's efforts in the coming years.

We also believe that the best plans come from integration of broad ideas, existing efforts, and local knowledge. This comprehensive plan seeks to be an 'all-encompassing planning document' that everyone in Concord can own, celebrate, and implement. Such a document would need to not only integrate the existing individual plans and studies on land use, transportation, economic development etc., but also offer best practices, case studies, and systematic strategies to maximize impact.

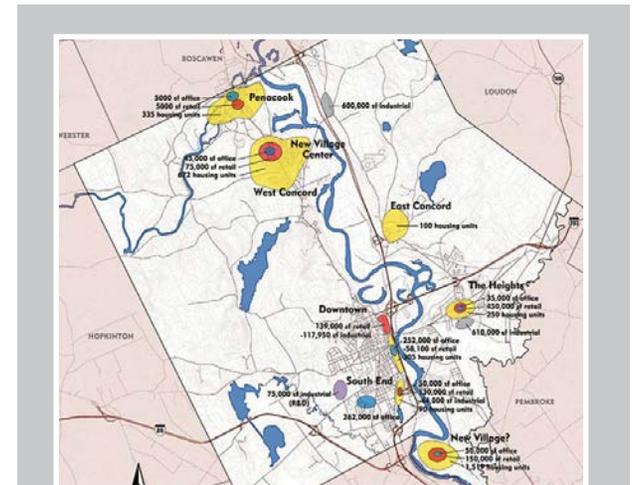
This effort requires an interdisciplinary team with a nuanced understanding of individual topics as well as an ability to optimize each part to make them complement each other to create the best possible whole. We have brought together a team that will mine their considerable expertise and mine the community for a true integration of ideas and efforts.

COLLABORATION WITH PEOPLE

We view good planning as intrinsically tied to communication. Our team has decades of experience working with stakeholders in planning, research, and implementation projects. All of our projects involve communities with conflicting needs and desires. We pride ourselves on our strong communications skills and outreach; we include residents, business owners, private developers, non-profits, the Town, regional organizations, funders, the public sector, institutions, and others in our definition of stakeholders. We listen and build from there. Robust communication and real conversations build connections that are priceless. Collaboration with the community fosters a sense of ownership and commitment that eases implementation and provides a path to success. Connecting the energy of residents, organizations, businesses, and potential funders and advocates during the planning process ensures that this project will move forward and have the highest chances for success.

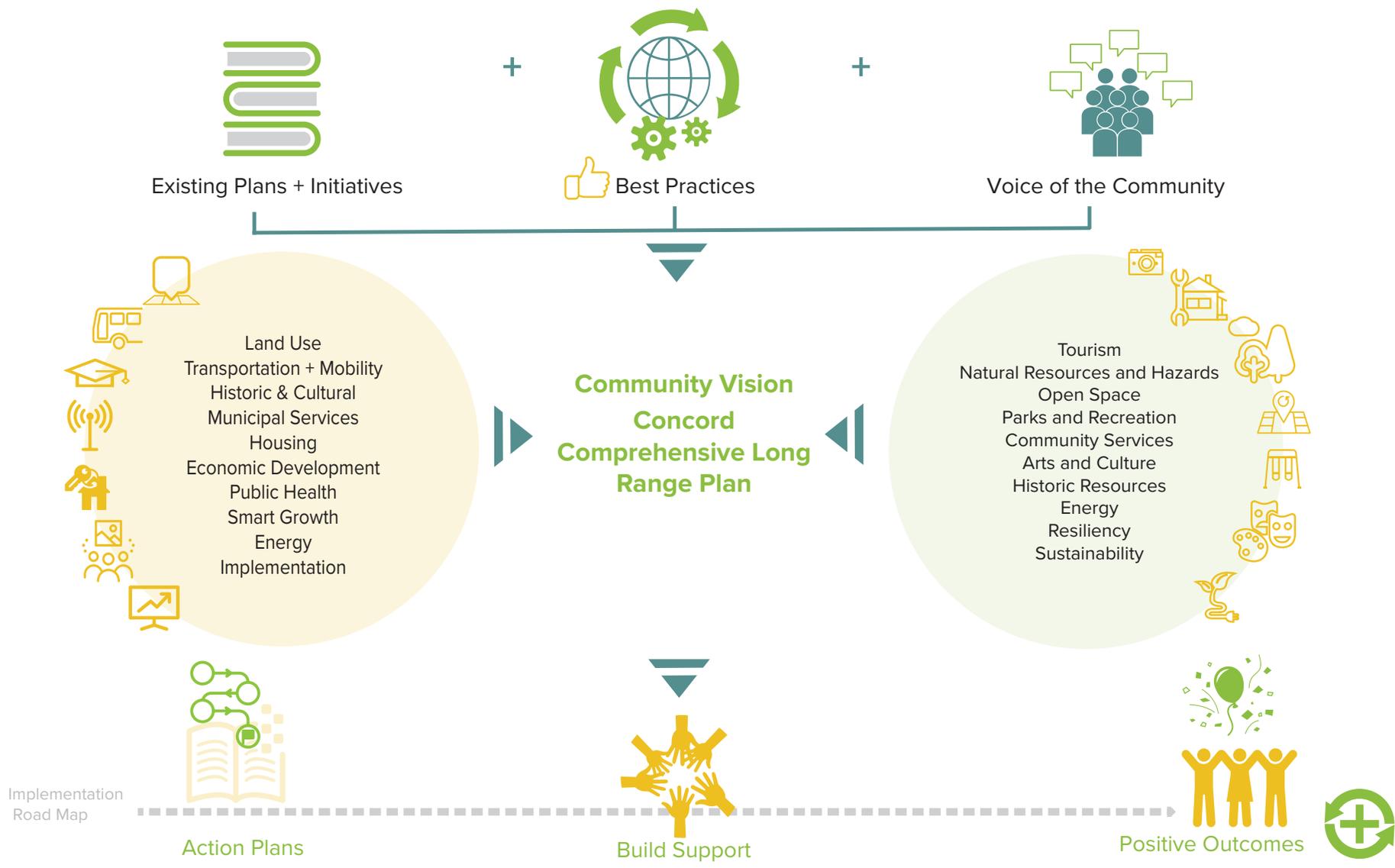
REGIONAL COOPERATION

We understand that Concord lies within a greater region that has an impact on the town. This creates unique opportunities to coordinate efficiencies, build cooperation, and possibly create shared services. The plan will seek to integrate these regional possibilities and goals into the town's over-arching action plan to foster collaboration, invite innovation, and attract bigger investments in the region. The team will work within frameworks developed by SRPEDD and SMMPO as well as follow best practices for public health and resiliency planning set by MAPC.



VISION 2020 CONCORD, NH

Susan Silberberg led a comprehensive plan for the city of Concord, NH that encompasses public space, growth management, economic development, open space planning, urban design and transportation. Funded by the federal DOT grant to look at the proposed I-93 capacity increases in light of a holistic city plan, Vision 20/20 presented a long-term framework for decision making in the city and still guides the decision-making today. Our team will approach the Concord Comprehensive Plan bolstered by direct experience with leading comprehensive plans.



Our approach to the Concord Comprehensive Long Range Plan will synthesize individual elements into a vision and implementation plan that builds community support and achieves positive outcomes.

THEME #2

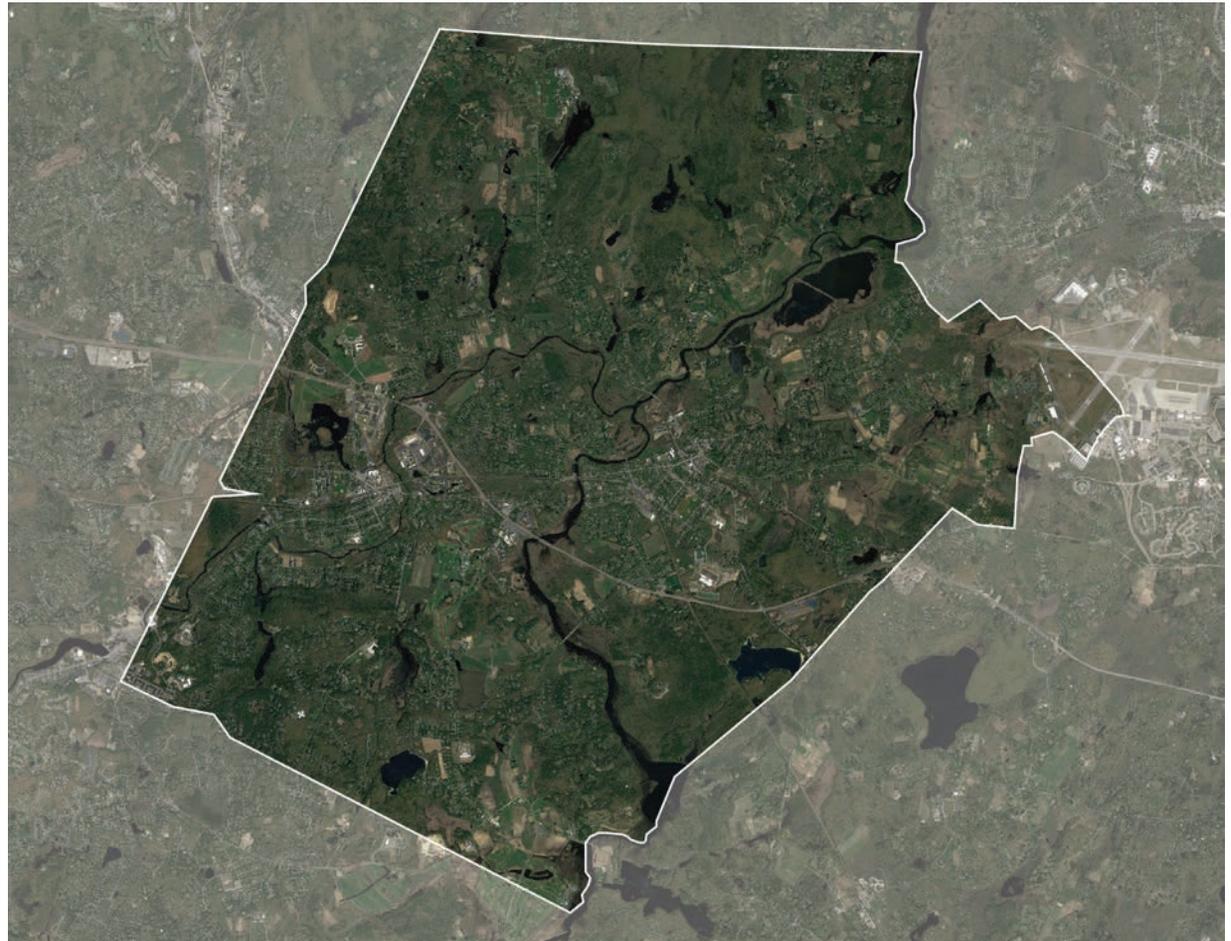
CELEBRATE, PRESERVE, AND ENHANCE THE UNIQUENESS OF CONCORD

IT'S ALL ABOUT VISION

What creates a compelling place to live? To work? To play? One outcome of this comprehensive long range planning process should be the clear articulation of a value proposition for Concord. Some call it vision. We think this vision should have an eye toward the existing and potential resident, business owner, and visitor.

The comprehensive planning process should reveal and codify what is special about the town that adds value for residents, businesses, and other stakeholders. To do this, our team will focus on identifying, understanding, and embracing the elements of Concord that truly give it a one-of-a-kind character, such as its well-known historical, architectural, and cultural assets, natural resources, and forward-thinking sustainability policies, among many other attributes. This comprehensive long range plan should support and enhance these things.

We will identify these unique elements by meeting with the steering committee, conducting interviews or focus groups with key stakeholders who know the town well, and gathering information from the larger community through public meetings as well as surveys and the robust online engagement platform of coUrbanize.



CONCORD HAS ASSETS TO BUILD ON...



1 ACTIVE BUSINESSES



2 HISTORY



3 SUSTAINABILITY



4 ECONOMIC HEALTH



5 UNIQUE ATTRACTIONS



6 OPEN SPACE

THEME #3

SUSTAINABILITY IS EVERYWHERE

A PLACE TO LIVE, WORK, PLAY, AND RAISE A FAMILY

Concord aims to be a thriving and diverse community that celebrates the town's culture and history while encouraging strategic development and growth. This goal requires focused growth for the town to provide a broader range of housing options to meet the changing needs and demographics of its residents, retain and assist in the growth of its businesses, concentrate efforts to preserve and care for its natural and cultural resources, prioritize public services and facilities, and integrate the Town's sustainability principles into planning and decision-making.

A comprehensive long range plan shaping Concord's overall vision will have a deep impact on the tangible and intangible fabric of the town. Often when people think of "sustainability," their thoughts are immediately drawn to the environment and policies involving the preservation of the physical attributes of their community. The built environment should only improve from purposeful coordination of land use, transportation, infrastructure, energy efficiency, natural hazards mitigation planning, and the like. However, from our standpoint, as also described by the American Planning Association's Sustaining Places: Best Practices for Comprehensive Plans, sustainability is even more than the built environment. For a community to live on harmoniously for the next several generations, public officials, planners, and community members must look at socio-economic balance, diversity and equity of services, inclusive connectivity to natural and cultural resources, and synchronization with neighboring communities.

Any planning process should begin with a series of questions with a sustainability lens:

- Where are we right now?
- Where do we want to be?
- What are the challenges and opportunities?
- What matters most?
- How will we get there?

The other critical part consists of the "how" to engage the broadest spectrum of stakeholders:

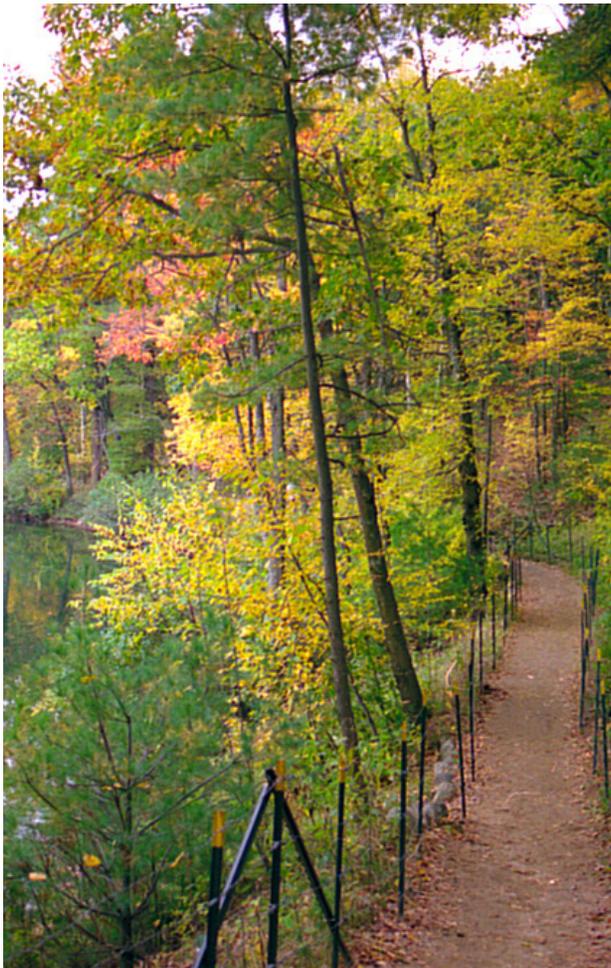
- How can we hear all voices in the community?
- How can we build political and popular support?
- How can we find partners?
- How will we grow the capacity and knowledge to implement the plan?

CivicMoxie is unique in that we look deeply at the "how" to engage the community up front. You will see from our proposed work plan that the first planning steps include mining community capacity by reaching out to potential stakeholders of all kinds: town officials, residents (including young people), business people, leaders of educational and cultural institutions, regional and state officials, and other social or religious organizations. This outreach allows us to understand early on where there may be gaps in community involvement, which could lead to difficulty in creating action steps down the road.

We do this in tandem with an exhaustive drive to understand the physical environment and the regulatory

market, and other forces that are in play. Our team members bring a diverse set of experiences in the public and private sectors (state and local government, consulting, non-profits) to this effort and understand the needs and challenges of the Town.

Considering these questions early in the project allows us the best chance of identifying the initiatives, places, and opportunities that have the best chance of building excitement, generating energy, and winning support of all kinds. This will make Concord a place that embodies the spirit of the time without losing its sense of self – truly shaping a dynamic place to live, work, play, and raise a family for generations to come.



SUSTAINING PLACES + RESILIENCY

Our CivicMoxie Team work is imbued with best practices in public health and resiliency planning, which influence assessments, goals, and recommendations in all the planning areas of our comprehensive and master planning work. While comprehensive plans are required to address distinct topical areas, it is critical to explore how all these disciplines “talk” to each other to provide the maximum positive impact on a healthy and sustainable quality of life for all.

Our team uses principles developed by the MAPC HiAP (Health in All Policies) guidelines. In addition, six the principles outlined in the APA Planners Advisory Service PAS Report 578: Sustaining Places: Best Practices for Comprehensive Plans will guide our work for Concord:

1. Livable built environment: Ensure integration of all elements within the built environment, including transportation, housing, energy, land use, and infrastructure.
2. Harmony with nature: Integrate natural systems planning throughout the town, not just open spaces and recreational areas.
3. Resilient economy: ensure the community can deal with positive and negative trends in the economy and incorporate green business practices where possible.

4. Interwoven equity: include consideration for equity in housing, services, health, safety and overall livelihood of all community members.
5. Healthy community: provisions for safety, health care, healthy foods, access to recreation, and physical activity.
6. Responsible regionalism: use regional planning agencies and efforts to support and inform the planning process and incorporate CLURPA should it become law.

THEME #4

MOVE FROM PLANNING TO DOING

IT TAKES MORE THAN POWERPOINTS TO INVITE AUTHENTIC PARTICIPATION

At CivicMoxie, we aren't satisfied with just organizing a few public meetings. Instead, we push the envelope to develop innovative community engagement methods, and we intend to bring this to the Concord Comprehensive Long Range Plan. We expect our planning process to include fresh approaches adapted to the local context, such as the ideas to the right.

We believe there are four elements of public participation:

- 1. Outreach:** communicating about the project and ensuring all information is available to the public.
- 2. Education:** creating materials and graphics that clearly explain issues, tradeoffs, and data analysis so all stakeholders are working with the same information and can make informed decisions.
- 3. Engagement:** beyond communication, engagement is the discussion part of the project, where people come together to talk about goals, values, and choices.
- 4. Doing:** CivicMoxie often sets up working groups during planning so that stakeholders can explore exciting ideas, reach consensus, and move forward with pilot projects. These efforts inform the planning process and ensure that the final plan comes to life instead of sitting on the shelf.

At right are some of the methods we have used on previous projects to ensure robust outreach and engagement. Our goal through all of this? To build ownership for the plan that eases implementation and provides a path to success. Connecting the energy of residents, organizations, businesses, and potential funders and advocates during the planning process ensures that this project will move forward.



A MEETING IN A BOX



In addition to designing public meetings to be inclusive of all Concord residents, we offer tools that can empower residents to lead their own meetings at home or in the community. By organizing necessary materials in an accessible, easy to use, "do-it-yourself" packet, we can collect feedback from community members who may not be able to attend a meeting or who feel more comfortable in smaller settings like a church or neighbor's home.

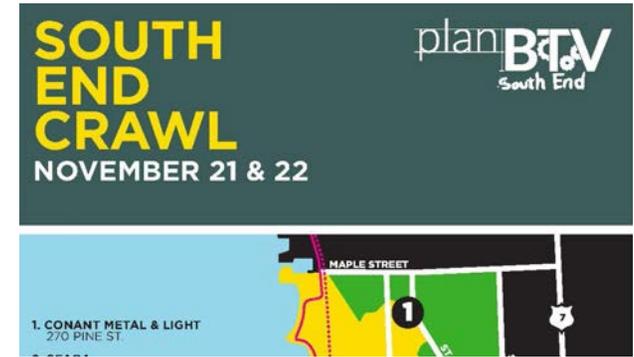
Do-It-Yourself Meeting

Waterfront Bridgeport - Bridgeport, CT

As part of its public engagement efforts, CivicMoxie mailed and distributed Do-It-Yourself Meeting packets to local libraries, churches, community centers, and senior centers for residents unable to attend a public meeting.



GET OUT OF THE MEETING ROOM



Not only should the Comprehensive Long Range Plan celebrate Concord, but the planning process should also embrace all that the town has to offer. Rather than asking residents to travel to a formal meeting, community outreach can happen where residents already like to spend their free time, such as their favorite restaurant downtown or neighborhood church.

South End Crawl

planBTV South End - Burlington, VT

CivicMoxie, providing creative placemaking expertise on the Goody Clancy team, engaged local artists and drew diverse groups of local residents into the creative, industrial, and artist spaces of the South End neighborhood by organizing a "crawl" that informed them about the plan and garnered feedback.



GAMIFY IDEA GENERATION



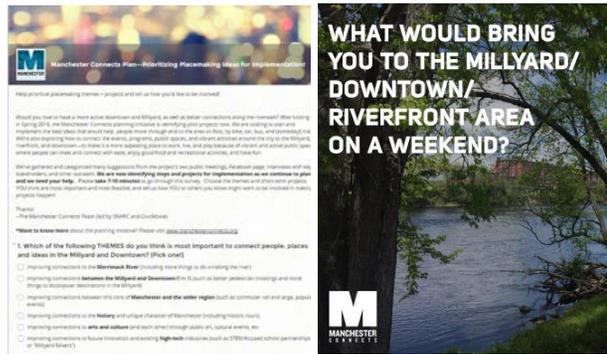
Sharing ideas for what you'd like to see in your city or neighborhood should be fun. Instead of simply asking the question "What is important to you?" and expecting answers, we make idea generation more of a game, since active interaction leads to more robust feedback and community support. Having creative and engaging activities can also invite participation from a wider range of demographics, and encourage the attendance of families at public meetings or events.

"Fishing for Ideas" Waterfront Bridgeport - Bridgeport, CT

A popular feature with kids, we printed questions on paper fish and invited residents to "go fish" with magnets and string, writing or drawing their responses or ideas for the city's waterfront on the paper.



SOCIAL MEDIA PRESENCE



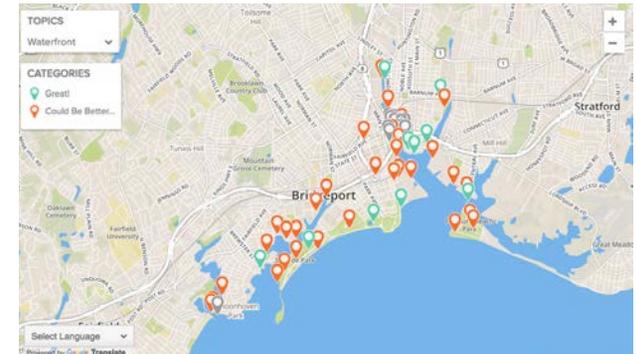
Rich conversation happens on social media platforms: about lunch, weekends, local favorites. So why not about Concord's comprehensive plan? Creating and curating a social media presence through the use of designated hashtags and web pages for the plan can help ensure residents (particularly younger ones) feel included in the process every step of the way, as well as provide a simple, real-time way to share updates and information.

Manchester Connects Facebook group, Manchester Connects - Manchester, NH

A social media campaign in Burlington, VT highlighted how constituents uniquely experienced and celebrated the South End. A Facebook group for a multi-modal plan allowed CivicMoxie to bring questions and plan updates easily and directly to residents of Manchester, NH.



INSTANT, ONLINE FEEDBACK



Nobody knows Concord better than Concord residents -- both the parts that are great, and the parts that could be improved. To fully capture the value of local knowledge and the opinions of residents, an online feedback platform like coUrbanize can allow people to pin ideas on a map and share their thoughts. We are recommending coUrbanize for the Concord Comprehensive Planning process as this online tool can achieve many outreach goals.

coUrbanize Bridgeport Waterfront Bridgeport - Bridgeport, CT

This interactive, user-friendly website not only gives residents the opportunity to share place-specific ideas or feedback (from "I love this park" to "we need more retail and jobs here") and respond to others' comments, but also receive updates about the plan and download meeting slides or other information.



SCOPE OF WORK + SCHEDULE



SCOPE + SCHEDULE

Our proposed scope of work and schedule is presented here. We have assumed a 15-month process and have broken our work into four phases:

- Phase 1: Data Gathering**
- Phase 2: Analysis**
- Phase 3: Output/the Plan**
- Phase 4: Communications/Outreach**

Each task of the scope is outlined on the schedule/scope pages that follow. To explain some of these items, we offer more information below on how we work as a team and with the client, including the project steering committee, our proposed visioning process, and our thoughts about public engagement for the comprehensive plan.

HOW WE WORK WITH OUR CIVICMOXIE TEAM AND OUR CLIENT

Who you see is who you get. We are not a large firm that presents principals and key experienced staff in proposals to assign junior people because the principals are too busy. I founded CivicMoxie to be directly involved in each project. We are selective about what we take on, and everyone in the office participates in every project. We have the time and resources to begin and finish this project on time and on budget. We have never asked for extra time on a project, nor have we asked for additional funds to complete the agreed-upon scope of work.

As team lead, CivicMoxie will provide the overall project management and point of contact that will streamline communication and work efforts. Our project

management also ensures that all work is synthesized into comprehensive products, whether they are final reports, presentations, or interim work for the client. We mobilize quickly for all of our work and often begin each project with a “deep dive” into history, current context, market information, and other relevant factors by doing on-site intensive fieldwork as a team to create a physical presence, establish baseline criteria and principles, and push projects forward in meaningful and efficient ways. For master planning and comprehensive planning we work closely with steering committees to make sure adequate work is done and feedback is given to prepare for public meetings and workshops. This relationship is collaborative and an enjoyable part of our planning projects...rolling up our sleeves together with the client produces great outcomes!

We will use appropriate data sources, state-of-the-art software and modeling programs, and innovative methods to graphically convey information. We use GIS, Adobe Illustrator, Revit, and SketchUp to model future scenarios and ensure our clients and the public have the best information to make decisions. You will have all files for future use including GIS layers, editable Microsoft Word, Excel, and PowerPoint files.

You should also know that our team members have worked together in various projects and configurations, and we combine the very best of pedagogy and practice – key members of our team bridge professional and academic worlds and are at the top of their fields in research, teaching, and practice. The team we have proposed here is the typical size for a comprehensive planning project.

WHAT THE VISIONING PROCESS WILL LOOK LIKE

We propose conducting a World Café process for the visioning part of this project (see sidebar on following page for more info). After the first public kickoff meeting, we would work with the CLRPC to train everyone to participate in these visioning sessions (we are proposing three sessions). Susan Silberberg, the CivicMoxie lead, would lead each of these sessions with the assistance of the CLRPC and Town staff. In this way, we can cover much territory while using Town resources wisely. Obviously, our recommendation is open for discussion, as are all our proposed scope items.

OUR THOUGHTS ABOUT PUBLIC OUTREACH + ENGAGEMENT

We also believe using coUrbanize as an online engagement platform can streamline the outreach and engagement process. Its map pinning capability, the text sign function, and public comment board all support engagement by varied stakeholder groups including teens, Millennials, busy families, and seniors who are using social media more and more as a way to engage with their families and the world.



The World Café Process

The World Café process is designed to allow large groups of people to share ideas and reach consensus around core principles and goals. It’s a powerful social technology for engaging people in conversations that matter. The process is simple and fun, and simple to learn. Key elements include:

1) Setting: Create a “special” environment, most often modeled after a café, i.e. small round tables covered with butcher block paper, colored pens, and optional “talking stick” item. There should be four chairs at each table (optimally) – and no more than five.

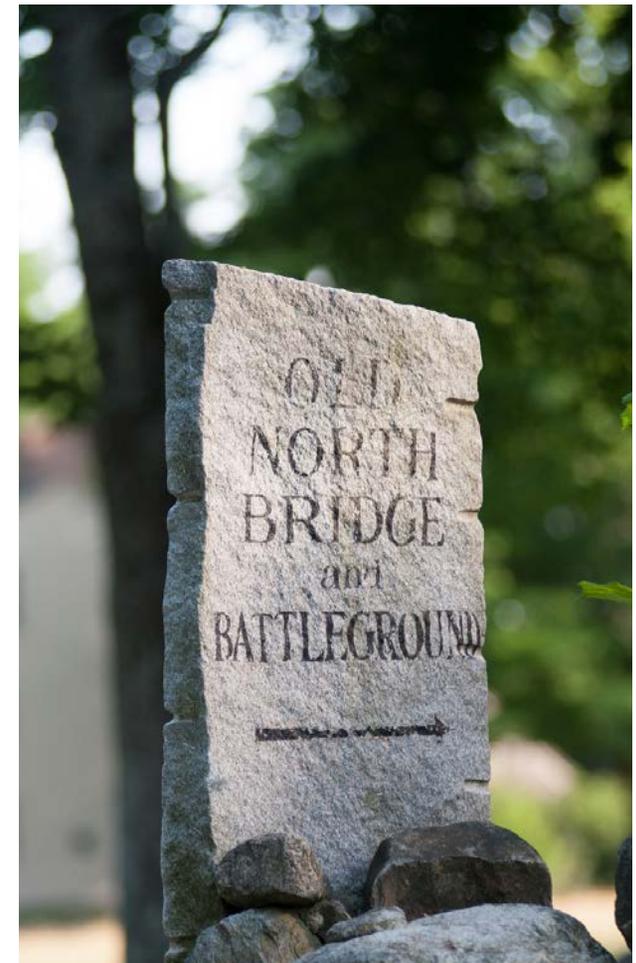
2) Welcome and Introduction: The host begins with a warm welcome and an introduction to the World Café process, setting the context, sharing the Café Etiquette, and putting participants at ease.

3) Small Group Rounds: The process begins with the first of three or more 20 minute rounds of conversation for the small group seated around a table. At the end of the 20 minutes, each member of the group moves to a different new table. They may or may not choose to leave one person as the “table host” for the next round, who welcomes the next group and briefly fills them in on what happened in the previous round.

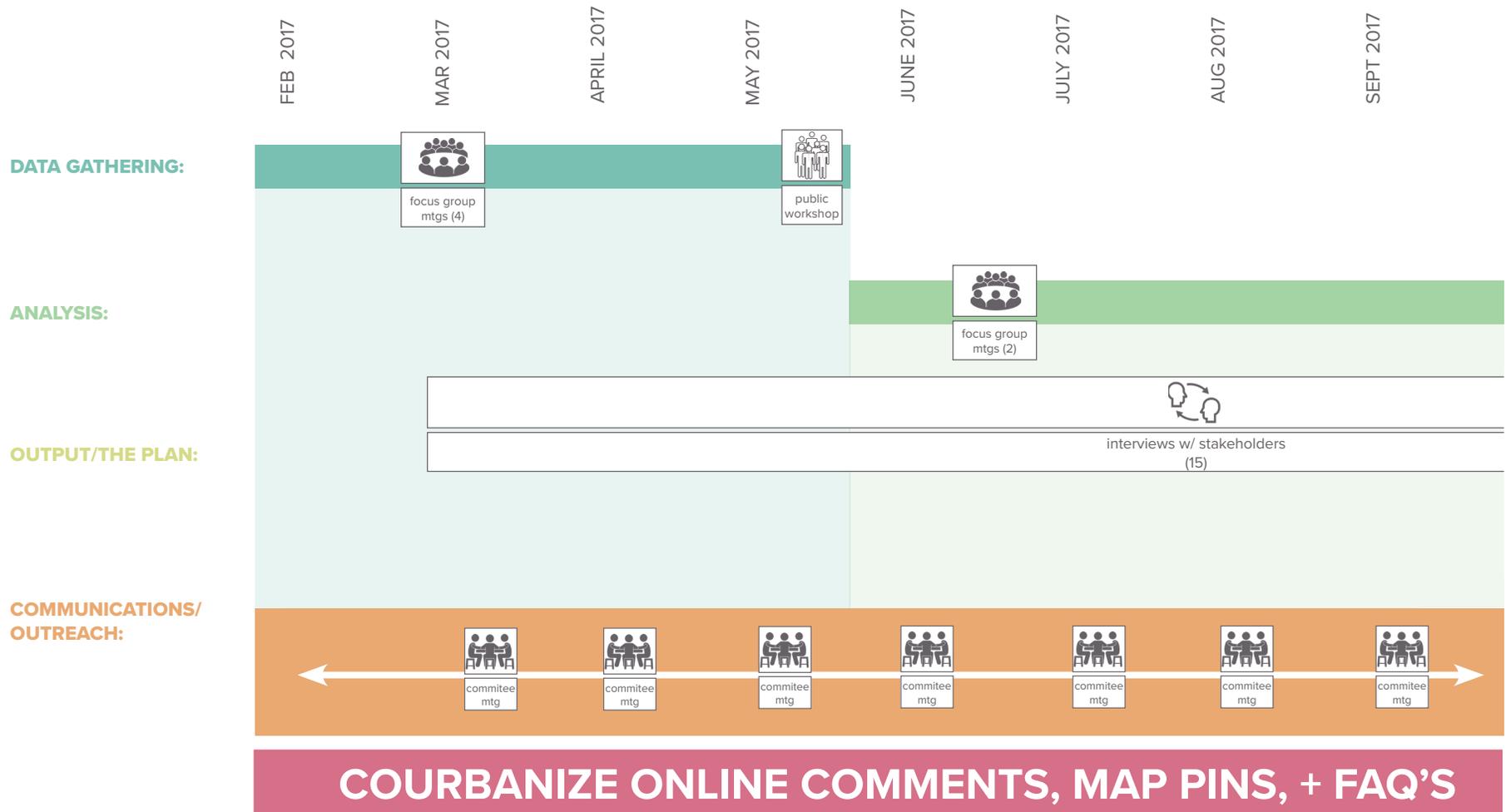
4) Questions: each round is prefaced with a question specially crafted for the specific context and desired purpose of the World Café. The same questions can be used for more than one round, or they can be built upon each other to focus the conversation or guide its direction.

5) Harvest: After the small groups (and/or in between rounds, as needed), individuals are invited to share insights or other results from their conversations with the rest of the large group. These results are reflected visually in a variety of ways, usually with a graphic recording.

Adapted from www.theworldcafe.com



SCOPE + SCHEDULE



OCT 2017

NOV 2017

DEC 2017

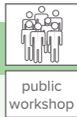
JAN 2018

FEB 2018

MAR 2018

APRIL 2018

MAY 2018



COURBANIZE ONLINE COMMENTS, MAP PINS, + FAQ'S

WORK PLAN

PHASE A: DATA GATHERING- GETTING STARTED (4 MONTHS)

GOALS: Review the status of past and current planning efforts, review all data gathered by Town, prepare base maps and baseline buildout analysis.

**MEETINGS,
WORKSHOPS, AND
CORRDINATION**

TASKS

**PHASE A:
DATA GATHERING
(4 MONTHS)**

1. Initial client/team kickoff meeting + site visit (including windshield survey and physical characteristics mapping)
2. Review surrounding towns' plans, as well as regional and state plans and summarize relevance for Concord
3. Assist Town in its efforts to compile data by identifying additional sources if necessary
4. Summarize all data and information provided by the Town in a graphic and accessible format, including preparing GIS base maps and other baseline graphics and data (note that analysis of these areas included in Phase B below)
 - Land Use + Zoning: existing land use
 - Housing: Review population projections and assess impacts on 2015 HPP, rents, affordability and trends
 - Economic Development: establish baseline info on local/regional economy, emerging industries, Concord's place in the region
 - Regulatory: summary of existing permitting/approvals processes
 - Community Profile: describe res, com, industrial conditions and trends
 - Natural Resources, Open Space + Recreation: review 2015 Open Space & Recreation Plan and examine new conditions or priorities
 - Historic Preservation: document Town's Updated Historic Districts Guidelines, maps and other policies
 - Municipal Services + Facilities
 - Conduct inventory of public facilities and forecast needs based on population trends, including necessary expansions
 - Transportation + Mobility
 - Summarize exst'g transp: baseline data and projections to 2030 (journey to work, commuter, car-ownership, etc.), bike, ped, ADA access, public transit, regional network
 - Describe transportation network within regional context
5. Prepare a build-out analysis presenting current development and socio-economic trends extended to year 2030 (baseline data)

CLIENT MEETING

FIELD WORK

PHASE B: ANALYSIS- EXPLORING GOALS, POLICIES AND ACTIONS (6 MONTHS)

GOALS: Analyze data and information and use public meetings to shape preliminary topic area goals and draft vision statement.

MEETINGS, WORKSHOPS, AND COORDINATION

TASKS

**PHASE B:
ANALYSIS
(6 MONTHS)**

1. Work with CLRPC and other key stakeholders to create vision statement and outline goals for each of the topic areas (optional World Café process)
 - Land Use + Zoning
 - Analyze districts and zoning changes, future land use, updated build-out analysis
 - Housing
 - Recommend targeted strategies for attaining the balanced/diverse housing market goals from the Town’s HPP
 - Economic Development
 - Tour/visit existing and potential industrial/commercial development areas, downtown, other economic centers
 - Identify and evaluate existing major commercial and business centers, identify strategies to retain and expand existing businesses, strengthen commercial centers and recruit new businesses
 - Recommend strategies to leverage Emerson Hospital plans and opportunities
 - Recommended zoning or permitting changes to help encourage new development and investment
 - Recommend economic resiliency and sustainability strategies highlighting the town’s historic identity, attractiveness, and sense of place
 - Open Space + Recreation
 - Provide input on the goals from the Town’s Open Space Plan and weighing the tradeoffs between demand for various land uses
 - Recommend strategies for implementing the goals from the Town’s Open Space Plan
 - Historic Preservation (ways to protect resources including zoning and other tools)
 - Recommend strategies to further protect and enhance key cultural and and historic resources
 - Sustainability
 - Recommend strategies to further integrate the Town’s four Sustainability principles across departments and policies
 - Municipal Services + Facilities
 - Evaluate the impact of infrastructure improvements in commercial and industrial areas, including appropriateness of zoning
 - Transportation + Mobility
 - Recommend areas for improved mobility for disadvantaged. Focus on major employment areas, healthcare, and essential shopping
 - Recommend goals and strategies for transportation looking toward the year 2030
2. Prepare materials exploring/illustrating how these goals translate to possible policies and actions
3. Work with CLRPC to use outcomes of public process (see Phase D below) to draft policies and actions and implementation recommendations

FIELD WORK

Create a preliminary implementation strategy by identifying potential implementation partners and funding to guide Phase B decision making

PHASE C: OUTPUT THE PLAN- PREPARING DRAFT AND FINAL LONG RANGE COMPREHENSIVE PLAN (6 MONTHS)

GOALS: Prepare a compelling and comprehensive plan that reflects a realistic and doable vision for the Town.

**MEETINGS,
WORKSHOPS, AND
CORRDINATION**

TASKS

- PHASE C:**
- OUTPUT/THE PLAN (6 MONTHS)**
1. Use public workshop and focus group outcomes to prepare draft comprehensive plan:
 - Design of document, introduction, overview, community participation process
 - Concord today in words, maps, numbers
 - Vision statement in words, maps, numbers
 - Goals, policies, actions
 - Implementation priorities and full plan
 - Appendices
 2. Submit draft plan to CLRPC for review, revise as necessary based on CLRPC and public review

PHASE D: COMMUNICATIONS/OUTREACH (16 MONTHS)

GOALS: Communicate and engage with all stakeholders in an authentic way to ensure robust, participation and that the plan reflects all stakeholders.

- PHASE D:**
- COMMUNICATIONS/ OUTREACH (16 MONTHS)**
1. In collaboration with client, develop a public communications and engagement plan that will incorporate social media strategy, meeting/outreach calendar, etc.
 2. Comprehensive Long Range Plan Committee meetings (including preparation + mtg summaries) - up to 13 meetings
 - Phase A - up to 3 CPLRC meetings, 1st meeting to to review project, assess goals, set up working expectations
 - Phase B - up to 6 CPLRC meetings, including visioning and goals
 - Phase C - up to 4 CPLRC meetings, including review of the draft and final plan
 3. Conduct key stakeholder interviews and summarize all - up to 15 during Phase A and B
 4. Conduct Focus Groups with Town Departments & other identified stakeholder groups to discuss challenges, assets, goals- up to 6 during Phases A and B (including summaries of all)
 5. Create and administer survey for survey monkey to gather preliminary information on best outreach, expectations, concerns during Phase A
 6. Administer updates and curate content,in consultation with the client, to CoUrbanzie online engagement platform, beginning in Phase A through Phase C
 7. Formal Public Workshops (including preparation and summaries of outcomes), 1 in each Phase
 - Public Workshop #1 - Kick-off to introduce project with baseline data and trends since last comprehensive plan, (see optional item below for planning and training Town staff/others to conduct WorldCafe process for visioning and goalsetting)
 - Public Workshop #2 - Share analyses and preliminary findings/recommendations
 - Public Workshop #3 - Present draft plan with implementation strategies

PUBLIC MEETING

**CLIENT MEETING
PUBLIC MEETING**

PHASE E: PROJECT MANAGEMENT (16 MONTHS)

GOALS: Provide a clear and efficient structure for planning and ensure clear communication between the CivicMoxie team and client.

	TASKS	MEETINGS, WORKSHOPS, AND CORRINATION
PHASE E: PROJECT MANAGEMENT (16 MONTHS)	<ol style="list-style-type: none"> 1. Bi-weekly client project coordination calls 2. Monthly project management tasks (client communications, team coordination, administration) 3. Team brainstorming and project coordination meetings 	CLIENT CALLS

DELIVERABLES

- Phase A:**
 1. Easy-to-understand and graphic summaries of all documentation and existing conditions and trends in charts, drawings, and text - document to be submitted in Word with information used for initial public
- Phase B:**
 2. Analysis summaries with graphics, info-graphics, charts, text, maps, photos, etc. in Word format
- Phase C:**
 1. Draft Comprehensive Plan in MS Word, Final Comprehensive Plan in MS Word, Executive Summary/ Vision poster/document
 2. Implementation plan with responsible parties/partners, potential funding sources, prioritized action items, and timeframe
- Phase D:**
 1. Communication and outreach plan for authentic participation, outlining strategies, measures for evaluating success in engagement, and social media guidelines
 2. All powerpoints, meeting flyers, maps, workshop and breakout materials, and other information as determined is necessary for public process



TEAM + EXPERIENCE



RELEVANT PROJECTS

Project Team	CivicMoxie						The Design Studio at W & S		Weston & Sampson		Seidman Consulting Services						coUrbanize			Jeffrey Gonyeau		
	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	
Public Outreach + Engagement	●	●	●	●	●	●	●	●			●		●	●	●	●	●	●			●	
Community Vision + Build Out	●	●	●	●	●	●	●				●		●	●	●	●	●					
Land Use + Zoning	●	●	●	●		●		●			●		●	●							●	
Housing			●	●		●											●		●			
Economic Development	●	●	●	●		●					●	●	●	●	●	●					●	
Smart Growth			●	●																		
Open Space + Recreation	●	●	●	●			●	●														
Historic Preservation		●		●																	●	●
Municipal Services + Facilities				●						●	●		●	●								
Geographic Information Services (GIS)	●	●	●	●		●											●	●	●			
Energy										●												
Public Health	●		●				●				●											
Implementation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●	●

List of Projects

1. Waterfront Bridgeport
2. Manchester Connects
3. Vision 20/20 Concord, NH
4. Brookline 9th Elementary School Site Study
5. Places in the Making
6. South Bay Study
7. Worcester, MA Mill Street
8. Norwood DPW
9. Wayland Open Space
10. DCAMM Roxbury Community College
11. Remediation and Redevelopment of Weir Riverfront Park
12. Community Revitalization Plans
13. Denver Small Business Assistance
14. South Portland Economic Development Plan
15. Gloucester Harbor Economic Development Plan
16. OC Haley
17. NYC Department of Housing Preservation and Development
18. Cambridge Redevelopment Authority
19. Boylston Properties
20. City of Somerville Historic Preservation Plan
21. HBI Historic Neighborhood Centers



PROJECT ORGANIZATION



CIVICMOXIE

Our collaborative team of planners and urban designers combine an innovative spirit and on-the-ground know-how to ensure plans on paper translate to a vibrant reality with positive outcomes. With deep experience in placemaking, urban design, arts and culture, land use and zoning, community revitalization, and security and public space, we excel at working with limited resources across varied interests and stakeholders to find win-win solutions to tough challenges. Our clients range from small non-profits to city planning departments to land owners to community groups and major corporations. As practitioners and academics, we offer clients the benefit of over 20 years of experience combining theory and practice to achieve impactful results beneficial to a diverse group of interests. Our work is distinguished by our belief that HOW we plan affects the end result, and working with people across disciplines, goals and values can achieve remarkable results for all.



Susan Silberberg, the Founder and Managing Director of CivicMoxie, LLC

Susan is an accomplished city planner, urban designer, architect, author and educator. She believes that revitalizing communities and creating great places requires much more than technical know-how and great plans on paper. Cities and towns can be messy, chaotic, and unpredictable places and these qualities contribute to diverse, vibrant places—places people want to be for working, living and playing. Planning should harness all the wonderful opportunities inherent in these qualities to implement exciting visions for the future. All of Susan’s work is shaped by placemaking...an approach to planning that is people-centered and strives to infuse authentic meaning and delight in public places, private investment, activities and collaborations.

Susan taught in the MIT Department of Urban Studies and Planning for 13 years. Her teaching focused on the revitalization of urban commercial districts, placemaking, and arts and cultural development. She is lead author of “Places in the Making: How placemaking builds places and communities,” the 2013 MIT publication on the current state of placemaking: <http://dusp.mit.edu/cdd/project/placemaking>. As Associate Director of the MetLife Innovative Space Awards, she worked with over 150 arts and cultural organizations nationwide to identify best practices for affordable artist space development and community engagement. She has also served as the Associate Director of the Northeast Mayors’ Institute on City Design.

Susan has led the master planning process for Concord, NH, two Boston waterfront planning efforts, created master plans for new arts districts, and worked with community development corporations. She has been involved in revitalization plans for seven Boston Main Streets Districts and two New Orleans commercial corridors. Susan is currently leading the waterfront comprehensive plan for Bridgeport, CT and the Manchester Connects Multimodal and Land Use Plan for Manchester, NH. Susan is also working in Brockton for MassDevelopment, transforming planning there into action strategies to jump start positive change downtown.

Susan leads workshops and speaks around the world on placemaking and urban revitalization. Recent talks and workshops include “Placemaking as and Economic Development Tool” at the UN Council for Economic Development in Geneva Switzerland in February 2015, and Placemaking Workshop for MassDevelopment in spring 2016.

Selected Projects:

- Waterfront Master Plan, Bridgeport, CT
- Worcester Arts District Master Plan, Worcester, MA
- Vision 20/20 Plan, Concord NH
- Broad Connections: A Revitalization Strategy for a New Orleans Commercial Corridor



Sue Kim, Senior Planner/Project Manager, brings an extensive range of city planning, development, and project management experience to the team. She has worked in the public sector and as a planning consultant on a wide range of projects throughout several diverse communities. Sue is currently working on a TOD study around the Kensington Train Station in Berlin, CT and the Mariner’s Way Discovery + Action Plan, a brownfields and corridor revitalization plan, in Old Saybrook, CT.

Most recently Sue was a Development Manager for Real Estate & Asset Management at the Massachusetts Port Authority. Prior to her work at MassPort, she was a Senior Planner at the Boston Redevelopment Authority (“BRA” now the Boston Planning & Development Agency) for twelve years, managing neighborhood and strategic plans throughout the city. Her wide-ranging planning projects spanned multiple neighborhoods and included fundamental comprehensive and strategic planning.

Her success at coordinating and managing projects in diverse communities has come from a multidisciplinary approach – bringing together expertise from consultants and other city departments, such as transportation, parks and recreation, environment, public works, neighborhood services, and elected officials. Sue managed the BRA team and consultant team for the APA-award-winning Civic Vision for Turnpike Air Rights, a study that covered over 44 acres of land through seven Boston neighborhoods. She also successfully led the South Bay Planning Study, Phase I process, with a vision for a new 20-acre district in downtown Boston, which was also one of the first fully bilingual planning processes by the BRA.

Selected Projects:

- A Civic Vision for Turnpike Air Rights, Boston, MA
- South Bay Planning Study, Phase I, Boston, MA
- Roslindale Neighborhood Strategic Plan, MA



Lee Dwyer, Project Planner, has diverse experience in project management, community engagement, and urban planning. Lee is currently working on the waterfront masterplan for Bridgeport, CT, a multimodal plan for downtown Manchester, NH, and the Arts + Cultural District Master Plan for New Rochelle, NY. Prior to his work at CivicMoxie, Lee was involved in a partnership between MIT's Department of Urban Studies and Planning and the Dudley Street Neighborhood Initiative (DSNI) in Boston. He used GIS and data analysis to boost community-based planning efforts around issues such as vacant lots, foreclosures, and school expansion, and piloted using participatory mapping as a public engagement tool.

Lee was the project manager for the MIT Community Growth and Land Use Planning Practicum in the fall of 2014. He led a twelve-student team to develop "Making Brickbottom: 2015 Neighborhood Plan" for the client, the City of Somerville. He coordinated stakeholder outreach efforts, led successful public meetings, and helped build a cohesive vision of Brickbottom as an innovative "maker" district. This project emphasized reconnecting the neighborhood to surrounding areas, improving multimodal access, and taking advantage of transit-oriented development opportunities offered by the Green Line Extension.

Lee also briefly worked in MIT's Civic Data Design Lab, which pioneers uses of open-source mapping data for education and public use, such as the New York City-based City Digits teaching tool and the Digital Matatus map of Nairobi transit. Prior to MIT, he was a program coordinator for Groundwork Somerville and for the Chicago Public Schools, where he gained experience in community outreach and education, coordinating public events, and working in diverse urban communities.

Selected Projects:

- New Rochelle Arts and Cultural District, NY
- Brickbottom Neighborhood Plan, Somerville MA
(Plan available online at <http://bit.ly/2f1DToo>)
- Mapping Impact of the DSNI Land Trust, Boston MA
- Broad Community Connections Optioning Feasibility Study, New Orleans, LA

CIVICMOXIE - SELECTED PROJECTS

01 WATERFRONT BRIDGEPORT: COMPREHENSIVE WATERFRONT PLAN FOR BRIDGEPORT, CT

Susan Silberberg, Principal-in-charge

Lee Dwyer, Project Manager

CivicMoxie, is leading the team that is creating a waterfront master plan for 24 miles of shoreline in Bridgeport, CT. The city's shoreline is filled with current and former industrial properties and brownfield sites that have access to Long Island Sound and Bridgeport's rivers but that block neighborhood connections to the waterfront.

Focused on creating a compelling vision plan that is rooted in actionable steps, CivicMoxie has developed a robust public outreach strategy that reaches deep into the six waterfront neighborhoods to engage residents as well as all stakeholders in visioning a future that takes full advantage of the economic development, recreational, and quality of life potential that the waterfront can bring. The plan will identify opportunity sites for redevelopment, create themed focus areas along the waterfront, and outline an overall waterfront development framework that will allow a comprehensive and coordinated approach for public and private investment.

Project website: www.courbanize.com/waterfrontbpt/



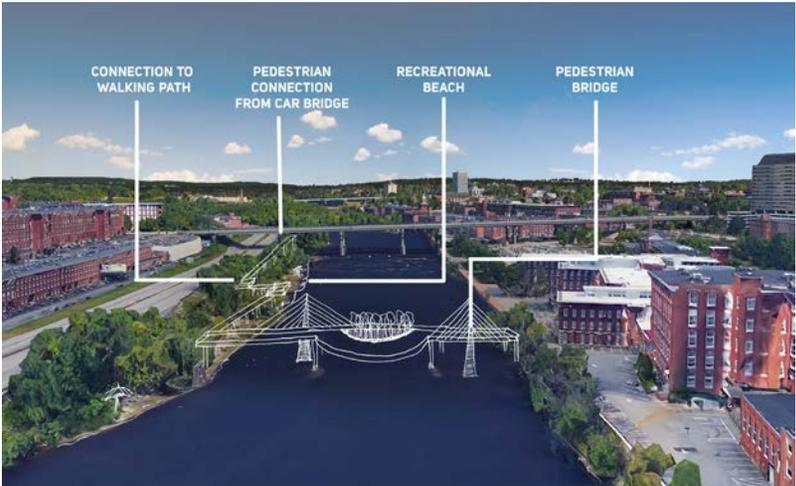
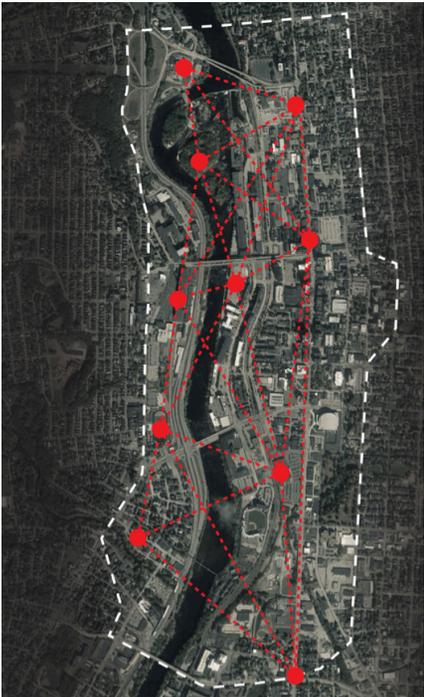
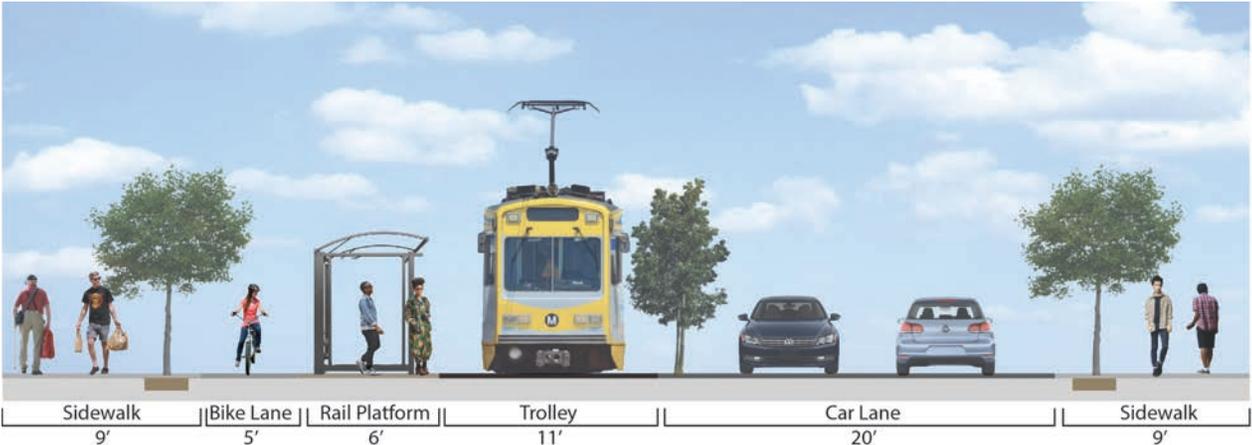
CIVICMOXIE - SELECTED PROJECTS

02 MANCHESTER CONNECTS: MULTI-MODAL PLAN FOR MANCHESTER, NH

Susan Silberberg, Principal-in-charge
Lee Dwyer, Project Manager

The Downtown, Millyard, and riverfront area of Manchester, NH—formerly one of the biggest mill towns in the US—is a vibrant area that draws young professionals attracted to high-tech jobs and the great quality of life that the region offers. The Southern New Hampshire Planning Commission (SNHPC) hired CivicMoxie to address the interests and concerns of the business and residents in the area, with a focus on connectivity. The Manchester Connects multi-modal transportation and land use planning initiative, which began in Spring 2016, proposes ways to help people move through and to the area on foot, by bike, car, bus and train. The project also includes an analysis of parking and how to connect the events, programs, and activities around the city to the riverfront.

The CivicMoxie team, which included Nelson\Nygaard, Karl F. Seidman Consulting, and experiential design and branding firm Jeff Sprague Studio, also conducted extensive community outreach through the use of strategically publicized meetings, social media platforms, and TV and radio interviews.



CIVICMOXIE - SELECTED PROJECTS

03 VISION 20/20 CONCORD, NH COMPREHENSIVE PLAN FOR CONCORD, NH

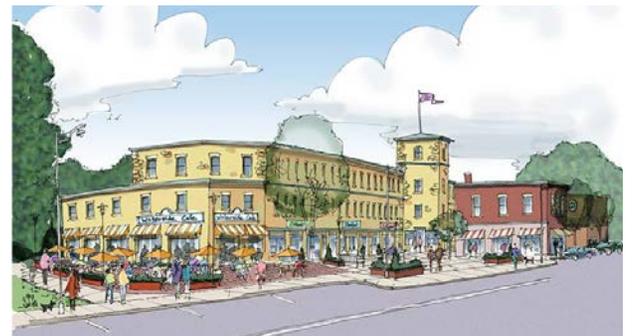
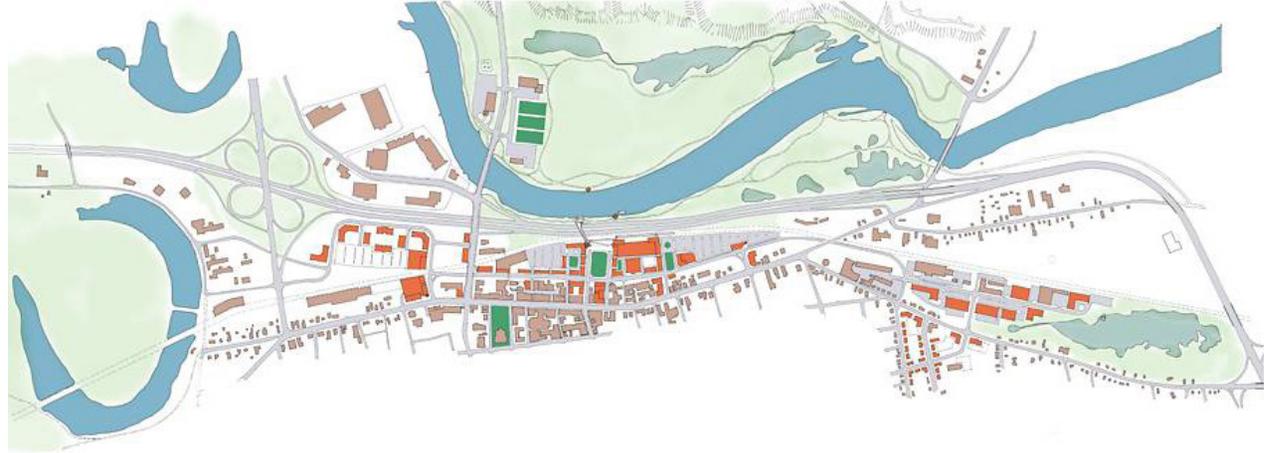
Susan Silberberg, Project Manager*

With a major Federal Highway Administration Transportation, Community and System Preservation (TCSP) grant in hand, the client, a public-private partnership of city leaders, asked the consultant team to conduct a planning process that would investigate choices to increase capacity on Interstate 93, model growth in the city and provide a vision for downtown, the Merrimack River, and open space connections throughout the city.

The team, composed of urban planners, landscape architects, transportation planners, economic development specialists and zoning experts, developed a plan for growth that supports the health and vitality of downtown Concord and protects the cultural landscape, open fields, and forested lands of the city. The team identified six "villages" in which to concentrate development and recommended regulatory and other incentives to encourage mixed-use development.

The 18-month-long project included an intensive public outreach effort, use of various media including TV newspaper circulars, and radio, to reach the public and inform about the plan. Recommendations included the creation of a framework to carry forth vision ideals for Concord and assist with implementation in the coming decades. The plan continues to provide guidance to the City on growth, regulation, and public policy.

*While head of Urban Design and Planning, Goody, Clancy & Associates



CIVICMOXIE - SELECTED PROJECTS

04 BROOKLINE, MA 9TH ELEMENTARY SCHOOL SITE IDENTIFICATION STUDY

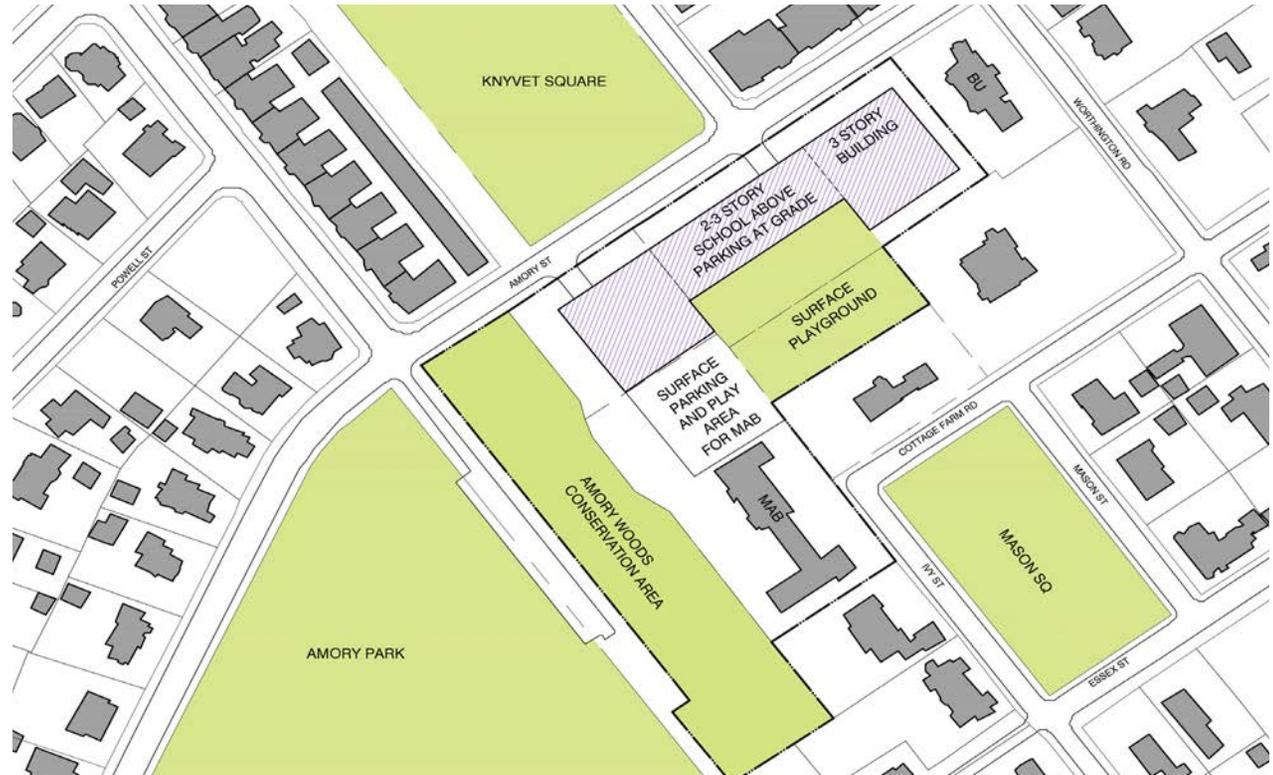
Susan Silberberg, Principal-in-charge and Project Manager

The Town of Brookline is facing a significant escalation in school enrollments that will require the construction of a 9th elementary (K-8) school. Brookline is an almost fully-developed town with few available sites for development. As a result, the Town engaged CivicMoxie to conduct a site identification study for an additional elementary school. The study consisted of identifying privately-owned and publically-owned parcels that are suitable for a school site, clarifying site selection criteria, and testing programmatic elements on selected sites as applicable. Order-of-magnitude cost estimates, permitting time estimates, and other considerations were examined for the five potential sites that were identified from CivicMoxie's initial list of over 20 possibilities.

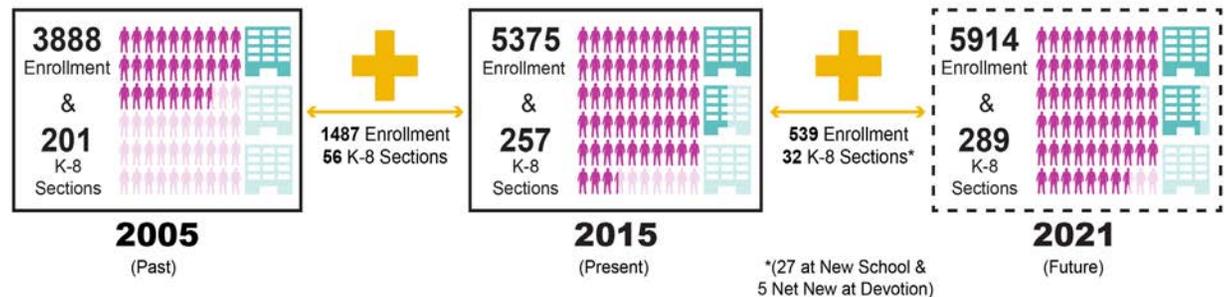
The CivicMoxie team provided a holistic approach that included real estate development expertise and local knowledge of the development and construction cost environment. Close collaboration with the client ensured the team integrated Town needs, requirements, and possible constraints into project considerations. The team's suggestions included a range of sites that represent public and private ownership, as well as mixed-use and compact solutions to allow the Town many types of choices as it moves forward with selecting a site.

For the five finalist sites, the team identified the parcels or partial parcels needed within that location and prepared conceptual site layouts to test the suitability of the location for an elementary school. The location of nearby playgrounds, multimodal access, topographic features, and neighborhood character as well as land use restrictions such as local historic district status and open space use restrictions were all considered.

Plan available online at: <http://www.brooklinema.gov/DocumentCenter/Home/View/8297>



Brookline Schools Growth K-8



05 PLACES IN THE MAKING WHITEPAPER

Susan Silberberg, Lead author

Susan Silberberg led the placemaking research team that produced *Places in the Making*, an MIT Department of Urban Studies and Planning publication that reveals the widening emphasis of placemaking beyond the design and use of physical place to include the importance of the “making” process in benefiting people and relationships. Design of public spaces during much of the 19th and 20th centuries was guided by industrialization, auto-centered planning, and urban renewal. Top-down planning, centralization of control, and land use regulations eliminated community voices and ultimately fractured the bond between communities and public places. In the 1960s, a movement began which asked the question, “What makes a great public place for people?” These early placemaking efforts focused on listening to the needs and wants of users to determine the physical design elements needed to create good public spaces.

Places in the Making shows that in the half-century since the movement began, the “making” has become as important as the “place”; by engaging in the deliberative and communal processes of shaping public spaces, citizens are connecting with each other, forging relationships, and building social capital.

The publication “reveals an astonishing range of placemaking projects, methods and instigators that are taking place across the United States. All have a common emphasis on creating positive change for people and communities through the transformation of a physical place. The research shows that, at the most basic level, the act of advocating for change, questioning regulations, finding funding, and mobilizing others to contribute their voices engages communities – and in engaging, leaves these communities better for it.”

Southwest Airlines supported the research, and the results have provided inspiration for the company’s “Heart of the Community” placemaking sponsorships in cities across the country.



Places in the Making:

How placemaking builds places and communities



Report available online at: <http://bit.ly/2eHaB3e>

CIVICMOXIE - SELECTED PROJECTS

06 SOUTH BAY PLANNING STUDY, PHASE 1 REPORT, BOSTON, MA

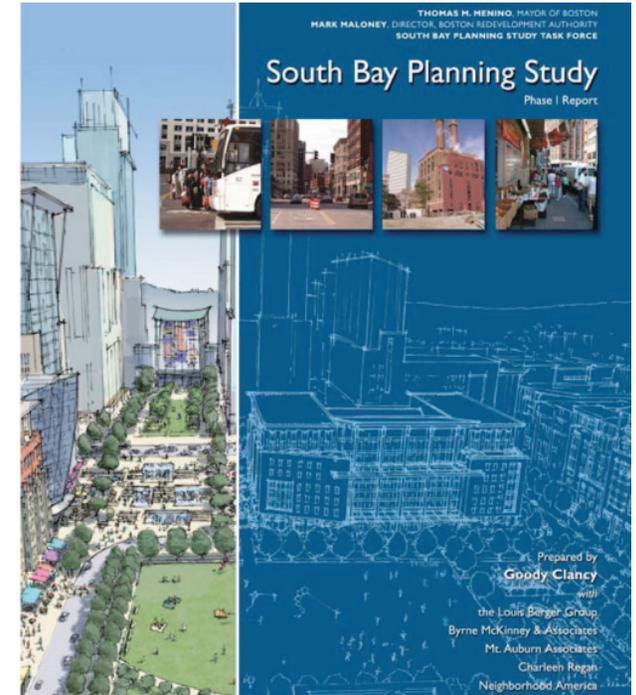
Sue Kim, Project Manager*

The South Bay Planning Study, led by the Boston Redevelopment Authority (“BRA”), included approximately 20 acres of underdeveloped land owned by the Massachusetts Turnpike Authority in downtown Boston adjacent to the Chinatown, Leather District, and South End neighborhoods. The Turnpike Authority planned to dispose of these parcels; however, the Chinatown neighborhood zoning required a comprehensive plan be put in place for this area before development would be allowed.

The study area’s easy highway access, its adjacency to South Station – the city’s major multi-modal transportation hub, as well as the demand for more developable land downtown, created significant tension for the adjacent historic Chinatown neighborhood, the newly revitalized Leather District, and those who saw a significant economic development opportunity. The BRA and their consultant team of Goody, Clancy & Associates, coordinated with the 17-member task force and the Turnpike Authority for a Phase 1 study that was condensed to meet the Turnpike Authority’s disposition timeframe and with the assumption that Phase 2 would directly follow.

While not averse to density, Chinatown and the Leather District advocated for significant affordable housing, job creation, and a new public realm. The seven-month process included 19 task force and community meetings – all conducted with simultaneous translation (English and Cantonese). The resulting vision was that of a new vibrant district – one that would connect “neighborhoods and the larger city with a pedestrian-friendly urban environment that includes new parks, streetscape, housing, jobs, community facilities, and other vital uses.” The complex infrastructure would be economically viable pending significantly dense and tall development be allowed on specified portions of the study area. The study suggested an Interim Planning Overlay District supporting the goals until a final plan and re-zoning were put in place. This planning process was one of the first BRA planning studies conducted completely bilingually - in English and Chinese (written in traditional Chinese and orally in Cantonese), including the Phase I report document.

*While a Senior Planner at the Boston Redevelopment Authority



WESTON AND SAMPSON

Weston & Sampson provides the team with strength and depth in certain key disciplines. We will support Civic Moxie with infrastructure, open space, facility, transportation and energy planning services. Nationally ranked among the top 200 design firms and top 125 environmental firms in the United States, according to the Engineering News Record, Weston & Sampson is proud of our steady record of growth and the ability of our project management staff to understand our clients' needs, develop appropriate solutions, and provide comprehensive engineering services on time and on budget.

Weston & Sampson has also been widely recognized for excellence in engineering by the American Public Works Association (APWA), the American Council of Engineering Companies (ACEC), Boston Society of Architects (BSA) and most recently by the US EPA for two Phoenix award-winning projects in support of Brownfield redevelopment. All of this has contributed to a consistent company-wide client return rate exceeding 85%. To meet the diverse needs of our clients, Weston & Sampson offers full-service capabilities. Our areas of expertise include:

- Master Planning
- Open Space, Recreation, and Landscape Architecture
- Transportation, Traffic, and Mobility
- Energy (including Renewable Energy and Energy Efficiency)
- Municipal Services / Facilities
- Site/Civil Development
- GIS & Mapping

- Infrastructure Design & Construction
- Land Surveying
- Stormwater & Wastewater Management
- Environmental Site Assessment & Compliance
- Resiliency Planning, Wetlands Restoration & Sustainability
- Brownfields Redevelopment
- Geotechnical & Structural
- Hydrogeological
- Sports & Recreational Facility Design
- Construction Oversight
- Watershed & Water Supply Management
- Peer Review

Currently, Weston & Sampson employs more than 450 highly qualified professionals. Of particular benefit to this comprehensive plan is our history with successful projects in the City of Concord. We recently completed remediation of the Paul Dever School campus, including hazardous materials assessment and abatement, building demolition, and cleanup of regulated sites by MassDEP. We are currently working with City personnel on the cleanup of the FB Rogers site and its redevelopment as Weir Riverfront Park. Our knowledge of Concord coupled with our planning experience will be valuable assets to the City and the project team.

Address: 5 Centennial Drive
Peabody, MA 01960
Phone: 800-SAMPSON (726-7766)
Contact Email: naslasg@wseinc.com



Dean Groves, PE, (transportation / mobility)

Dean will lead the transportation elements of this planning study. Dean brings to this assignment 40 years of experience in project management and planning, impact evaluation, design and permitting of diverse public and private sector projects. A

Massachusetts registered Professional Engineer, Dean heads the Transportation Program for Weston & Sampson and has been active in all aspects of projects, from master planning through design and construction. Dean led the master planning efforts for the TeleCom City (now known as River's Edge) project in Medford, Everett, and Malden, a 200-acre revitalization of former industrial lands located along both sides of the Malden River. He was also involved in the implementation strategy for the project. Additionally, Dean has assisted the Malden Redevelopment Authority and the Cambridge Redevelopment Authority in their respective infrastructure planning programs.

Dean is currently leading the transportation element of the Mill Street Corridor Master Plan in Worcester, including development of alternatives that provide Complete Streets improvements for all users of the corridor. His other recent experience includes serving as principal-in-charge or project executive for on-call street overview services contracts for the City of Boston's Public Works Department (BPWD), and roadway/streetscape projects for various municipalities. Dean also managed dozens of projects to advance the nearly \$6 billion program of highway and bridge improvements under MassDOT's special on-call statewide environmental services contract for specialized environmental permitting and related assignments.

WESTON & SAMPSON



Cheri Ruane, RLA, (open space and recreation)

Cheri has 20 years of experience in multi-disciplinary project management, construction administration, site analysis, and public recreation/open space design. She has managed the design and construction of over \$40 million in public improvements to parks, playgrounds, urban open spaces, public housing properties, and community gardens. Cheri's recent experience includes her work on the Mayor Thomas M. Menino Park project in Charlestown with its accelerated schedule, ADA accessibility/compliance issues, and public engagement component. She also served as the project manager/team leader for the new \$1.6 million, 4.25-acre Kennedy Senior Center Park in Quincy. Cheri's other recent Massachusetts project experience includes improvements to various parks/open spaces/fields/playgrounds in Boston, Needham, Somerville, Waltham, and Worcester.

Cheri has special expertise in facilitating the community participation process. The combination of managing the public process from the perspective of the owner, as well as supporting the public sector from the perspective of the consultant, has given Cheri a unique understanding of how best to manage public projects and work in close coordination with municipalities. Cheri is passionate about engaging the full cross-section of the community and understands that public landscapes require a creative and collaborative approach to successful design, from coordinating various stakeholders' goals and concerns for their open space to choosing appropriate construction materials.



Jeffrey Alberti, LEED®AP, (municipal services / facilities)

Jeff is a team leader at Weston & Sampson with more than 20 years of engineering experience and is a recognized expert in facility assessment and vertical building systems design. He leads a multi-disciplinary team designed to assess municipal buildings for functionality, space requirements and programmatic effectiveness. Jeff has served in a project management and engineering role for more than 100 DPW facility related projects throughout the Northeast. Work assignments involve collecting data, performing concept studies and preliminary and final designs, and providing construction-phase services. Jeff has provided municipalities like Concord with planning level studies to evaluate space needs, equipment needs, traffic circulation, capital planning and long-term operations and maintenance.



Johanna Hall, EIT, CEM (energy)

Johanna leads Weston & Sampson's Project Expeditor (PEX) program with National Grid, which identifies facilities and municipal buildings where significant energy efficiencies can be realized. Johanna is also a leader in our wind, solar, geothermal and microgrid energy programs. In this capacity, she has helped implement and install ground- and roof-based solar panels, and has conducted wind power studies. Johanna also worked on upgrades to a community college where we installed a geothermal system for heating and cooling as well as solar panels.

Selected Projects:

- Public Works Operations Center- Town of Norwood, Massachusetts
- Level II Energy & Water Audit- Roxbury Community College- Division of Capital Asset Management and Maintenance
- Open Space & Recreation Master Plan - Town of Wayland, Massachusetts
- Mill Street Corridor Master Plan - City of Worcester, Massachusetts
- Remediation & Redevelopment Weir Riverfront Park- City of Concord, Massachusetts

WESTON & SAMPSON - SELECTED PROJECTS

07 MILL STREET CORRIDOR MASTER PLAN CITY OF WORCESTER, MASSACHUSETTS

Mill Street is an important north-south connector that passes by important city assets including Coes Reservoir Beach and Logan Field. Important cross streets within the area include Park, June, Chandler and Pleasant Streets and Airport Drive.

Weston & Sampson was retained by the City of Worcester to develop a Master Plan for improvements to the corridor. Goals of this project included exploring opportunities to improve pedestrian accommodations, ADA compliance, bicycle accommodations, safety, aesthetics, stormwater management systems and new green infrastructure, and to provide utility upgrades and structural improvements to the roadway cross-section.

Utilizing available GIS mapping and other resources, we reviewed existing data such as plans, traffic reports and studies, etc. We prepared graphical baseplans for the development of all conceptual design drawings including extensive landscaping, new street lighting, parking, etc. Our team of transportation engineers and landscape architects inventoried existing conditions and observed current traffic movements (vehicles, bicycles, pedestrians). Illustrative concepts were developed to understand the implications of reducing the excessive pavement width and developing complete street improvements, which included accommodations for all users and enhancing access to the recreation resources and other corridor land uses.



WESTON & SAMPSON - SELECTED PROJECTS

08 PUBLIC WORKS OPERATIONS CENTER TOWN OF NORWOOD, MASSACHUSETTS

Weston & Sampson is the prime consultant for a programming/feasibility study and design of an upgraded 54,000 sf consolidated Department of Public Works (DPW) facility designed to house 45 employees. The facility also included a vehicle fueling system, fleet maintenance facility responsible for all periodic and heavy work on 82 pieces of rolling stock, 40 of which are large, as well as a variety of small equipment and trailers.

The principal challenge of this project is that the DPW concluded, through a prior site investigation study, that it had no alternative but to remain on their current downtown parcel, which had outlived its useful life and was no longer large enough to support the DPW's current responsibilities. In addition, the existing public works site was severely constrained by abutting uses and an active commuter railroad line.

Weston & Sampson's facility planners and architects worked diligently with town leaders during an exhaustive review of alternative approaches to modifying the existing site/buildings or expanding the current site through the acquisition of an adjacent property. Based on the comprehensive planning completed, the DPW successfully petitioned at a Town Meeting to purchase a nearby parcel, which will be used for vehicle storage, thereby freeing up a considerable portion of the existing DPW site to allow for the expansion and modernization of the facility.

The facility was also designed to incorporate several sustainable features, including:

- Structural capacity to support future photovoltaic panel on roof
- Day-lighting into shops and vehicle/equipment storage areas via translucent wall panels
- Passive ventilation systems in vehicle/equipment storage areas
- Rain water harvesting system to serve DPW operation's needs (e.g., street sweepers)
- High-efficiency boilers

- Heat-recovery equipment in heating/ventilation systems
- Super-insulated factory fabricated wall panels (four inches thick)
- Waste oil burner in vehicle/equipment storage areas
- Low-water usage plumbing fixtures
- Occupancy sensors to control artificial lighting
- Interior low-energy usage lighting (e.g., LED)
- White roof membrane to reflect summer heat energy



WESTON & SAMPSON - SELECTED PROJECTS

09 OPEN SPACE & RECREATION MASTER PLAN TOWN OF WAYLAND, MASSACHUSETTS

Weston & Sampson assisted the Town of Wayland in updating its Open Space and Recreation Plan during the spring and summer of 2016. The completion of a town-wide open space and recreation plan is a celebration of people, and places, and of constructive thought about how best to go about preserving and enhancing highly visible and critically important public open space and recreation properties and related recreational program offerings and opportunities.

As part of this report, Weston & Sampson performed field reconnaissance on dozens of sites to determine both the opportunities and constraints of the land for supporting existing, refurbished, or new facilities and infrastructure. Weston & Sampson worked closely with town representatives, boards and commissions, in addition to conducting meetings with the general public, to refine the analysis of the town's most urgent needs. These efforts developed an order of priority for improvement and renovation that we outlined in a seven-year action plan. Our team completed the full report in a manner consistent with the recommendations of the Commonwealth of Massachusetts, Executive Office of Environmental Affairs, and filed the report with the state.



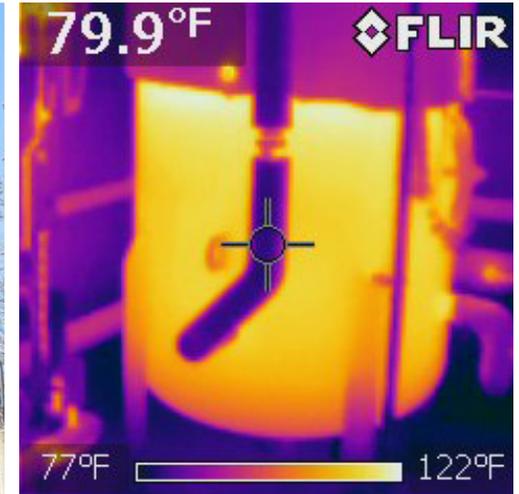
WESTON & SAMPSON - SELECTED PROJECTS

10 LEVEL II ENERGY & WATER AUDIT- ROXBURY COMMUNITY COLLEGE DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE

Weston & Sampson was contracted by the Division of Capital Asset Management and Maintenance (DCAMM) to perform an American Society of Heating, Refrigeration and Air Conditioning Engineers (ASHRAE) Level II energy and water audit for Roxbury Community College in the Roxbury section of Boston, Massachusetts. Built between 1825 and 1995, the campus consists of six buildings totaling over 350,000 square feet of educational space, including the Reggie Lewis Sports and Athletic Complex.

The audited energy use at the facility was on the order of 6.7 million kWh of electricity; 47,000 Therms of natural gas and 3.4 million gallons of water at annual (2013) cost of approximately \$908,000. We conducted an evaluation of existing equipment conditions and a broad range of water and energy conservation measures (ECMs) that included the use of renewable resources. The recommended ECMs included: lighting, lighting controls, energy management system retro-commissioning with added controls, domestic water fixture replacement, installation of variable frequency drives, vending machine economization, and improvements to electric metering and monitoring systems for management purposes. We also recommended the installation of solar photovoltaic, solar thermal, and integration of a geothermal heat pump system.

The ECMs recommended took into consideration the interactive effects certain measures are likely to have on one another. The estimated cost of the proposed ECMs before grants, rebates and incentives, is on the order of \$6.54 million. An estimated \$2.85 million in grants, rebates and incentives are available for the ECMs, which we believe would yield an estimated \$944,036 in annual cost savings, including revenue from sale of SRECs and net metering credits, with an aggregate simple payback of 3.9 years.



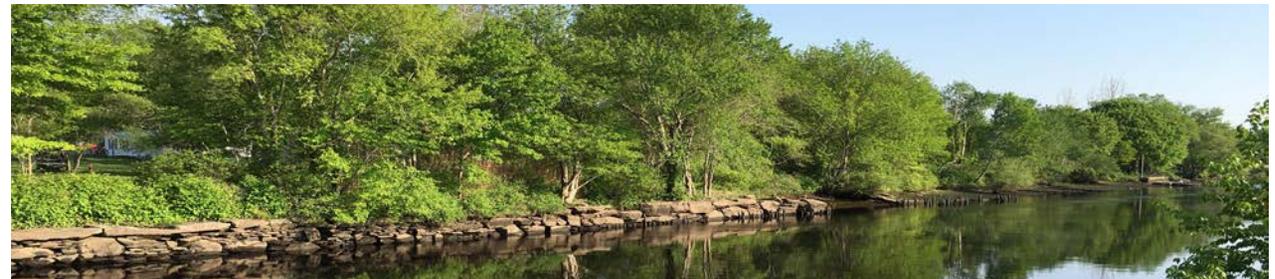
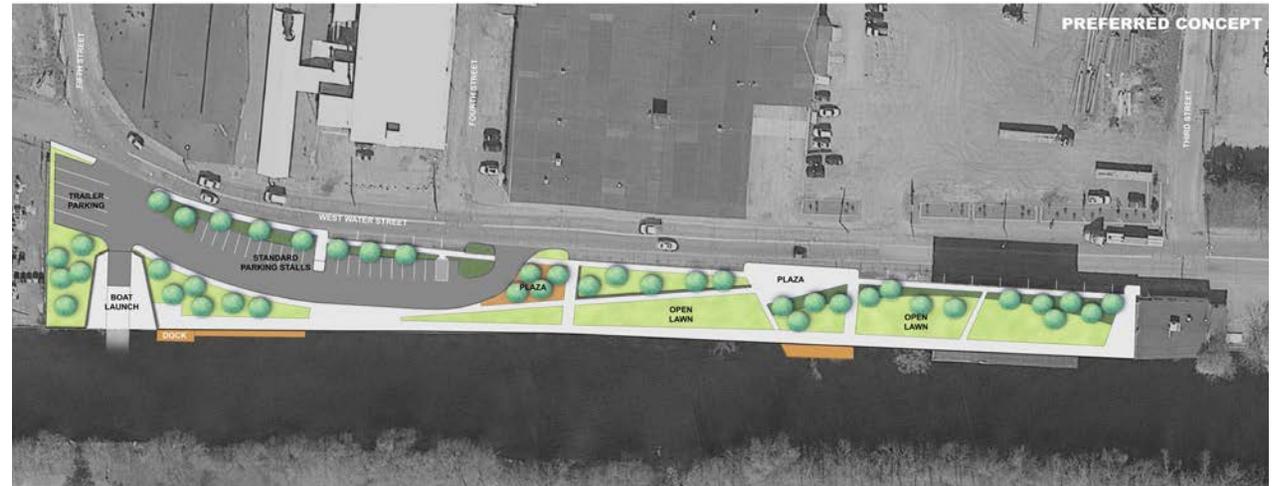
WESTON & SAMPSON - SELECTED PROJECTS

11 REMEDIATION & REDEVELOPMENT WEIR RIVERFRONT PARK CITY OF TAUNTON, MASSACHUSETTS

The former FB Rogers Silver Company operated a silver plating and manufacturing facility at the 2.3 acre site along the Taunton River for more than 40 years. The mill complex was recently demolished; however, contaminated soil and groundwater remains at the site, including petroleum hydrocarbons, polynuclear aromatic hydrocarbons (PAHs), metals, cyanide, and volatile organic compounds (VOCs) in soil and elevated VOCs in groundwater above applicable Massachusetts Department of Environmental Protection (MassDEP) reportable concentrations. Phase 1 of the project includes the remediation of the site and preparation of the site for Phase 2, which includes design and construction of the new Weir Riverfront Park.

As part of Phase 1, Weston & Sampson performed a subsurface site investigation, designed the remediation of the site, prepared plans and specifications for public bidding, and performed construction administration and resident representative services during the remediation activities. The remediation project includes the removal of concrete slabs, excavation of “hot spot” areas of contaminated soil, support of the sea wall during excavation activities, and the reuse of contaminated soils beneath a soil and asphalt cover system for the planned park.

Our in-house Licensed Site Professionals, landscape architects, engineers, and permitting specialists are fully integrating the design of Weir Riverfront Park with the site cleanup strategy. Park features will include a boat launch ramp and dock, and a small parking lot that will accommodate both trailer parking, standard and accessible parking stalls. Additional new features within the park overlook the plaza at the river's edge, a riverwalk as well as a park entrance plaza and sitting area. The park will feature LID stormwater design practices including rain gardens as well as maximizing the open recreational lawn spaces within the park and minimizing impervious paving throughout. Landscape plantings and large shade trees will frame in this passive park space oasis set within the larger surrounding industrial neighborhood.



KARL SEIDMAN ECONOMIC DEVELOPMENT

KARL SEIDMAN ECONOMIC DEVELOPMENT

Karl F. Seidman Consulting Services advises public and private sector clients on the planning, implementation, and evaluation of economic development strategies and programs and on the analysis, planning, and financing of real estate development projects. The firm's capabilities:

- commercial district planning and revitalization
- development finance program design and evaluation
- economic development plan and strategy formulation
- economic development and community development program evaluation
- industry and market analysis
- real estate development finance
- real estate feasibility analysis
- technical assistance and training

Since its formation in mid-1995, Karl F. Seidman Consulting Services has completed over 80 projects for federal and state government agencies, foundations, local governments, non-profit organizations, and private corporations and developers. City government clients include the Boston Redevelopment Authority, the City of Gloucester Community Development Department and Salem Redevelopment Authority, the Portland (Oregon) Development Commission, and the Denver Office of Economic Development.

Address: 77 Massachusetts Avenue, Room 9-511
Cambridge, MA 02139

Phone: 617-253-3964

Contact Email: seidman@mit.edu



Karl F. Seidman is an economic development consultant and Senior Lecturer at MIT's Department of Urban Studies and Planning. His MIT courses have completed over 100 technical assistance projects for development finance organizations, 20 economic development plans, and 10 Main Street revitalization plans, including award-winning revitalization plans for New Orleans' St. Claude Avenue and Boston's Hyde Park, Egleston Square, and Hyde-Jackson Square commercial districts. He previously served as Deputy Director and Chief Financial Officer for MassDevelopment, a state agency that finances and manages redevelopment projects. His experience includes the preparation of economic development and commercial district plans and strategies, the design, management, and evaluation of development finance and economic development programs, and the financing and supervision of complex development projects. Mr. Seidman's accomplishments include:

- Building a \$120 million state real estate finance and development authority
- Preparing over 25 local and regional economic development plans
- Completing feasibility studies, market analyses, financing packages, and marketing plans for multiple development projects
- Authoring laws that established two Massachusetts business finance agencies
- Participating in national evaluations of federal and foundation economic and community development programs.

An active leader in the economic development field, he is a director of the Boston Main Streets Foundation, a Past President of the Northeastern Economic Developers Association (NEDA) and former board member of the Council for Urban Economic Development (now IEDC).

Mr. Seidman holds a master's degree in public policy from Harvard's Kennedy School of Government and a bachelor's degree in political science from Amherst College. He is the author of *Coming Home to New Orleans: Neighborhood Rebuilding After Katrina*, *Economic Development Finance* (a comprehensive textbook for the field), *Revitalizing Commerce for American Cities: A Practitioner's Guide to Urban Main Street Programs*, and numerous consulting reports.

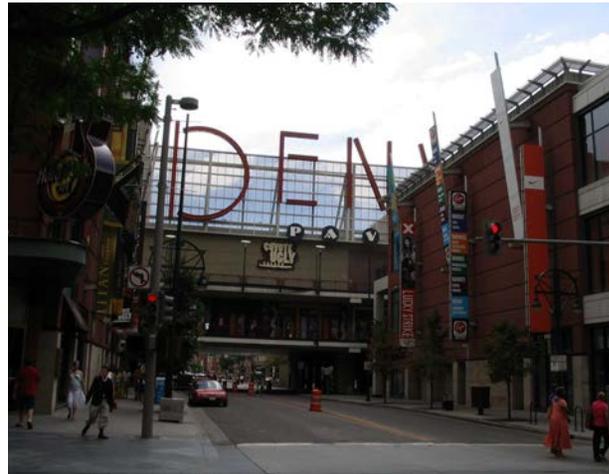
Selected Projects:

- City of Bridgeport Waterfront Plan
- Commercial Revitalization Plans in Boston and New Orleans
- Denver Small Business Technical Assistance Study
- Economic Development Plans in New England
- Gloucester Harbor Economic Development Plan
- OC Haley Merchants and Business Association
- South Portland Economic Development Plan



12 COMMERCIAL REVITALIZATION PLANS IN BOSTON + NEW ORLEANS

As co-instructor of a graduate level planning course, supervised the preparation of revitalization plans for eight Boston and two New Orleans commercial districts including four awarding winning plans. Course co-instructor who taught students on methods, structured project work and supervised overall student work.



13 DENVER SMALL BUSINESS TECHNICAL ASSISTANCE STUDY

Formulated business development framework, assessed effectiveness of regional small business technical assistance system and formulated plan to improve system performance and impact. Client: Mile High Business Alliance and City of Denver Office of Economic Development.



**South Portland Economic Development Plan:
Positioning South Portland for Balanced and Healthy Growth**



14 SOUTH PORTLAND ECONOMIC DEVELOPMENT PLAN

Prepared strategic economic development plan for the City of South Portland, Maine working with its volunteer Economic Development Committee. Tasks included economic, demographic, and real estate market analysis, SWOT analysis, development of plan options, and preparation of the final plan. Conducted community engagement with stakeholder interviews, resident surveys, community meetings, and two city council meetings.

Plan available online at: http://www.southportland.org/files/8214/5452/2504/EDC_-_South_Portland_ED_Plan_Final.pdf



15 GLOUCESTER HARBOR ECONOMIC DEVELOPMENT PLAN

Completed real estate analysis for variety of uses and developed recommendations to support plan to expand and diversify waterfront economy and connect it to Main Street district. Client: City of Gloucester.



16 OC HALEY MERCHANTS AND BUSINESS ASSOCIATION

Prepared strategic revitalization plan for business association and Main Street program in New Orleans' Central City neighborhood. Project included review of neighborhood plans, analysis of existing programs and activities, stakeholder interviews, community meetings, and the formulation of a strategic plan.

COURBANIZE



Karin Brandt is the CEO and Co-Founder of coUrbanize, a digital platform that helps real estate developers and municipalities engage the public to build better projects faster. A TechStars Boston alumna, Karin was previously a researcher at the Lincoln Institute of Land Policy, where she co-edited Infrastructure and Land Policies. She also holds a master's degree in city planning from MIT.

David Quinn is Co-Founder of coUrbanize and specializes in urban data analysis, particularly geospatial data and web applications. Prior to founding coUrbanize, David earned a PhD from MIT in Building Technology where he researched and developed tools for spatial and statistical analysis focusing on cities and sustainability.

COURBANIZE

coUrbanize is a community engagement and communications management platform for urban development projects. Community members use coUrbanize to learn about real estate and planning projects and share their input. Real estate developers, project planners, and municipalities list projects on coUrbanize to share information and gather broader community member feedback to complement the in-person meeting process.

Address: 35 Kingston Street Unit 1
Boston, MA 02111

Phone: 1-888-562-9952

Contact Email: karin@courbanize.com

Online Interactive Platform

coUrbanize provides an interactive, online platform to supplement and enhance the in-person meeting process, help the project team reach a broader audience, and proactively and efficiently manage stakeholder communications.

The platform keeps community members and stakeholders informed throughout the development process and serves as the online home-base for project information and data collection. The project team manages the content on its project page and uses the platform to gather input from local residents and business owners and to disseminate project information.

Features

- Customizable project platform
- Simple signup process for residents and stakeholders
- Follow feature so residents and stakeholders can subscribe to email updates about project developments
- Timeline to track meetings and new milestone events, as well as share progress to date
- Ability to write online comments and “support” or “like” comments
- Requires online users to signup with real names. This keeps conversations authentic and keeps commenters accountable
- Automatic email notifications when a person responds to or supports your comment

- Community outreach support including social media and guidance on best practices
- Analytics to show sentiment trends in community input
- Optimized for web, tablet and mobile user experiences
- Online polls
- SMS integration for polling and commenting



Selected Projects:

- NYC Department of Housing Preservation & Development Brownsville Neighborhood Planning Process
- Cambridge Redevelopment Authority Kendall Square Urban Renewal Plan
- Boylston Properties The Arsenal Project

COURBANIZE - SELECTED PROJECTS

17 NYC DEPARTMENT OF HOUSING PRESERVATION & DEVELOPMENT BROWNSVILLE NEIGHBORHOOD PLANNING PROCESS

HPD needed to connect with Brownsville—an isolated, diverse community where public housing predominates. coUrbanize created an online map of ideas based around the question “What’s great about Brownsville, and what could be even better?” In tandem with HPD’s in-person events, coUrbanize coordinated an online and on-site outreach campaign. Social media posts tagged local community groups and leaders. To reach residents without computer access, signs installed around “The Ville” asked for input via SMS on more than 20 different questions about the neighborhood. Residents texted and sent in over 120 ideas in less than a month. The result? Rather than a list of Brownsville’s problems, HPD gained a roadmap for Brownsville’s future.



18 CAMBRIDGE REDEVELOPMENT AUTHORITY KENDALL SQUARE URBAN RENEWAL PLAN

The Cambridge Redevelopment Authority (CRA) needed help to reshape Kendall Square, an area defined by innovation but lacking in streetscape. coUrbanize capitalized on heavy pedestrian traffic, soliciting input from people going about their daily routines via signs inviting them to text in ideas. By lowering the barrier to participation to a simple text message, the CRA was able to reach a wider and more diverse audience. Comments came from a wide variety of residents who appreciated being asked to shape their community in a simple and accessible way.



19 BOYLSTON PROPERTIES: THE ARSENAL PROJECT

The 1980s-era Arsenal Mall in the Boston suburb of Watertown was showing its age. Boylston Properties asked for assistance in spreading the word about turning the mall into an innovative mixed-used development that would form a gateway to the city. coUrbanize created eye-catching, explanatory imagery and distilled the facts on an online project page. Social media posts made the message personal for Watertown residents—showing how the new project would bring them world-class retail and entertainment, provide them with a pedestrian-friendly gathering place, and reconnect them to a park adjoining the Charles River. As a result of a resident’s request in the coUrbanize comment forum, Boylston Properties turned a typical community meeting into a walking tour of the site. Public sentiment for the project is now more than 80% positive.



Times have changed. The Arsenal mall hasn't much... until now. How would you make the new Arsenal Project a better gateway to #Watertown? Comment on courg.co/arsenal



The Project That's Reinventing the Arsenal Mall

How you can help reinvent this gateway to Watertown.

COURBANIZE.COM

JEFF GONYEAU, PRESERVATION SERVICES

JEFFREY GONYEAU PRESERVATION SERVICES

Jeffrey Gonyeau Preservation Services provides services in **Preservation Planning, Fundraising, and Project Management**. In over 15 years of project-focused preservation work, founder Jeffrey Gonyeau has developed a deep level of knowledge, skills, and connections in the preservation world through high-level work at an effective non-profit organization, as an independent consultant, and as a citizen activist.

In 12 years working in various capacities at Historic Boston Incorporated (HBI), Jeff developed wide-ranging expertise in planning and executing complex rehabilitation projects involving historic buildings—many of which were in danger of being lost if not for HBI's intervention. He is thus familiar on a practical level with the many steps typically involved in undertaking successful projects, and is able to offer experience-based insights to property owners, preservation advocates, local governments, and others seeking solutions to situations involving the rehabilitation and preservation of historic resources. He has also worked on the City of Somerville's first Historic Preservation Plan, a multiyear effort involving a range of public and private stakeholders.

Address: 86 Ocean St.
Dorchester, MA 02124

Phone: 617.512.0851

Contact Email: jeffrey.gonyeau@gmail.com



Jeffrey Gonyeau has been an independent historic preservation consultant since 2013 focusing on preservation planning, community engagement, fundraising, and project management work. His projects have been recognized with awards from the Massachusetts Historical Commission, the Boston Preservation Alliance, the Victorian Society in America, and Engineering-News Record magazine.

In addition to his work with individual clients, in June of 2015 Jeff joined the statewide preservation advocacy organization Preservation Massachusetts as its Preservation Circuit Rider for Eastern Massachusetts.

From 2001 to 2013 Jeff worked in various capacities at the non-profit preservation organization Historic Boston Incorporated (HBI), where he served as Project Manager, Senior Project Manager, and as Acting Executive Director; in 2007 he was named Senior Program Manager for HBI's Historic Neighborhood Centers Program.

A graduate of Hamilton College, Jeff has master's degrees from Smith College and New York University. He has taken real estate development and finance classes at Harvard's Graduate School of Design, MIT's Center for Real Estate, and Boston University; in 2015 he completed Historic New England's Program in New England Studies.

Jeff serves on the board of directors of the Dorchester Historical Society, Greater Ashmont Main Streets, and

the New England Chapter of the Society of Architectural Historians; he also serves on the Vestry of the Parish of All Saints, Ashmont. He resides in Boston in Dorchester's historic Ashmont Hill neighborhood.

Selected Projects:

- City of Somerville, MA Historic Preservation Plan
- Historic Neighborhood Centers Program for Historic Boston Incorporated
- Eastern Massachusetts Preservation Circuit Rider for Preservation Massachusetts

JEFFREY GONYEAU - SELECTED PROJECTS

20 SOMERVILLE HISTORIC PRESERVATION PLAN

In 2015, the City of Somerville undertook a series of planning initiatives to help guide change and positively shape the future of the city. A critical part of this work was the preparation of a comprehensive Historic Preservation Plan that evaluated the city's historic resources and worked to articulate creative and forward-looking strategies for giving them productive lives in the context of 21st-century Somerville.

As part of a team, Jeffrey Gonyeau compiled information to draft a new development history of Somerville and to enumerate the survey and other types of preservation planning work required to identify historic resources and position them for preservation.

The City's preservation practices were critiqued, and recommendations were developed to make them more effective, focusing, in particular, on the ways zoning regulations and city planning activities could support preservation. A key aspect of the process included community engagement through public meetings, workshops, and surveys to gather information about public sentiment, educate the community, and surface community priorities. The plan will also help guide investments in preservation activities using funds from the Community Preservation Act, adopted by Somerville in 2012.

Although still in draft form, staff of the Somerville Community Preservation Committee plans to release the plan in 2017.



JEFFERY GONYEAU - SELECTED PROJECTS

21 HISTORIC NEIGHBORHOOD CENTERS PROGRAM FOR HISTORIC BOSTON INCORPORATED

As HBI's Senior Program Manager, Jeffrey Gonyeau developed and implemented the Historic Neighborhood Centers program from 2007 to 2013. The program was designed to promote economic revitalization in Boston's neighborhood commercial districts using the tools of historic preservation and real estate development, and to build awareness of local history among community residents.

- The Historic Neighborhood Centers Program:
- Surveyed key historic properties and evaluated them for potential investment by HBI and others;
- Provided preservation-oriented visioning and design for key properties;
- Completed redevelopment projects, from feasibility studies through construction;
- Provided technical assistance to property owners and community-based organizations to solve critical building repair and preservation needs;
- Planned targeted investments in public realm improvements and in history-focused community education initiatives.

The program stimulated over \$3M in investments in Boston's Fields Corner and Hyde Park commercial districts through community education activities, preservation planning initiatives, building rehabilitation projects, and real estate development.



PUBLIC PLANNING, RESEARCH, AND IMPLEMENTATION, INC.

PUBLIC PLANNING, RESEARCH, AND IMPLEMENTATION, INC.

PPRI is a 501(c)3 non-profit organization incorporated in 2002 to provide planning and consulting services to public and non-profit organizations. We specialize in land use planning, housing and community development, conservation, and municipal management and decision-making; given our interest in affordable housing, comprehensive planning, and meaningful public engagement, this work fits well with our mission statement and expertise.

The firm has been pre-approved under the Department of Housing and Community Development's consultant list for state-funded planning projects, and is under contract with the Massachusetts Cultural Council to provide planning and technical assistance to cities and towns seeking to participate in the state's "Cultural Districts" program. Other recent projects include work on the Town of Arlington's Master Plan, the development of a Census data tool for Puget Sound Regional Council, demographic analysis for housing and growth management projects in Easton and Westwood, and the drafting two Neighborhood Revitalization Plans for the City of Lawrence. PPRI is currently working under the MHP 40B Technical Assistance program to provide consulting services to the Town of Medway on the Timber Crest Estates project; prior to this, we provided technical assistance related to projects in Duxbury (McLean's Way), Leominster (Carter School redevelopment) and Halifax (Blackledge Farm).

The Founder and Executive Director, Ezra Glenn, would serve as the principal staff on this project. In community development positions in both Somerville (Director of

Planning and Development) and Lawrence (Director of Community Development), Ezra worked with staff, developers, state and local officials, community partners, and residents to plan, fund, and implement projects for affordable housing and community development. He remains active on the development side of affordable housing, serving on the Board of Directors of the Somerville Community Corporation (past president) and member of its Real Estate Development Advisory Committee, where he works with staff to identify sites, analyze zoning requirements, refine development proposals, represent projects to local boards, and provide input on architectural designs, pro formas, and funding requests. Throughout all of this work he uses planning, facilitation, technical skills, and clear communication to advocate for high quality and sustainable affordable housing while being mindful of legal, financial, and technical constraints for clients.

Phone: 617.721.7131

Contact Email: eglenn@mit.edu

Selected Projects:

- Arlington Master Plan
- MHP 40B Technical Assistance:
 - Town of Medway Timber Crest Estates project
 - Town of Duxbury McLean's Way
 - Town of Leominster Carter School Redevelopment
 - Town of Halifax Blackledge Farm project
- Massachusetts Cultural Council Cultural Districts technical assistance program



Ezra Glenn, AICP, is the Founder and Executive Director of PPRI. Ezra is a member of the American Institute of Certified Planners with over fifteen years experience in housing, community development, and local land use permitting; he has worked as both a municipal planner and a consultant and has maintained an active practice with PPRI since leaving municipal employment in 2007 to teach in city planning and community development in MIT's Department of Urban Studies and Planning.

While employed in the city of Somerville, Ezra worked closely with (and often as staff to) the planning and zoning board, as well as the conservation and historical preservation commissions, redevelopment authority, and other local board and committees. He coordinated reviews of dozens of development projects (including multifamily residential projects and 40B developments), working closely with developers, local boards, elected officials, city and state agencies, lawyers, architects, engineers, funders, and community members to ensure that the best possible projects were approved.

As a consultant with the firm of McGregor & Associates, he served on a two-person team previously qualified under MHP's 40B Technical Assistance Consulting Program, and worked in a number of communities reviewing 40B developments for local boards. He also worked on over a dozen master planning projects and drafted zoning and other bylaws to implement community visions for development.



REFERENCES + RESUMES



REFERENCES

FOR CIVICMOXIE, LLC:

Waterfront Bridgeport

Lynn Haig, Planning Director, Bridgeport, CT
Margaret E. Morton Government Center
999 Broad Street, Bridgeport, CT
Phone: 203-576-7317
Email: Lynn.Haig@bridgeportct.gov

Vision 20/20 Concord, NH

Craig Wheeler, Town Manager, Raymond, NH
4 Epping Street
Raymond, NH 03077
Phone: (603) 895-4735 x117
Email: cwheeler@townofraymondnh.com
(Client for Vision 20/20 Concord, NH when he was City Planning Director.)

Brookline, MA 9th Elementary School Site Identification Study

Kara Brewton, Economic Development Director
Department of Planning and Communication
333 Washington Street
Brookline, MA 02445
Phone: 617-730-2468
Email: kbrewton@brooklinema.gov

FOR WESTON AND SAMPSON:

Town of Wayland, MA

Jess Brodie
Director, Recreation Department
Town of Wayland, MA
508-358-3662
jbrodie@wayland.ma.us

City of Worcester, MA

Robert Antonelli
Assistant Commissioner

Public Works & Parks
50 Skyline Drive
Worcester, MA 01605
508-799-1190
antonellir@worcesterma.gov

Town of Norwood, MA

Mark Ryan
DPW Director
Permanent Building Committee
566 Washington Street
Norwood, MA 02062
781-762-1413
mryan@norwoodma.gov

Division of Capital Asset Management and Maintenance

Krista Lillis, AICP
Project Manager, Energy & Sustainability
Facilities Management & Maintenance
One Ashburton Place, 15th Floor
Boston, MA 02108
617-727-4050, ext. 31428
krista.lillis@state.ma.us

FOR KARL SEIDMAN:

Broad Street Commercial Revitalization

Broad Community Connections
Jeffrey Schwartz, Executive Director
2803 St. Philip Street, New Orleans, LA 70119
Phone: (504) 561 74951
Email: jeff@broadcommunityconnections.org

Denver Small Business Technical Assistance Study

City of Denver Office of Economic Development
Mr. Jeff Romine, Chief Economist and Strategic Advisor
201 W Colfax Ave, Denver, CO 80202
Phone: (720) 913-1526
Email: Jeff.Romine@denvergov.org

Brockton, MA (2016)

Brockton 21st Century Corporation
Michael A. Gallerani, Executive Director
50 School Street
Brockton, MA 02301
Phone: 508-586-0021
Email: mgallerani@brockton21.com

Portland ME (2010)

Economic Development Department, City of Portland
Greg Mitchell, Director
389 Congress Street
Portland, ME 04101
Phone: 207-874-8945
Email: gmitchell@portlandmaine.gov

Gloucester Harbor Economic Development Plan

City of Gloucester
Sarah Buck Garcia, Harbor Planning Director, Community Development Director
3 Pond Ave., Gloucester, MA 01930
Phone: (978) 281-9781
Email: sgarcia@gloucester-ma.gov

OC Haley Merchants and Business Association

JP Morgan Chase Global Philanthropy
Liza Cowan
201 Saint Charles Avenue, Floor 28; Mail Code: LA3-5294
New Orleans, LA, 70170-1000
Phone: (504) 623-1160
Email: liza.cowan@jpmchase.com

South Portland Economic Development Plan

Josh Reny, Assistant City Manager and Economic Development Director
5 Cottage Road
South Portland, ME 04116
Phone: 207-767-7606
Email: jreny@southportland.org

FOR JEFF GONYEAU:

Historic Boston, Incorporated

Kathy Kottaridis, Executive Director
20 Eustis Street
Roxbury, MA 02119
617-442-1859
kathy@historicboston.org

Preservation Massachusetts

Jim Igoe, President
The Landmark Building
34 Main Street Extension, Suite 401
Plymouth, MA 02360
617-723-3383
jigoe@preservationmass.org

City of Somerville

Kristen Stelljes
Somerville Community Preservation Act Manager
93 Highland Avenue
Somerville, MA 02143
617-625-6600 ext. 2107
kstelljes@somervillema.gov

FOR PPRI, INC.:

City of Portland, ME

Jeffrey R. Levine, Director
Planning and Urban Development Department
389 Congress St, Room 308
Portland, Maine 04101
207.874.8720
jlevine@portlandmaine.gov

City of Boston, MA

Elaine Wijnja, AICP, Principal Land Use Planner
Department of Housing & Community Development
100 Cambridge Street, Suite 300
Boston, MA 02114
617.573.1360
elaine.wijnja@state.ma.us

MHP 40B Technical Assistance Program

Laura Shufelt, Community Assistance Manager
Massachusetts Housing Partnership
160 Federal Street
Boston, MA 02110
857-317-8582
LShufelt@mhp.net

FOR COURBANIZE:

City of Summit, NJ

Amy Cairns, Public Information Officer
512 Springfield Avenue
Summit, NJ 07901
908-277-9418
acairns@cityofsummit.org

NYC Housing Preservation & Development & Neighborhood Strategies

Alexandra Warren, Chief of Staff
100 Gold St Room 9Z
New York, NY 10038
212.863.5694
warrena@hpd.nyc.gov

Planner, Licensed Architect, New York, NCARB Certification #41,596

Professional Practice

Susan Silberberg is the Founder and Managing Director of CivicMoxie, LLC, a collaborative planning and urban design group with deep experience in placemaking, urban design, arts and culture, real estate development, land use and zoning, and community revitalization. Susan taught in the Department of Urban Studies and planning for 13 years and is the lead author of the 2013 MIT publication “Places in the Making: How placemaking builds places and communities.” Her firm focuses on innovative and multidisciplinary strategies to ensure planning leads to action. Susan is currently leading the Comprehensive Waterfront Master Plan for Bridgeport, CT; the Ground Floor Activation Strategy for Worcester, MA for MassDevelopment, the Arts + Cultural District Master Plan for New Rochelle, NY, and the Multi-modal Transportation and Land Use Plan for Manchester, NH. She speaks and conducts workshops on the power of placemaking around the world and was invited to the United Nations European Council on Economic Development in Geneva in 2015 to speak on economic development and has a 2014 TEDx talk on placemaking.

Education

MIT, Master in City Planning Pratt Institute, Bachelor of Architecture

Selected Projects

Land Planning and Regulatory

- PlanBTV South End, Burlington, VT
- Town of Brookline 9th Elementary School Site Identification Study, Brookline, MA
- Revitalization/Placemaking for Santurce, San Juan, Puerto Rico
- Brickbottom Neighborhood Plan, Somerville, MA
- Union Square Gateway Development Plan, Somerville, MA
- 20/20 Vision for Concord, NH
- Waterfront Activation Plan for the Charlestown Navy Yard, Boston, MA
- West Rock Public Housing Re-Design, New Haven, CT

Resiliency, Climate Change, Real Estate Development Advisory

- Comprehensive Waterfront Master Plan, Bridgeport, CT
- Theatre District Ground Floor Activation Plan, Worcester, MA
- Route 9 Gateway East Study, Brookline, MA
- Feasibility Study for Affordable Artist Space, Jacksonville, FL

Commercial District Revitalization

- Allston Village Main Streets Revitalization Plan
- St. Claude Avenue Revitalization Plan, New Orleans, LA
- Broad Street Revitalization Plan, New Orleans, LA
- Roslindale Village Main Streets Revitalization Plan
- Hyde/Jackson Square Revitalization Plan
- Egleston Square Revitalization Plan
- Mission Hill Revitalization Plan

Strategic and Master Planning

- Strategic Plan for Long Term Uses on Long Island, Boston, MA
- Business Plan for Artists for Humanity, Boston, MA
- Groundwork Somerville Strategic Plan, Somerville, MA
- Urban Parks Institute Strategic Planning, New York, NY
- Master Plan for the Pilgrim Monument and Provincetown Museum

Lee Dwyer, Project Manager

Professional Practice

Lee Dwyer is a Project Manager at CivicMoxie, LLC, where he oversees complex projects with large teams of multi-disciplinary professionals. He has diverse experience in project management, community engagement, and urban planning. Lee is currently working on the Comprehensive Waterfront Plan for Bridgeport, CT and the Arts + Cultural District Master Plan for New Rochelle, NY. Prior to his work at CivicMoxie, Lee was involved in a partnership between MIT's Department of Urban Studies and Planning and the Dudley Street Neighborhood Initiative (DSNI) in Boston. He used GIS and data analysis to boost community-based planning efforts around issues such as vacant lots, foreclosures, and school expansion, and piloted using participatory mapping as a public engagement tool.

Lee was the project manager for the MIT team that developed the "Making Brickbottom: 2015 Neighborhood Plan" for the City of Somerville. He coordinated stakeholder outreach efforts, led successful public meetings, and helped build a cohesive vision of Brickbottom as an innovative "maker" district. This project emphasized reconnecting the neighborhood to surrounding areas, improving multimodal access, and taking advantage of transit-oriented development opportunities offered by the Green Line Extension.

Lee also briefly worked in MIT's Civic Data Design Lab, which pioneers uses of open-source mapping data for education and public use, such as the New York City-based City Digits teaching tool and the Digital Matatus map of Nairobi transit. Prior to MIT, he was a program coordinator for Groundwork Somerville and for the Chicago Public Schools, where he gained experience in community outreach and education in diverse urban communities.

Education

MIT, Master in City Planning

Brown University, Bachelor's in Urban Studies

Selected Projects

New Rochelle Arts and Cultural District, New Rochelle NY

Project Manager for the creation of a new arts + cultural district plan that includes coordination with a new downtown overlay zone, designating a location for the new district, recommending zoning and district management policies, and creating a tool kit for implementation.

Brickbottom Neighborhood Plan, Somerville MA

Project Manager for the MIT team that developed *Making Brickbottom: 2015 Neighborhood Plan* for the City of Somerville, Department of Economic Development and Planning. Lee coordinated community outreach efforts, led successful public meetings with over 70 participants, conducted interviews with key stakeholders, and helped build a cohesive vision of Brickbottom as an innovative "maker" district. This project built on existing community momentum and emphasized reconnecting the neighborhood to surrounding areas, improving multimodal access, and taking advantage of transit-oriented development opportunities offered by the Green Line Extension.

Mapping Impact of the DSNI Land Trust, Boston MA

As a Planner working in partnership between MIT and the Dudley Street Neighborhood Initiative (DSNI) in Roxbury, Lee used GIS and data analysis to boost community-based planning efforts around issues such as vacant lots, foreclosures, and school expansion. He researched, mapped, and conducted statistical analysis on the impact of the DSNI land trust on affordable housing and neighborhood stability.

Broad Community Connections Optioning Feasibility Study, New Orleans LA

Partnered with Broad Community Connections, a Main Street organization promoting the revitalization of the Broad Street area in New Orleans, on a client-based project. Lee worked with a team to research and develop strategies for a site acquisition fund, preparing a final report for BCC. Conducted field work in New Orleans, interviewing local real estate and development experts, meeting with BCC staff and board, and visiting potential redevelopment sites.

Sue Kim, Senior Planner/Project Manager

Professional Practice

Sue Kim, Senior Planner/Project Manager, brings an extensive range of city planning, development, and project management experience to the team. She has worked in the public sector and as a planning consultant on a wide range of projects throughout several diverse communities. Sue is currently working on a TOD study around the Kensington Train Station in Berlin, CT and the Mariner’s Way Discovery + Action Plan, a brownfields and corridor revitalization plan, in Old Saybrook, CT.

Most recently Sue was a Development Manager for Real Estate & Asset Management at the Massachusetts Port Authority. Prior to her work at MassPort, she was a Senior Planner at the Boston Redevelopment Authority (“BRA” now the Boston Planning & Development Agency) for twelve years, managing neighborhood and strategic plans throughout the city. Her wide-ranging planning projects spanned multiple neighborhoods and included fundamental comprehensive and strategic planning. Her success at coordinating and managing projects in diverse communities has come from a multidisciplinary approach – bringing together expertise from consultants and other city departments, such as transportation, parks and recreation, environment, public works, neighborhood services, and elected officials. Sue managed the BRA team and consultant team for the APA-award-winning Civic Vision for Turnpike Air Rights, a study that covered over 44 acres of land through seven Boston neighborhoods. She also successfully led the South Bay Planning Study, Phase I process, with a vision for a new 20-acre district in downtown Boston, which was also one of the first fully bilingual planning processes by the BRA.

Education

University of Michigan- Ann Arbor, Master of Urban Planning
MIT, Bachelor of Science in Art and Design: Architecture-Urban Studies

Selected Projects

A Civic Vision for Turnpike Air Rights, Boston MA

The Civic Vision study, a multi-agency planning effort led by the Boston Redevelopment Authority, encompassed over 44 acres of land that cut through seven Boston neighborhoods. As the project manager for the BRA’s team, Sue managed the planning process, the consultant team of Goody, Clancy & Associates, the advisory committee, as well as community meetings. Over the course of more than 50 task force and community meetings, the study resulted in city-wide vision with neighborhood-based design and development guidelines.

South Bay Planning Study: Phase I, Boston MA

The South Bay Planning Study included 20 acres of underdeveloped land owned by the Massachusetts Turnpike Authority in downtown Boston adjacent to Chinatown, the Leather District, and South End neighborhoods. As the project manager, Sue managed the City’s team and coordinated with the Turnpike Authority, the task force, the consultant team of Goody, Clancy & Associates, and the community meetings. This was one of the first BRA planning studies conducted completely bilingually - in English and Chinese (written and orally in Cantonese), including the Phase I report, that resulted in a vision for a new vibrant district.

Roslindale Neighborhood Strategic Plan, Roslindale MA

As the project manager for the neighborhood planning process for Roslindale, Sue managed the community task force, consultant team of CSS LLC, and community process in the update of the neighborhood’s vision and zoning which had not been modified since the 1950s. The planning process covered all comprehensive components of a neighborhood plan – land use, transportation, economic development and viability and new zoning to preserve the neighborhood while encouraging desirable new development.

BACKGROUND

2015-Present
Vice President/Transportation
Weston & Sampson

2012-2015
Vice President
Strategic Business Development
URS Corporation

2005-2012
President/Chief Executive Officer
Fay, Spofford & Thorndike, Inc.

2001-2005
Executive Vice President
Fay, Spofford & Thorndike, Inc.

1996-2001
Senior Vice President/
Branch Office Manager
Fay, Spofford & Thorndike, Inc.

1974-1996
Various Positions, Engineer-
Associate
Fay, Spofford & Thorndike, Inc.

EDUCATION

1986
Master of Science
Civil Engineering, Transportation
Northeastern University

1974
Bachelor of Science
Civil Engineering
Lowell Technological Institute

PROFESSIONAL REGISTRATION

Professional Engineer:
Massachusetts No. 33782 (1986)
New Hampshire No. 6796 (1987)
Maine No. 5517 (1986)
Rhode Island No. 5349 (1989)
Florida No. 79664 (2015)

PROFESSIONAL AFFILIATIONS

American Society of Civil Engineers
American Public Works Association
American Council of Engineering
Companies
Boston Society of Civil Engineers
Institute of Transportation Engineers
The Engineering Center Education
Trust, Board of Trustees

Dean's areas of expertise include project management/planning, impact evaluation, and permitting of diverse projects, primarily in the transportation and municipal services fields. Servicing clients in an on-call/demand responsive contractual setting has been a significant component of Dean's experience. The following is representative experience gained over his 40-year career, with a number of project descriptions detailing work that took place prior to joining Weston & Sampson.

SPECIFIC PROJECT EXPERIENCE

Mill Street Corridor Master Plan, Worcester, Massachusetts. Currently leading the transportation element of the Mill Street Corridor Master Plan in Worcester, including development of alternatives that provide Complete Streets improvements for all users of the corridor.

Kendall Square Redevelopment Area, Cambridge Redevelopment Authority, Massachusetts. As principal for over 15 years, Dean led a team to support the urban renewal of Kendall Square and reported annually on traffic, parking, and mode share tenant surveys for the redevelopment area.

On-Call General Engineering Consulting Services, Malden Redevelopment Authority, Massachusetts. Principal-in-charge for numerous public infrastructure planning and design services assignments throughout the city. Assignments included multi-purpose park rehabilitation projects, with synthetic surface to support baseball, soccer, etc. and have included all civil, structural lighting, and landscaping elements of the improvements, in addition to grant administration. Also, parking and traffic operations analysis of proposed improvements.

Commercial Street/Corporation Way, MassDOT and Malden Redevelopment Authority, Malden and Medford, Massachusetts. Principal-in-charge for planning and preparation of construction documents for the reconstruction of Commercial Street and Corporation Way to improve alignment and drainage issues, upgrade traffic signalization, and provide new controls to accommodate ongoing development.

Peer Review Services of Assembly Square Revitalization, Somerville, Massachusetts. Principal-in-charge for extensive peer review evaluations of major economic revitalization development plans for this extraordinary site in Somerville adjacent to the Mystic River. Primary project focus was evaluations of impacts to transportation infrastructure, as well as other public utility systems, land use planning, economic benefits.

On-Call Construction Engineering & Support Services, Boston Public Works Department, Massachusetts. Principal-in-charge for this three-year term contract to provide engineering and support services to the BPWD's Highway/Construction Division. Services have included review/update of the city's standard construction specifications, development of safety specification to be applied to construction contracts, non-invasive subsurface utility investigations, and design for ADA-compliant pedestrian ramps on historic Beacon Hill.



BACKGROUND

2015–Present
Vice President
Shareholder
Weston & Sampson

2006-2015
Practice Leader | Senior Associate
Shareholder
Weston & Sampson

2005–Present
Visiting Lecturer and Studio
Instructor
Harvard Graduate School of Design

2001-2006
Senior Landscape Architect
Jacques Whitford Company, Inc.

1999-2001
Summer Intern
Carol R. Johnson Associates

1995-1999
Assistant Project Manager
Boston Parks and Recreation
Department

EDUCATION

2001
Master of Landscape Architecture
Harvard University
Graduate School of Design

1995
Bachelor of Science cum laude
Landscape Architecture
University of Massachusetts

PROFESSIONAL REGISTRATION

Massachusetts No. 1220
New Hampshire No. 012
Maine No. 3686
New York No. 002211-1
Florida No. 6667031

South Carolina
Colorado
CLARB Certified

PROFESSIONAL AFFILIATIONS

American Society of Landscape
Architects
Boston Society of Landscape
Architects, President-Elect

Cheri is a registered landscape architect with more than 20 years of experience in multi-disciplinary project management, construction administration, site analysis, and public design. She has special expertise with public site design that requires a creative approach and balances the perspectives of diverse stakeholders. Throughout her career, Cheri has facilitated community participation processes that led to successful results. She involves residents and neighborhood children in the design of the park and playground projects, creating new presentation strategies that engage and inspire stakeholders of all ages.



SPECIFIC PROJECT EXPERIENCE

Open Space & Recreational Plan Development, Medford, Massachusetts. Project manager/team leader for a comprehensive open space plan for the city. Work included an inventory of all of the city's open space assets, data compilation/mapping and assessment, community engagement, and master plan development.

Open Space and Recreation Plan Development, Wayland, Massachusetts. Team leader for the research/data collection and subsequent development of a comprehensive town-wide open space, park, and recreation plan.

Open Space & Recreation Plan, Worcester, Massachusetts. Team leader for the development of a comprehensive, city-wide open space and recreation master plan. Work included an extensive community participation/outreach program.

Mayor Thomas M Menino Park, Charlestown, Massachusetts. Project manager for the Boston Redevelopment Authority's redevelopment of the contaminated Parcel 5 into this new, highly successful waterfront park—the first universally accessible park and playground in Boston. Addressed ADA accessibility/compliance issues, developed an extensive public engagement program, and completed the project—from conceptual design to park opening—within an accelerated schedule.

Quincy Street Open Space, Somerville, Massachusetts. Project manager for the development of a new type of urban open space on a former private home site donated to the city, with the intent of establishing a bird habitat. Designed site with vegetation to provide food and nesting cover for various local bird species found. Also integrated a wooden boardwalk circulation system to provide access through the park while allowing stormwater to move across the site and infiltrate into the ground without adding impervious surfacing.

Albion and Grimmons Parks Improvements, Somerville, Massachusetts. Project manager for the community process, master planning, and full construction document design of the two parks set in very different neighborhoods. The design included multi-use courts, community gardens, splash pad areas, shaded seating plazas, and new play equipment.

Kennedy Senior Center Park, Quincy, Massachusetts. Project manager/team leader for a new \$1.6 million, 4.25-acre park with activities to promote successful aging and provide senior residents with opportunities for staying engaged in the community. Developed park plans that included a universally accessible walking trail, open air pavilions, a greenhouse, formal gardens, open lawns, fitness amenities, and bocce and horseshoe courts.

BACKGROUND

2007-Present
Team Leader
Weston & Sampson

2006-2007
Project Manager
Weston & Sampson

1992-2006
Gannett Fleming

EDUCATION

Bachelor of Science
Civil Engineering
Villanova University, 1992

PROFESSIONAL REGISTRATION

LEED® Accredited Professional

PROFESSIONAL TRAINING

10-Hour OSHA Construction Safety
Training. # 001424873

With more than 20 years of experience, Jeffrey specializes in the planning, design, and construction of municipal Department of Public Works facilities. He has served in a project management and engineering role for more than 100 DPW facility related projects throughout the Northeast. Work assignments involve collecting data, performing concept studies and preliminary and final designs, and providing construction-phase services.



SPECIFIC PROJECT EXPERIENCE

DPW Feasibility Study, Boxford, Massachusetts.

Project manager for the town's DPW feasibility study. Assessed the needs of the DPW and developed conceptual design alternatives for a new DPW facility to be located on the town-owned parcel off of Spofford Road. Interviewed key DPW staff, and prepared a space needs assessment, building and site alternatives, and a conceptual cost estimate for the preferred alternative.

DPW Facility Site Selection Study, Boxford, Massachusetts. Project manager for the DPW site selection study, which involved assessing two potential sites on the town-owned parcel off of Spofford Road. Work for both sites included siting of the building and support functions, identifying potential access roads, identifying regulatory and physical restrictions, and preparing conceptual costs estimates. Also evaluated the subsurface conditions for one of the sites.

New Consolidated DPW Facility, Chatham, Massachusetts. Project manager for a feasibility study, final design, and construction administration services for a new consolidated facility for the Chatham DPW. Performed a feasibility study to identify the current and future needs of the DPW. Upon receiving approval from the town, prepared final design documents for the new facility. Work included the design of an administration area, employee facilities, a vehicle maintenance facility, department workshops, a vehicle storage area, and a wash bay.

Site Evaluation for Consolidated DPW Facility, Chelmsford, Massachusetts. Project manager for a feasibility study and site selection efforts for a new consolidated DPW facility. Work included performing a space needs assessment and site analyses and developing conceptual plans and estimates. Also developed preliminary floor plans, site plans, and building elevations for the selected site.

New Public Works Facility, Weston, Massachusetts. Project manager for a feasibility and planning study for a new DPW facility. Work involved performing a space needs assessment to determine the DPW's needs and developing conceptual site and floor plans and a conceptual cost estimate for a final report. Also prepared separate design documents for a new salt/sand storage structure.

Feasibility Study for a New Public Works Facility, Belmont, Massachusetts. Project manager for the development of a feasibility study and a conceptual design for a new consolidated public works facility. Services include performing a comprehensive space needs assessment, and developing multiple building and site alternatives.

.....

BACKGROUND

2010-Present
Project Engineer
Weston & Sampson
Peabody, Massachusetts

2005-2010
Engineer
Weston & Sampson
Peabody, Massachusetts

2004
Engineering Assistant
United States Army Corps of
Engineers
Concord, Massachusetts

2001-2003
Engineering Assistant
Massachusetts Institute of
Technology Lincoln Laboratory
Lexington, Massachusetts

EDUCATION

2004
Bachelor of Science
Civil Engineering
Minor Environmental Geology
Northeastern University

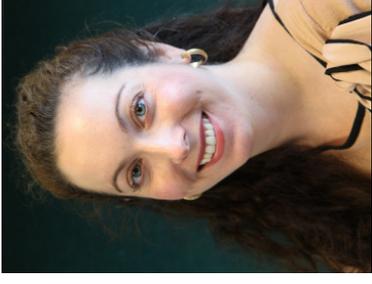
PROFESSIONAL REGISTRATION

Certified Engineer in Training (EIT)
OSHA 10-Hour Construction Safety
and Health Training
Certified Energy Manager (CEM)

PROFESSIONAL SOCIETIES

American Water Works Association

Johanna is experienced in the design and evaluation of renewable energy technologies for municipal and private entities. She has performed a number of feasibility studies providing data on site evaluation, technical analysis, economic analyses, and construction cost estimating, and has also coordinated geotechnical explorations and permitting for renewable energy projects.



SPECIFIC PROJECT EXPERIENCE

Utility Energy Efficiency Projects, National Grid Project Expediter Program. Project engineer for implementation of utility energy efficiency projects under National Grid's PEX program. Assists clients in assessing and implementing energy conservation measures and improvements at various facilities, including municipal office buildings, schools, water and waste water treatment plants, pump stations and related public infrastructure which use all forms of energy. Coordinates site evaluations; evaluates existing electric and gas usage; prepares engineering analyses for energy savings estimates and rebate amounts for various projects; and prepares rebate applications on behalf of the customer for submittal to National Grid.

Level II Energy Audit and Feasibility Study for Roxbury Community College, Boston, Massachusetts. Project engineer for a Level II energy audit and feasibility study as part of the geothermal design for the college campus, which encompasses six buildings totaling approximately 431,000 square feet of space. Responsible for an existing conditions assessment, savings calculations with costs estimating, and report writing. Coordinated the auditing team and confirmed the savings reported.

Net Zero Energy Evaluation, Longmeadow, Massachusetts. Prepared net zero energy evaluation for the town's new Department of Public Works facility. Addressed estimated energy use intensity and energy savings opportunities to achieve a net zero energy or neutral carbon footprint through the use of energy efficient, alternative, and renewable energy sources.

Renewable Energy Projects, Nashoba Valley Technical High School, Westford, Massachusetts. Prepared a screening level study that evaluated the potential for renewable energy projects at the high school. Inspected the 205,000-square-foot building and evaluated energy use, heating and cooling systems, and site potential. The study also included an economic analysis of the benefits of a wind turbine, solar photovoltaic, and geothermal systems.

On-Call Renewable Energy "House Doctor" Contract, Commonwealth of Massachusetts. Project engineer for this \$500,000 statewide contract used by multiple state agencies to help develop renewable energy projects for the Commonwealth of Massachusetts. The project included wind feasibility studies, design and procurement support for the development of nearly 4.0 megawatts of installed wind capacity, and nearly 1.0 megawatts of solar photovoltaic projects installed and operating in the state.

Karl F. Seidman



PROFESSIONAL EXPERIENCE

KARL F. SEIDMAN CONSULTING SERVICES Cambridge, MA 1995 to Present

- President.** Design, manage and write community and economic development plans and studies. Major accomplishments:
- Formulated economic development plans for over 25 neighborhoods, communities and regions.
 - Conducted market analysis, strategic planning, program design and evaluations for development finance and small business development programs.
 - Prepared feasibility studies, financing plans, and marketing plans for over fifteen development projects in Massachusetts, New Jersey and Virginia.
 - Evaluated the impacts of government, philanthropic and private sector economic and community development programs, policies and initiatives

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

Department of Urban Studies and Planning
Cambridge, MA 1994 to Present

Senior Lecturer. Teach graduate-level courses in Economic Development Finance, Economic Development Planning, and Commercial District Revitalization . Advise students on master's theses. Major accomplishments:

- Supervised over 100 graduate student projects for development finance institutions and 22 economic development plans for local governments and community organizations;
- Oversaw implementation of new practicum course requirement for Master in City Planning degree;
- Designed, raised funding and managed Green Economic Development Initiative.

MASSACHUSETTS GOVERNMENT LAND BANK

Boston, MA 1987 to 1995

Deputy Director (1991 to 1995) **and Treasurer/Director of Administration** (1987-1991) for state authority that finances and undertakes public purpose real estate projects. Major accomplishments:

- Expanded assets from \$35 million to \$120 million;
- Supervised \$60 million in loans to over 70 affordable housing and economic development projects;
- Designed and implemented Pre-development Assistance and Emerging Technology Fund programs;
- Doubled lending volume and expanded development projects through new lending policies, portfolio management system, and cultivation initiative.
- Formulated and built consensus on plan for state regional economic development offices;
- Prepared implementation plan and budget for reuse of 4,400-acre army base (Fort Devens).

MT. AUBURN ASSOCIATES

Somerville, MA 1986 to 1987

MASSACHUSETTS GENERAL COURT

Boston, MA 1983 to 1986

Senior Research Director, COMMITTEE ON TAXATION

Senior Research Director and Research Analyst, COMMITTEE ON COMMERCE AND LABOR

EDUCATION

HARVARD UNIVERSITY, KENNEDY SCHOOL OF GOVERNMENT

1982

Master in Public Policy.

AMHERST COLLEGE

1978

Bachelor of Arts, *magna cum laude*, in political science.

PROFESSIONAL and CIVIC ASSOCIATIONS

Council of Development Finance Agencies
Boston Main Streets Foundation Director
International Economic Development Council (member and former Director)
Northeast Economic Developers Association (Past President and former Director)

EXPERIENCE

coUrbanize

CEO and Co-Founder; February 2013-Present

coUrbanize is a civic engagement platform that helps urban developers and communities work together to build better projects.

Cambridge, MA

Lincoln Institute of Land Policy

Research Analyst and Project Administrator; July 2010-February 2013

- Co-edited “Infrastructure and Land Policies” and published research on infrastructure and urban development
- Managed the Interdepartmental Program budget and work plan.
- Managed the annual Land Policy Conference: themes, paper abstracts, author selection, budget & logistics.
- Supervised contracted academics publication process and 3 event planners

Cambridge, MA

Mary Queen of Viet Nam Community Development Corporation

MIT Financing Economic Development Consultant; Sept. 2009-Dec. 2010

- Managed the project’s fieldwork to collect data and conduct interviews with stakeholders and the client.
- Evaluated client’s urban farm project & produced a financial analysis tool for assessment of 5 and 10-year plans.

New Orleans, LA

Department of Planning and Development

MIT Land-Use Planning Consultant; Sept. 2009-Dec. 2010

- Developed a neighborhood plan in Lowell, MA awarded the APA-MA’s Best Student Team Neighborhood Plan.
- Held two community meetings to receive feedback on proposed water efficiency and urban design interventions.

Lowell, MA

MADA al-Carmel: The Arab Center for Applied Social Research

MIT International Science and Technology Initiatives (MISTI) Intern; Jan. 2009, June-July 2009

- Researched the role of community planning in the comparative context of Haifa and Jerusalem.
- Wrote project proposals and reports for the Ford Foundation, Save the Children and the Arab Human Rights Fund.

Haifa, Israel

Nationalities Service Center

AmeriCorps Member; July 2007-June 2008; Refugee Legal Assistance Coordinator; June 2008-Aug. 2008

- Conducted in-take assessments and filed more than 100 immigration applications for low-income immigrants.
- Coordinated a permanent resident card application project for the Philadelphia Karen/Burmese refugee community.

Philadelphia, PA

EDUCATION

Master in City Planning, Massachusetts Institute of Technology

2010

Bachelor of Arts in Political Science & International Studies, Iowa State University

2007

Graduated with honors and distinction; Study Abroad, University of Ghana, Spring 2006

PUBLICATIONS

Ingram, Gregory K., and Karin Brandt. Editors. *Infrastructure and Land Policies*. Cambridge, MA: Lincoln Institute of Land Policy, 2013.

Ingram, Gregory K., Zhi Liu, and Karin Brandt. 2013. Metropolitan infrastructure and capital finance. In *Metropolitan government finance in developing countries*, eds. Roy Bahl, Johannes Linn, and Deborah Wetzel. Cambridge, MA: Lincoln Institute of Land Policy.

Ingram, Gregory K. and Karin Brandt. 2012. Infrastructure and municipal services. In *Encyclopedia of global social issues*, eds. James Ciment and Christopher Bates. NY: ME Sharpe.

AWARDS

TechStars Boston Startup Accelerator Founder, 2013

MIT International Development Initiative Technology Dissemination Grant, 2010

Best Student Team Neighborhood Plan, American Planning Association-MA, 2010 (MIT)

Spaulding Fellowship for outstanding academic performance & departmental citizenship, 2009-2010 (MIT)

Rodwin International Fellowship & Emerson Award Fellowship for research, 2008-2009 (MIT)

JEFFREY GONYEAU
86 OCEAN STREET ■ DORCHESTER, MA 02124
617.512.0851 ■ jeffrey.gonyeau@gmail.com

EXPERIENCE

2013—*present* **JEFFREY GONYEAU PRESERVATION SERVICES**
Historic Preservation Consultant

Boston, MA
Provide preservation planning, fundraising, project management, and community engagement services to historic property owners, real estate and development professionals, non-profit organizations, and municipalities.

2015—*present* **PRESERVATION MASSACHUSETTS**
Preservation Circuit Rider for Eastern Massachusetts

Plymouth, MA
Support the mission of Massachusetts' statewide historic preservation advocacy organization by providing technical assistance and advice to individuals, organizations, and municipalities seeking help with local preservation issues and projects.

2007—2013 **HISTORIC BOSTON INCORPORATED (HBI)**
Senior Program Manager

Boston, MA
Managed the Historic Neighborhood Centers Program, stimulating over \$3M in economic revitalization investment in Boston commercial districts through community education activities, preservation planning initiatives, building rehabilitation projects, and real estate development.

2006—2007 **Acting Executive Director**

Directed the daily operation of HBI, a non-profit, real estate-focused preservation organization.

2001—2006 **Project Manager and Senior Project Manager**

Oversaw HBI's portfolio of historic properties and completed planning processes, building rehabilitation projects, and other preservation initiatives.

EDUCATION

1992—1997 **NEW YORK UNIVERSITY**
Master of Arts

New York, NY
Musicology
Completed all coursework and exams for the Ph.D. in Musicology.
Named Henry Mitchell MacCracken Fellow and awarded full Teaching Fellowship.

1990—1992 **SMITH COLLEGE**
Master of Arts

Northampton, MA
Music History
Awarded full tuition Fellowship and Graduate Research Assistantship.

1985—1989 **HAMILTON COLLEGE**
Bachelor of Arts, cum laude

Clinton, NY
English
Awarded Henry M. Love Scholarship Prize for Future Graduate Study.

BOARDS AND COMMUNITY SERVICE

2016—*present* New England Chapter, Society of Architectural Historians: *Board of Directors*
2005—*present* Dorchester Historical Society: *Board of Directors; Historic Property Committee Member*
1999—*present* Greater Ashmont Main Streets: *Board of Directors; Hist. Preservation & Development Committee*
1998—*present* Friends of Peabody Square: *Coordinator; Keeper of the Peabody Square Clock*

AFFILIATIONS AND MEMBERSHIPS

Boston Athenaeum
Boston Society of Architects
Historic New England

Boston Preservation Alliance
Decorative Arts Society
National Trust for Historic Preservation

Curriculum Vitae

Personal

Ezra Haber Glenn, AICP
8 Hall Street
Somerville, Massachusetts 02144
eglenn@public-planning.org ; eglenn@mit.edu
617.253.2024 (w) ; 617.628.9881 (h) ; 617.721.7131 (c)

Education

MA, 1996
University of California at Davis
Social Anthropology; concentration in Sociology of Planning and Policy-Making.
Honors: Wakeham Teaching Fellowship (two years), National Science Foundation
finalist (honorable mention).

BA, 1991
University of Pennsylvania
Anthropology. Honors: Phi Beta Kappa, *magna cum laude*, Dean's List, Benjamin
Franklin Scholar.

Professional Experience

2002-present
Public Planning, Research, and Implementation, Inc.
Founder and Executive Director

2007-present
Massachusetts Institute of Technology, Cambridge, Massachusetts
Department of Urban Studies and Planning
Lecturer and Special Assistant to the Department Head

2006-2007
City of Lawrence, Massachusetts
Community Development Department
Director of Community Development

2004-2006
City of Somerville, Massachusetts
Mayor's Office of Strategic Planning & Community Development
Director of Planning & Development

2003-2004
City of Somerville, Massachusetts
Office of Housing & Community Development
Director of Commercial & Economic Development

1999-2003
McGregor & Associates, P.C., Boston, Massachusetts
Environmental & Land Use Planner

1996-1999
City of Somerville, Massachusetts
Planning Department
Senior Planner

1996-1997
Lincoln Institute of Land Policy, Cambridge, Massachusetts
Research Assistant

1992-1993
Catholic Charities Refugee & Immigration Services, Boston, Massachusetts
VISTA Volunteer

CERTIFICATE OF NON-COLLUSION

The undersigned certifies under penalties of perjury that this proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

The undersigned, by submittal of this Proposal, agrees, should the undersigned become the successful proposer, to all of the terms of the RFP specifications and accepts these terms as incorporated in a contract with the Town.

Susan Silberberg
Name of person signing proposal

Principal
Title

CivicMoxie, LLC
Name of business

Business Address: 1 Holden Street, Suite #218

City and State: Brookline, MA 02445

Telephone No: 617.739-6694 Fax No: _____

E-mail Address: susan@civicmoxie.com

Date: 12/12/2016

Signature

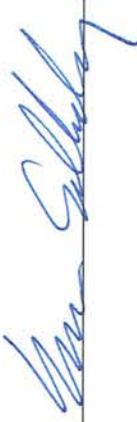
CERTIFICATION OF TAX COMPLIANCE

I certify, under the penalties of perjury, that the below mentioned firm or person, to my best knowledge and belief, has complied with all the laws of the Commonwealth relating to taxes.

NAME/FIRM: Susan Silberberg / Civic Moxie, LLC

ADDRESS: 1 Holden St, Suite #218, Brookline, MA 02445

TELEPHONE: 617-739-6694 DATE: 12/12/2016

SIGNATURE OF AUTHORIZED OFFICIAL: 

TITLE: Principal

SOCIAL SECURITY or FEDERAL IDENTIFICATION #: 46-2995114

Approval of a contract, or other agreement, will not be granted unless the applicant signs this certification form.

Your Social Security number or Federal Identification number will be furnished to the Massachusetts Department of Revenue (DOR) to determine whether you have met tax filing or tax payment obligations. The Town is required to furnish a list to the DOR at the end of its fiscal year, showing the vendors to whom more than \$5,000 is paid during the 12 months, ending June 30. Providers who fail to correct their non-filing or delinquency will not have a contract or other agreement issued, renewed, or extended. This request is made under the authority of Massachusetts General Laws, Chapter 62C, Section 49a.

