

Town of Concord | Response to the RFP #361

Comprehensive Long Range Plan and Related Technical Support Services

December 15, 2016

ORIGINAL

New Orleans (LA), Tyler (TX), and Birmingham (AL). She was a co-founder of the Massachusetts Smart Growth Alliance, and served as a member and chair of the Cambridge Planning Board. Larissa is also part of Stantec's resilience group, focusing on holistic planning for climate change adaptation, and she participated as a subject matter expert last year in regional resilience training meetings sponsored by the Rockefeller Foundation and the U.S. Department of Housing and Urban Development.

UPG's staff of planners, urban designers, architects, GIS specialists, and landscape architects will support the planning work for Concord. Stantec specialists in transportation, infrastructure, and real estate analysis will also be part of our team.

One additional specialist will add expertise to our team for Concord's Comprehensive Long Range Plan. **Dan Hodge, Principal of Hodge Economic Consulting**, will prepare the plan's economic development analysis and recommendations. Dan brings 20 years of experience in regional and municipal economic development analysis and planning, benefit-cost analysis, public finance, and evaluation of competitiveness. Dan is currently completing a study of the competitive factors for business location in the Commonwealth. Dan and Larissa worked together on a recovery plan for Springfield, MA after the 2011 tornado.

Our team stands ready to help the Town create an achievable vision for the future with the strategies and actions that will make that vision a reality. We look forward to the possibility of working with you to create a plan that is community-based, user-friendly, and implementation-focused. We would be happy to present our qualifications and approach in person. If you have any questions or require additional information, please don't hesitate to call us for more details.

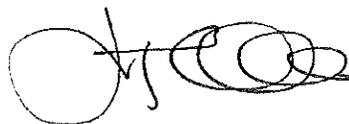
This letter of transmittal is signed by the individual authorized to negotiate for and contractually bind Stantec. The offer is effective for at least sixty (60) days from the submission of proposal or until it is formally withdrawn, or a contract is executed, or this RFP is canceled. Additionally, Stantec's leadership does not foresee potential conflicts of interest related to our participation in this project.

Sincerely yours,

Stantec Planning and Landscape Architecture P.C. | Stantec Urban Places Group



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December 15, 2016

Director Marcia Rasmussen
Department of Planning & Land Management
141 Keyes Road
Concord, MA 01742

**RE: Town of Concord, RFP #361: Comprehensive Long Range Plan
and Related Technical Support Services**

Dear Board of Selectmen,

Stantec's Urban Places Group is excited to submit our proposal to the Town of Concord to assist in creating the Concord Comprehensive Long Range Plan to guide decision-making over the next ten to twenty years. Our team has extensive, award-winning experience in comprehensive planning. The Town of Wellesley recently asked us to update the comprehensive plan we prepared for the Town ten years ago. Our firm has previous experience in Concord, having prepared the West Concord Master Plan seven years ago, as well as a number of assignments for the Town's DPW, private sector schools, and a residential project through our engineering and landscape architecture team members.

Concord is a mature suburban community known for its rich revolutionary and cultural history, beautiful open spaces, and compact and lively town center, as well as a significant business center. Its excellent school system, two commuter rail stations, and highly educated residents make the town attractive both as a place to live and to establish a business. Concord residents are increasingly committed to sustainability and smarter growth. At the same time, the town faces challenges such as balancing high housing costs, affordable housing needs, economic development, and the protection of natural heritage and open space networks. Through the Comprehensive Long Range Plan, the Town will develop a more integrated approach to problem-solving and priority-setting that breaks down traditional silos between housing, economic development, open space preservation, and other elements, using the American Planning Association's "Sustaining Places" approach.

Stantec is a multidisciplinary consulting firm with more than 22,000 employees in more than 400 locations. The Urban Places Group (UPG), which is based in Boston, was created in 2014, when David Dixon, FAIA, and Larissa Brown, PhD, AICP, along with four colleagues, moved from Goody Clancy to Stantec to create a specialty practice within Stantec. UPG members facilitate smarter growth, revitalization, sustainability and resilience through integrated planning for land use, urban design, transportation, economic development, housing, open space, and equitable community development. We have experience building consensus in complex planning environments and with diverse communities. As a boutique practice within a larger firm, UPG can draw on Stantec's technical specialists in a multitude of design, engineering, real estate, and environmental science fields.

Our work has been recognized by multiple national, regional, and state awards from organizations such as the American Planning Association (APA), Congress for the New Urbanism (CNU), and the American Institute of Architects (AIA). Perhaps most importantly, *our plans get implemented.*

As the leader of the UPG comprehensive planning practice, Larissa will be principal-in-charge and project manager for the Concord Comprehensive Long Range Plan project. Over the course of her career, she has prepared plans for 11 Massachusetts communities (urban, suburban, and semi-rural). Her work includes comprehensive plans for over 20 communities all over the country, such as Warwick (RI), Fontana (CA),

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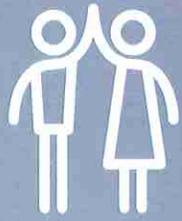
D. Staffing

E. Project Timetable

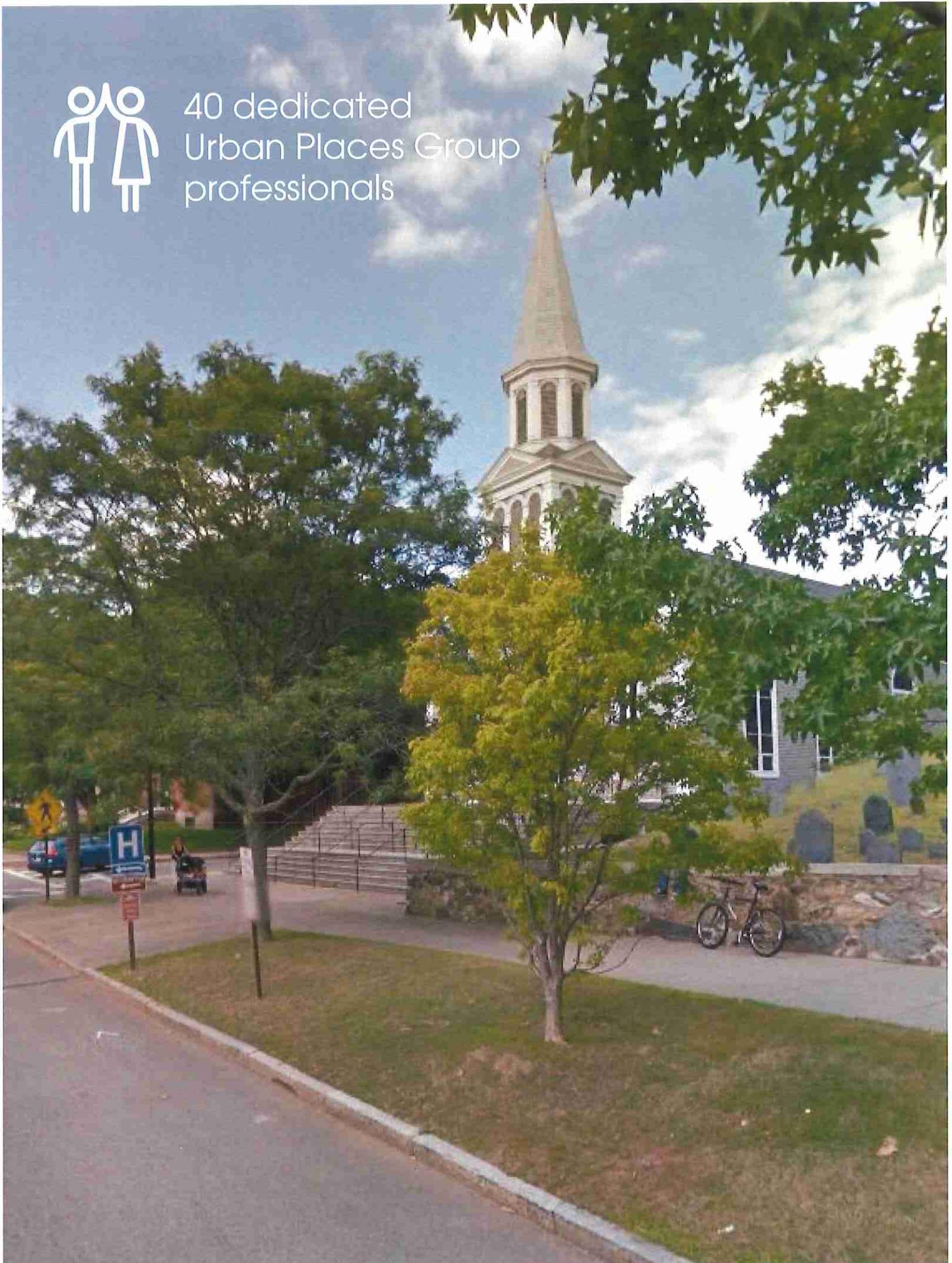
F. Budget *(under separate envelope)*

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40 dedicated
Urban Places Group
professionals



Qualifications

FIRM HISTORY AND EXPERTISE

Stantec's Urban Places Group (UPG) is a specialized practice within Stantec, a global consulting firm founded in 1954. Stantec provides professional consulting services in planning, urban design, engineering, landscape architecture, architecture, interior design, environmental sciences, project economics, and other fields. The firm has 22,000 employees in more than 400 locations globally. David Dixon, FAIA, and Larissa Brown, PhD, AICP, established Stantec's Urban Places Group in 2014, when they and four other colleagues from Goody Clancy joined Stantec.

UPG maintains the client focus and responsiveness of a boutique firm, but because we are part of one of the world's largest design and engineering firms, we can also call on field-leading experts in a broad array of disciplines. With this clear focus and a unified interdisciplinary approach, the planners, urban designers, architects, landscape architects, graphic designers, and GIS specialists of the Urban Places Group help communities across North America develop visions and plans to chart a path toward greater livability, opportunity, equity, sustainability, and resilience. We are experienced across scales, from multi-county regions to cities, neighborhoods, and specific sites. We are committed to collaborative planning based on an interactive dialogue with community members and known for achieving successful outcomes in complex planning environments with multiple, diverse stakeholders.

Our approach embodies the principles, processes, and attributes described in the APA's Sustaining Places report. UPG members' plans have won

more than three dozen awards for excellence from the American Planning Association, the American Institute of Architects, the Congress for the New Urbanism, and other professional associations. Interdisciplinary expertise is a Stantec strength. In addition to the UPG, our team for Concord includes Stantec experts in transportation, infrastructure, and real estate analysis.

Comprehensive Plan Experience

Larissa Brown, PhD, AICP, leads the Stantec UPG comprehensive master planning practice. She has prepared more than 20 community-wide plans for communities around the country. Six of those plans have won state APA or AIA awards in the last ten years, as well as a national APA award. In New England, Larissa has prepared comprehensive master plans for 11 communities (urban, suburban, and semi-rural), and five state-approved open space and recreation plans. Among those communities are Brookline, Plymouth, Warwick (RI) and the Town of Wellesley. Wellesley recently chose Larissa and Stantec for their innovative Unified Plan project—a combined comprehensive plan update and town strategic plan. Larissa prepared Wellesley's previous comprehensive plan, as well as a plan for one of the town's commercial villages. Even more important than awards—Larissa's comprehensive plans get implemented.

Our comprehensive plans are community-based, strategic, integrative, user-friendly, and implementation-focused:

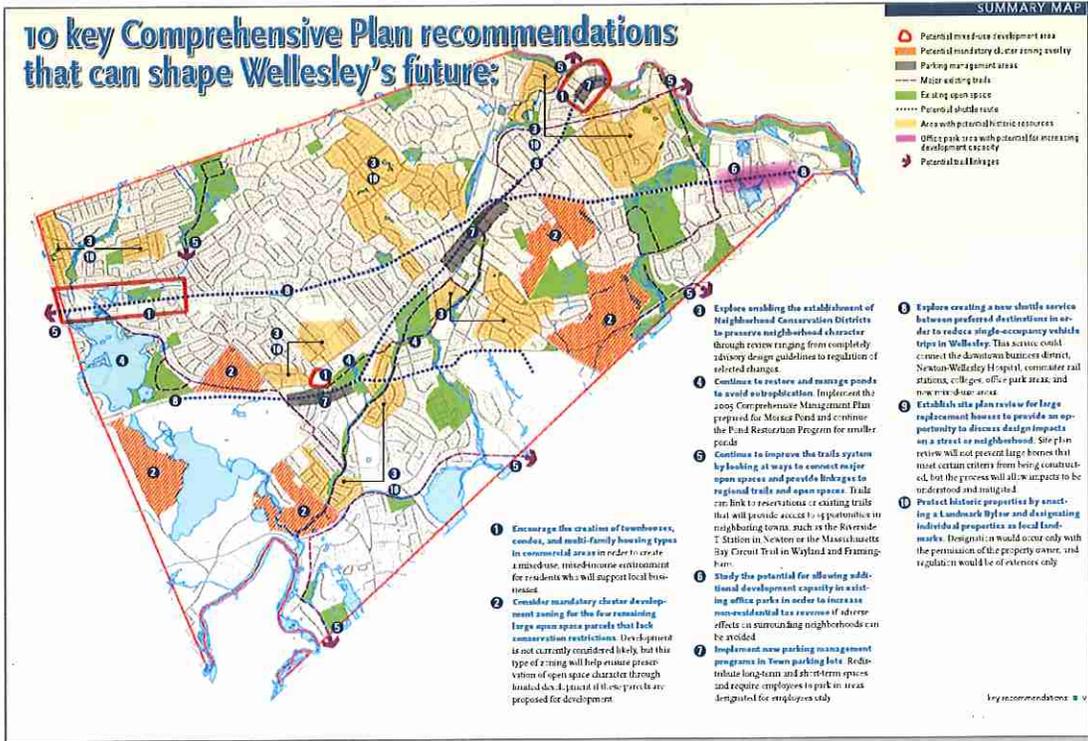
- » **Community-based.** Concord stakeholders' vision, values, principles, and goals for the future will guide the plan. In collaboration with the Comprehensive Long Range Plan Committee, we will develop an "authentic participation" program of communication and outreach. This robust public engagement process, through both face-to-face and digital participation, will build public awareness about the opportunities and constraints facing the town as well as about policy choices and their implications.
- » **Integrative and interdisciplinary.** The Concord Comprehensive Long Range Plan will provide a holistic policy framework that effectively integrates the plan's elements, and builds on existing planning. The implications of policy choices in specific elements will be evaluated for their critical mass and combined strategic impact on achieving the vision and goals.
- » **User-friendly and visually rich.** We will illustrate selected concepts so the public and Town staff can envision the results of achieving the plan's visions and goals. The planning process and products will include maps, diagrams, photos/photo-montages, drawings, charts, graphs, tables, and text.
- » **Implementation-focused.** We think about accountable implementation from the beginning. Working closely with the Comprehensive Long Range Plan Committee, Town staff, and other stakeholders, we will develop an implementation and action plan that clearly relates the policy and planning directions to the everyday activities of decision-makers and town government and provides metrics to measure progress.

EXPERIENCE & WORK SAMPLES

Relevant Projects. The selected comprehensive plan project sheets include web address links to online plans as work samples. The digital copy of this proposal included in our submission provides live links to these project documents.

Stantec knows Concord. Our firm prepared the West Concord Master Plan, we have successfully completed assignments and have ongoing assignments with Concord's Department of Public Works. These and other private sector projects for local schools and a residential development are highlighted below.

- **Town of Concord**
 - » Lowell Road Culvert Replacement (ongoing)
 - » Commonwealth Avenue at Church Street Traffic Review and Intersection Peer Review
 - » Lowell Road and Barretts Mill Road Traffic Signal Warrant Study
 - » West Concord Master Plan (2009)
- **Concord Academy Athletic Master Plan**
- **The Fenn School**
 - » New Reynolds Athletic Fields and Pool House Renovations
 - » Meeting and Performing Art Hall
 - » Library and New Science Center Renovations
- **The Middlesex School**
 - » Clay Hall Dormitory Renovations
 - » New Facility Building
 - » New Music and Campus Center Building
 - » Theater Arts Building
 - » Robert Windsor Hall Renovations
 - » Landry House Residence Hall
 - » LeBaron Briggs Hall Renovations
 - » Mary Mae Village Faculty Housing
 - » Boathouse Improvements
 - » New Culvert Project
- **Mill Creek Residential, Concord Mews Apartments**



Services

2004–2006 & 2016–2018

Planning services

Results (2006 Plan)

Adopted & implemented

Delivered on-time and on-budget



2007 Outstanding Planning Award for Comprehensive Planning, Massachusetts Chapter, American Planning Association

2006 Plan Link



www.wellesleyma.gov/Pages/FOV1-0001FDAB/draffinal

Unified Plan Link

www.wellesleyunifiedplan.com

Wellesley Comprehensive Plan, 2007-2017 & Wellesley Unified Plan (Currently ongoing)

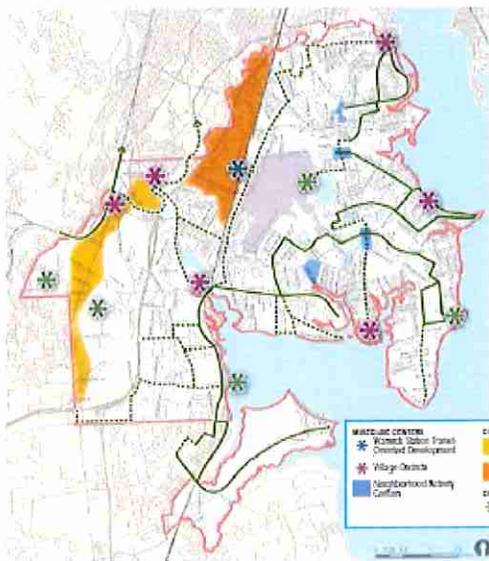
Wellesley, Massachusetts

Wellesley has a long tradition of planning that has helped this affluent town of 29,000 remain a very successful and attractive suburban town west of Boston. Larissa Brown, PhD, AICP, while at Goody Clancy, led the team that prepared Wellesley's 2007-2017 Comprehensive Plan Update in a two-phase process. Working with a steering committee made up of the Planning Board and Town Meeting representatives, she organized an extensive program of public communication and participation, including a project website and newsletters; seven public meetings—townwide and by precinct; a meeting with business and institutional stakeholders; steering committee member visits to town boards and commissions to report on the plan; reports to Town Meeting and the Board of Selectmen; and public review of the draft plan.

The plan encompasses all the required elements of a Massachusetts comprehensive plan, but the planning work focused strategically on the most difficult and complex issues facing the town. These included the impact of tear-downs and mansionization on neighborhood character; identification of development opportunities to diversify housing types and provide affordable housing; continued preservation of village commercial districts; preservation of open space; and improved management of traffic and parking. This focused approach helped identify three potential sites for redevelopment and nine mixed-use development scenarios. The plan also includes a detailed affordable housing plan; an inventory of open space; 19 maps; and an implementation chapter coordinated with the Town's capital plan. Implementation of the plan has included establishment of Neighborhood Conservation Districts, redevelopment of identified sites, and development review standards for large houses.

In 2016, the Town again chose Larissa as leader of a Stantec team to prepare an innovative Unified Plan combining a comprehensive plan update with a town government strategic plan framework. This ongoing project includes very robust public engagement.

Our Vision for 21st-Century Warwick



- **The Warwick Station District** as a vibrant live-work-play growth hub with mixed-use, transit-oriented development
- **Village and neighborhood centers** combining housing and shops in walkable environments
- **An Innovation District** for 21st-century business and advanced manufacturing
- **Design and esthetic improvements** to keep our regional retail corridor attractive and improve our neighborhood retail centers
- **More safe and convenient ways to walk and bike around the city**
- **Preservation, protection, and enhancement** of our open space, environmental resources, waterfront, and coastal waters for today and future generations.

"A connected, sustainable, and prosperous coastal city of livable neighborhoods and walkable villages.... We are strengthening our city and community to meet the needs of current and new generations of Warwick residents." —FROM THE VISION

"If we invest in the city, the city will give back." —WARWICK RESIDENT

Services
2011–2013

Planning services

Results

Adopted & implemented



2014 APA Rhode Island Chapter, Award for an Excellent Comprehensive Plan

Plan Link



<http://www.warwickri.gov/planning-department/pages/comprehensive-plan>

21st-Century Warwick: City of Livable Neighborhoods

Warwick, Rhode Island

A full update of Warwick's comprehensive plan was prepared by a consultant team led by Larissa Brown, PhD, AICP, while at Goody Clancy. The plan provides a framework for the city of 82,000 people to become a more connected, prosperous, and sustainable community, building on current efforts to enhance historic villages, promote transit-oriented development at the intermodal Warwick Station, and improve neighborhood quality of life. Along with elements on green systems, housing and neighborhoods, economic development, infrastructure and community services, the plan also provides recommendations on energy efficiency and resilience, particularly in relation to flood risks and coastal sea level rise. An extensive community engagement process included topic- and geographically-based public meetings and an online survey that attracted over 700 responses. In addition, the project provided Warwick with new GIS data. Major outcomes included:

- Investments in infrastructure for livability and economic vitality—multimodal transportation, water/wastewater system improvements, and telecommunications;
- A coordinated program to manage impacts of development in order to reduce and eliminate pollution in fresh and coastal waters;
- Walkable, mixed-use village centers add new living options to the city's suburban neighborhoods of single family homes and provide new centers of community activity;
- Connected neighborhoods and community destinations, such as parks, coastline, schools and commercial districts, through pedestrian and bicycle routes;
- Modern and competitive regional and local technology and commercial districts through creation of the Warwick Innovation District and design improvements to regional retail districts;
- Transit-oriented development at the Warwick City Centre intermodal district;
- Strategies to work with the state on sea level rise and flooding.

THREE APPROACHES TO ACHIEVING THE 2030 VISION

cautious

CURRENT TRENDS IMPROVED

Smart Growth
By 2030, up to 20,000 new households in a 300-square-mile area...
Unique Identity
As the only downtown in the region...
Invest in Place
Focus on downtown and inner city...
Invest in People
Focus on human capital...

focused

SELECTED INITIATIVES

Smart Growth
By 2030, up to 20,000 new households...
Unique Identity
As the only downtown in the region...
Invest in Place
Focus on downtown and inner city...
Invest in People
Focus on human capital...

bold

FULL ENGAGEMENT

Smart Growth
By 2030, up to 20,000 new households...
Unique Identity
As the only downtown in the region...
Invest in Place
Focus on downtown and inner city...
Invest in People
Focus on human capital...

Great Expectations: Shreveport-Caddo 2030 Master Plan

City of Shreveport & Caddo Parish, Louisiana

Services

2009-2010

Planning services

Results

Adopted

Delivered on time and on budget



2013 Excellence Award for a Plan, Louisiana Chapter

Plan Link



www.shreveportla.gov/index.aspx?nid=907

The Great Expectations plan puts Shreveport and surrounding Caddo Parish on a new strategic path for the 21st century, moving the 300-square-mile planning area toward more jobs, more households, smarter growth patterns, and a better quality of life for all. Larissa Brown, PhD, AICP, led the plan while at Goody Clancy, developing a process that drew in thousands of people through public opinion surveys, visioning events, neighborhood workshops and open houses, and a comprehensive website. The city's first comprehensive master plan in more than five decades, this 20-year plan (including a fiscal analysis) provides strategies and an action plan to achieve the community's vision for a prosperous, creative, and green city with a revitalized downtown and inner city. The master plan is built around four themes:

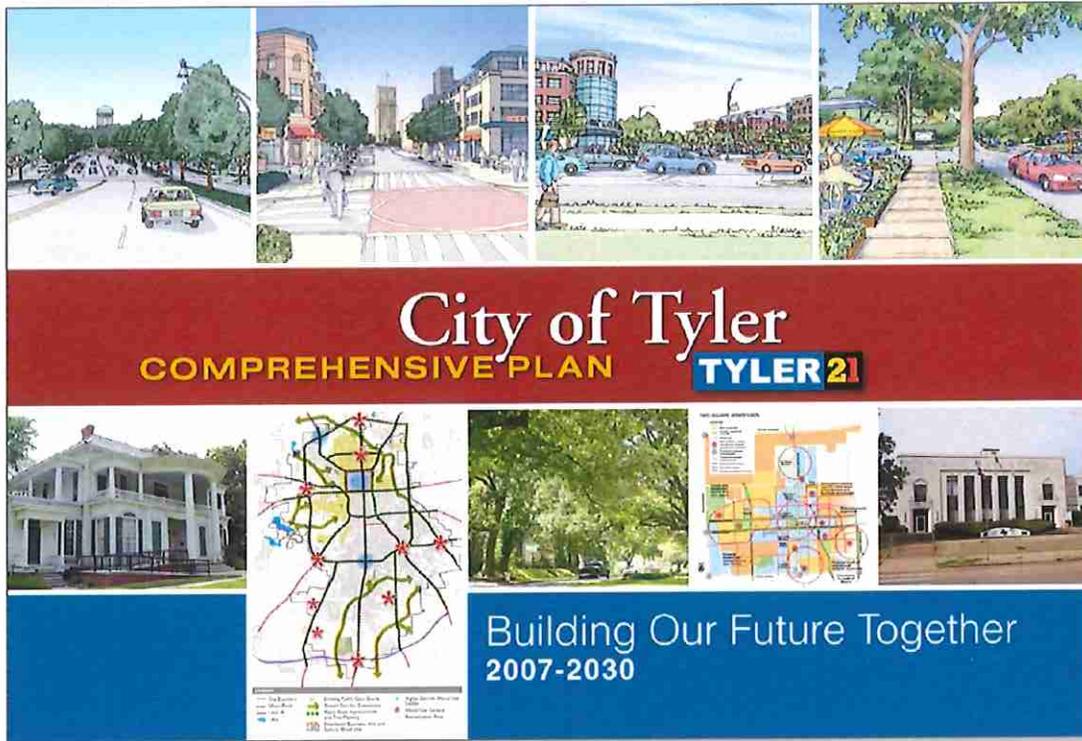
Grow Smarter. After a generation of sprawl without growth, strategies to promote development "inside the loop" rather than at the edges and in rural areas; creation of a unified development code reflecting the master plan and high development standards; creation of walkable mixed-use centers and urban villages; and public transportation improvements.

Celebrate Uniqueness. With the only truly urban downtown in the region, Shreveport has a rich history, a beautiful landscape, and a unique cultural mix. The plan lays out clear steps for downtown revitalization.

Invest in People. To provide opportunity for all, the economic development program must focus on human capital, including investment in retaining and attracting talent, providing a hospitable environment for entrepreneurs, and intensifying workforce development partnerships and educational opportunities.

Invest in Place. To enhance quality of life for current residents and attract new ones, the master plan provides place-based strategies, including investment in neighborhood housing, amenities and connections; revitalization of disinvested areas by comprehensive blight elimination and redevelopment that creates new neighborhoods; and investment in infrastructure that supports community life, from the gray infrastructure of streets, water and sewer lines to the green infrastructure of parks, greenways, and natural water networks.

Implementation since adoption of the plan in December 2010 includes a Unified Development Code project and hiring of an implementation planner.



Services

2006-2007

Planning services

Results

Adopted & implemented
Five-Year Update, 2013-14



2008 Planning Award,
Texas Society of
Architects, AIA Texas
Chapter

Plan Link



[www.cityoftyler.org/
Departments/Planning/
ComprehensivePlan/
Tyler21.aspx](http://www.cityoftyler.org/Departments/Planning/ComprehensivePlan/Tyler21.aspx)

Tyler 21 Comprehensive Plan

Tyler, Texas

Larissa Brown, PhD, AICP, while at Goody Clancy, led a team that prepared a 20-year comprehensive plan for a fast-growing city of 100,000 in East Texas. Tyler's leaders recognized the need to shape the city's growth to enhance quality of life and prosperity while preserving the small-town charm Tylerites value. Traffic congestion, downtown disinvestment, leapfrog residential development, dispersed employment centers, and an impoverished public realm—all consequences of sprawl development patterns—had raised increasing concerns in the community.

Based on an unprecedented public engagement process, we addressed all the traditional elements of a comprehensive plan while focusing strategically on key themes and issues critical to Tyler's future. With strong support from the city's leadership, we organized and led a series of public meetings to develop a community vision and principles to guide the plan, as well as topical working groups to discuss and review draft plan elements. We kept residents informed and gathered additional input through a robust website and a newsletter.

The final plan recommended strategies for balancing growth, linking land use and transportation, and promoting connections to open space. It also contained special plans for downtown and other focus areas.

The city implemented two-thirds of our plan recommendations in the five years following its unanimous adoption by the City Council in late 2007 (the city did a five-year update in 2013-14, renaming the plan "Tyler 1st"). A Unified Development Code created as part of this project to reflect the new comprehensive plan was adopted in the spring of 2008. Implementation has included three area plans, transportation improvements, creation and implementation of an urban forestry program, creation of two local historic districts, and a variety of downtown revitalization initiatives, including renovation of a historic theater.



Plan for the 21st Century: New Orleans 2030 & Comprehensive Zoning Ordinance

New Orleans, Louisiana



Three years after Hurricane Katrina, the New Orleans City Planning Commission chose a team led by David Dixon, FASLA and Larissa Brown, PhD, AICP, then at Goody Clancy, to prepare a citywide master plan and a new comprehensive zoning ordinance. The resulting plan was adopted by the planning commission and the City Council in 2010, and a zoning revision consistent with the master plan is complete. Many plan recommendations have been implemented.

The first post-Katrina initiative to go beyond recovery, the plan presented an integrated and holistic approach to “building back better.” Based on extensive work with stakeholders, the plan provided detailed strategies and actions, including conceptual development plans for key locations.

Services

2008–2010

Planning services

Results

Adopted & implemented

Five-Year Update, 2016



2011, National Planning Achievement Award for a Hard-Won Victory, American Planning Association (APA)

2011, Louisiana Chapter of the American Planning Association Award for Comprehensive Planning

The citywide master plan goes beyond recovery to lay out a vision of livability, opportunity, and sustainability over 20 years for the city’s physical development and its social, economic, and environmental future. An extensive public participation program included citywide public forums, district meetings, open houses, working groups, and numerous meetings with neighborhood groups and other organizations. Implementation began in 2010.

Livability. The plan focuses on reviving and sustaining vibrant and walkable neighborhoods; historic and cultural preservation that supports community; new neighborhood centers at transit hubs; and green infrastructure, parks, and greenways. Strategies include a comprehensive blight eradication; public improvements tailored to neighborhood conditions; and preservation program; and provision of decent housing for residents of all incomes.

Opportunity. The plan envisions a prosperous city through the alignment of job training and jobs for all skill levels, a dynamic small business base, and 24-hour activity that supports the downtown’s role as an economic driver. Strategies include business-school partnerships; a comprehensive one-stop shop for business permitting and assistance; and rewriting regulations to facilitate adaptive reuse in downtown.

Sustainability. Measures rely on a multiple lines of defense strategy in the face of sea-level rise; transportation choices; a “green” agenda of environmental strategy innovation; and, cost-effective public facilities and services. Strategies include creation of a department of environmental affairs; studies of new approaches to managing water, enhanced pedestrian and bicycle conditions; and a range of energy-efficiency, green building, and urban agriculture activities.

Plan Link



www.nola.gov/city-planning/master-plan

Two of the most important components of the associated comprehensive zoning ordinance are the incorporation of “place-making” standards and development regulations that further the city’s resiliency, to rebuild New Orleans in its established character as a sustainable city.



Services
2009

Planning services

West Concord Village Master Plan

West Concord, Massachusetts

Results

Adopted & Implemented

Plan Link



<http://www.concordnet.org/1196/West-Concord-Village-Master-Plans>

The Town of Concord, Massachusetts engaged the Stantec team to develop a graphic area plan (master plan) for West Concord Village, with the goal of providing a blueprint for the next generation of economic, social, and physical changes in this historic district.

The master plan visualized the ideas identified in the Town's Comprehensive Long Range Plan and a subsequent Village Center Study. In preparing the plan, our team worked closely with town staff, the West Concord Task Force, key stakeholders, and the general public to identify opportunities and refine implementation strategies.

Public outreach consisted of several public meetings and set office hours for Stantec staff in Concord's town hall, as well as a 3-day workshop geared to the involvement of the general public.

Selected Honors and Awards

Comprehensive Master Plans

National—American Planning Association (APA)

- 2011 National Award for a Hard-Won Victory, City of New Orleans Master Plan and Comprehensive Zoning Ordinance

State APA and AIA (American Institute of Architects)

- 2014 Rhode Island: Award for Comprehensive Plan, City of Warwick Comprehensive Plan
- 2014 Alabama: Award for Outstanding Comprehensive Plan, City of Birmingham Comprehensive Plan
- 2012 Louisiana: Award for Comprehensive Planning, Shreveport-Caddo 2030 Master Plan
- 2011 Louisiana: Award for Comprehensive Planning, City of New Orleans Master Plan and Comprehensive Zoning Ordinance
- 2008 Texas Society of Architects: Planning Award, Tyler 21 Comprehensive Plan, City of Tyler
- 2007 Massachusetts: Outstanding Planning Award for Comprehensive Planning, Town of Wellesley Comprehensive Plan
- 2005 Massachusetts APA: Excellence in Planning, Brookline Comprehensive Plan
- 2004 Massachusetts APA: Honor Award, Growing Smarter in Plymouth's Fifth Century: A Strategic Action Plan for the Town of Plymouth, MA

Other Selected Awards

International Downtown Association

- 2016 Merit Award, Downtown Brockton Action Strategy, Brockton, Massachusetts

National Congress for the New Urbanism (CNU)

- 2011 Grand Prize for Professional Projects, South Coast Rail Economic Development and Land Use Corridor Plan, Massachusetts
- 2006 Charter Award, Boston's Newest Smart Growth Corridor, Boston, Massachusetts

National American Institute of Architects (AIA)

- 2007 Honor Award for Urban & Regional Design, Boston's Newest Smart Growth Corridor, Boston, Massachusetts

CNU New England

- 2011 New England Chapter Award, South Coast Rail Economic Development and Land Use Corridor Plan, Massachusetts
- 2006 New England Chapter Award, Boston's Newest Smart Growth Corridor, Boston, Massachusetts

State APA

- 2009 Massachusetts—President's Award, South Coast Rail Economic Development and Land Use Corridor Plan, Massachusetts
- 2007 Florida—Award of Merit, Miami Parks and Public Spaces Master Plan, Miami, Florida

**Awards prior to 2016 were awarded for projects members of our team completed as part of Goody Clancy.*



Methodology

PROJECT UNDERSTANDING

The Town of Concord is preparing to create a Comprehensive Long Range Plan to provide an integrated approach to problem-solving across areas of housing, open space preservation, land use, transportation, and other elements, as required by MGL Ch. 41. The new plan will be guided by a community-based vision, the Town’s adopted Sustainability Principles, and APA’s *Sustaining Places: Best Practices for Comprehensive Plans*. The plan will build on existing initiatives and recent plans, identify priorities, and develop a holistic rather than a “silo” approach in order to reap multiple benefits from integrated planning. Finally, the plan will include an implementation element with an action plan to achieve the goals and vision.

Starting in June 2016, the Comprehensive Long Range Plan Committee (CLRPC) has met to initiate this process. Their SWOT analysis of the APA’s “Sustaining Places” best practices will help direct the consultant team’s efforts more efficiently, and their development of potential survey questions will also assist the process. Their participation in public outreach strategies will help the consultant team build credibility and encourage engagement of Concord’s active community.

APPROACH

We will design the Comprehensive Long Range Plan to meet state and local regulations within a broader systems context. We see comprehensive

planning as a process of understanding natural and cultural heritage as systems underlying the uses of the land (and water) for housing and economic development, and the infrastructure, energy, and public services and facilities as systems that support and make human uses of the land possible. Sustainability, resilience, equity values, and best practices are woven throughout our plans. Our team includes a professional graphic designer which allows us to tailor the way we communicate form and content to the needs of the community.

Community Engagement

All the comprehensive plans we prepare are based on a highly participatory process to develop a community-wide vision of the future and a set of principles to guide both the planning process and implementation of the plan. The vision and principles are the “constitution” of a comprehensive long range plan. Authentic participation engages the community during three distinct phases of the planning process:

- » **IMAGINE:** *Vision and Principles – a consensus on our shared destiny. What are our values? What kind of community and place do we want to be in the future? What do we want to preserve and what do we need to change?*
- » **PLAN:** *Goals and Strategies – goals, policies for decision makers, and strategies to reach the goals. How can we achieve the vision?*
- » **ACT:** *Implementation Actions – with identified priorities, responsible parties, a timeline, and resources. How do we get started?*

The Stantec team has been practicing “authentic participation” in planning for many years. We see the planning process as a partnership with the Town and with community members. We develop comprehensive master plans through an iterative process that ensures regular communication, both digital and face-to-face, with community residents and other stakeholders as the plan is developed. In addition to communication between stakeholders and the planning team, it is also very important that the process include opportunities for community members from different parts of town and representing different interests to talk to each other about the future of the Town. The CLRPC will be the continuing arena for those conversations, but they are also important in public meetings and online discussions. Our process emphasizes both priority-setting among community members and individual expression of ideas and proposals.

We are highly experienced in all types of community process and we look for opportunities to engage communities that are traditionally underrepresented in planning processes. We have used a wide array of strategies to engage communities, and we tailor our engagement program to each community. We recently migrated from keypad polling technology used in public meetings to software that allows participants to use their smartphones to answer surveys and immediately see the results. This approach can be used in meetings, through community television, on a website, and at the convenience of the user. Our social media approach is to use existing channels

that already have followers, rather than creating new Facebook or Twitter accounts for an individual project. We note that the CLRPC has created Facebook and Twitter feeds for this project and there may be additional opportunities to piggyback on other social media platforms.

The broad principles that guide our approach include:

- » Make it interactive, enjoyable and meaningful
- » Create opportunities for people to speak to one another as well as to the planners
- » Provide opportunities for people to give their individual ideas
- » Provide opportunities for people to discuss their individual ideas and work together to identify priorities
- » Provide a range of options for participation that are widely publicized and inclusive of the diversity and demographics in a community’s population (e.g. ages, ethnic/linguistic groups, business community, environmental advocates, etc.)
- » Provide multiple ways to participate online and digitally
- » Provide both high tech (online) and no tech options
- » Meet people where they go in their daily lives (e.g., town events, farmers’ markets, senior centers)



- » Demonstrate that we are listening by documenting and showing how public participation and comment has been incorporated, questions have been answered, principles have been respected, and that the community process has guided and influenced the final plan.

Our team is highly experienced with all types of face-to-face and digital outreach and engagement. These opportunities include highly interactive workshops and charrettes, drop-in open houses, pop-up events, survey and survey design, focus groups, walk shops, polling, meetings-in-a-box, e-blasts, videos, activities for children, and door-to-door engagement. We often partner with community organizations in our public engagement programs.

We assume that Concord expects to have an online presence for the Long Range planning project. Digital workshops widen the range of voices contributing to the plan and allow input from those whose schedules or mobility limit in-person participation. For those people who are unable to attend workshops or open houses, we anticipate providing interactive exercises like those at the workshops for online submission of ideas, preferences, and priorities. These will be used to confirm, validate, and refine the input received at workshops, open houses, or other events.

WORK PLAN

Time Frame. It is expected that the comprehensive plan will be ready for adoption hearings within approximately 16 months of execution of the contract, assuming timely action by the client when needed. Final adoption will depend on whether the Town wishes to provide four to six weeks for public review of the final draft document and scheduling of public hearings.

Flexibility in Allocation of Resources.

Community-based planning projects are responsive to issues that emerge from the community participation process, sometimes requiring rebalancing of activities. In collaboration with the Town, Stantec may identify the need to shift resources within the project in order to meet unforeseen needs as the project progresses.

Meeting with the Comprehensive Long Range Plan Committee. The RFP calls for 13 monthly meetings with the Committee. We suggest 11 meetings plus one meeting with a community engagement subcommittee of the CLRPC. We believe this will be sufficient for an effective process and allow for additional community engagement activities.

Project Management, Collaborative Process, and Client Responsibilities.

The consultant team will collaborate closely with Town staff, the Comprehensive Long Range Plan Committee, officials, citizens and other stakeholders. We request that the Town provide a staff person who will act as project manager and principal liaison to coordinate all aspects of the project with our team. Stantec expects to meet regularly with the Town project manager and communicate as needed through email and telephone. We have found that it can be useful to have a weekly telephone call to discuss project progress and address any issues as they arise. The project manager and the Town will be expected to assist the consultant team as needed in the following ways:



- » Providing access as needed to demographic and socio-economic data, GIS data layers and map projects, assessor's data, regulations, previous planning documents, stakeholders' contact information, data and information held by other governmental bodies, and so on. Issues related to the RFP's proposed process of having the Committee and staff research and prepare existing conditions data are addressed in the Work Plan below.
- » Suggesting interview and focus group subjects
- » Scheduling and providing space for interviews, focus groups, and Committee meetings
- » Logistics for public meetings, including identification and provision of Town-owned meeting space at no cost to the consultant
- » Printing quantities of handouts and hard copy outreach materials, and maps used for exhibits and public workshops
- » Attending Committee meetings
- » Attending and assisting at public forums, workshops, and open houses
- » Documenting comments and requests for revisions during public review

As the prime consultant, Stantec will have overall responsibility for management of the entire process and the writing and production of the Comprehensive Long Range Plan. Larissa Brown, PhD, AICP, will be the project director and manager for Stantec, assisted by Nels Nelson as deputy project manager. The Stantec technical team will provide specific expertise, as will our in-house advisors for infrastructure, transportation, and real estate analysis. Dan Hodge, of Hodge Economic Consulting, will work closely with us as an integrated member of our team.

Please note that although project tasks are presented below in sequence, many activities will take place simultaneously.

1 Phase 1: Project Initiation and Existing Conditions



Time frame: months 1-4
February – May 2017

A. Project Kickoff Meetings and Finalization of Work Plan

The Stantec project director/manager will attend a kickoff meeting with staff and the Comprehensive Long Range Plan Committee (CLRPC) to discuss and review the proposed project work plan, community engagement plan, and the project schedule. At this meeting, we will request the creation of a Community Outreach Subcommittee to assist the consultant team in implementing outreach activities. After this meeting, the consultant will finalize the work plan, the including community engagement, and project schedule.

B. Existing Conditions Research and Analysis

1. Data gathering: As discussed in the RFP, the CLRPC and Town Planning staff will be responsible for gathering information from Town boards and committees, other Town agencies, state agencies, and the U.S. Census. Our previous experience suggests that we could be helpful in structuring this task for the Committee. We will provide the Town with a list of data needs and a format for displaying it. The list of data needs will include existing plans, GIS data and map projects, socio-demographic data, economic data, Town ordinances and regulations, current projects, and other relevant information, including housing and economic development data. If the Committee and Town are unable to provide this information in a timely manner for any reason, we will need to revisit the scope and fee and work with you to make mutually agreeable adjustments as necessary in order to ensure timely completion of the data gathering and analysis tasks.

2. Interviews: Members of the team will interview members of the CLRPC and other key local stakeholders. Up to ten (10) interviews in addition to CLRPC members will take place in the analysis phase. These interviews can take place either individually or in small groups organized around topics. Assistance from the Town project manager will be needed to provide an interview space in Town Hall and with scheduling. If necessary, we can also conduct interviews by phone.

3. Focus groups: Members of the team will conduct up to six (6) focus groups with Town staff. These sessions will provide an opportunity for in-depth discussion with the people closest to implementation. Because physical planning and implementation are closely related, these focus groups will ensure that implementation is considered from the beginning as part of an integrated process.

4. Survey: Stantec will create a short online survey during Phase 1 to identify public knowledge and views on current conditions and trends. The team will work with the CLRPC and staff to get the word out about the survey.

5. Field visits and photo documentation: The team will visit all parts of Concord to take photos and gain an understanding of different parts of the town.

C. Data Analysis and Draft “Concord Today”

We are aware that the CLRPC has developed a basic SWOT analysis using the principles in the APA “Sustaining Places” report. Using this analysis, as well as interviews, focus groups, field visits, plans, and other information the team will draft an existing conditions report as well as a short, highly visual summary document with infographics, “Concord At A Glance.” The draft existing conditions assessment will include maps, charts, tables, and illustrations and will be provided to the CLRPC for discussion and review. The documents will identify continuity, future trends, assets, opportunities, and challenges facing the town. The summary will include key facts and trends and identify critical issues facing the Town. The documents will be finalized after any needed

revisions and made available for posting on the web page.

D. Communications and Outreach Program

The team will prepare a Communications and Outreach Plan for the comprehensive plan project. The CLRPC has already developed some resources and ideas for this program. We believe it would be helpful to create a Community Outreach Subcommittee of the CLRPC to work with us to develop and implement an effective outreach program. If desired, Stantec will prepare a graphic identity for the project and design flyers and other outreach materials to be copied and distributed by the Town.

E. Meetings with the CLRPC and Community Outreach Subcommittee

We propose the following meetings with the CLRPC during this period:

- » Kick-off meeting, as in item A above, in the first month after execution of the contract
- » Meeting #2 after the CLRPC has received a draft of “Concord Today” to discuss and comment on the document
- » Meeting with the Community Outreach Subcommittee
- » Meeting #3 to discuss the short survey, proposed outreach for the first community workshop, a Town-wide Vision Forum, and the structure of the workshop

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DELIVERABLES:

- Finalized work plan, schedule, and communication and outreach program
- Individual interviews with CLRPC members
- Up to ten (10) key stakeholder interviews
- Up to six (6) focus group meetings with Town Departments
- “Concord Today” and “Concord At A Glance”
- Three (3) CLRPC meetings and one (1) Community Outreach Subcommittee meeting

2 Phase 2: Community Visioning



Time frame: months 4-6
May/June – July 2017

We suggest that the first Public Workshop, now scheduled in the RFP for the week of May 15, 2017, be a Community Visioning Forum that provides context on Concord's existing conditions and trends and engages participants in an interactive visioning process. The result will be a statement of Concord's Vision for the future and the values and principles that will guide the plan, the planning process, and implementation. The Vision and Principles function as the "constitution" of the plan.

A. Town-wide Visioning Forum

The Stantec team will structure and facilitate an interactive community forum focused on identifying the elements of a 20-year vision for the Town of Concord. This will function as the first public workshop mentioned in the RFP. We will assist the CLRPC and the Town in developing a plan and materials for outreach, but the Town will be responsible for attracting participants to the forum.

The consultant team will prepare exhibits, such as analytical maps, and other materials for review, along with handouts on the comprehensive long range planning process and "Concord At A Glance." The forum will begin with a brief presentation to set the context for the comprehensive long

range planning process and outline the challenges and opportunities facing the Town. It will include exercises with smartphone polling that give participants the opportunity to see real-time responses by the group. (Those without a smartphone will have paper surveys). We will follow that with facilitated small-group activities. Participants will identify assets and areas of concern, both in terms of policy and for physical locations (identified using maps). After each participant has a chance to write a short personal vision for Concord and share it with their small group, the group will spend time identifying its top priorities. Finally, the small groups will present their priority results to the larger group.

B. Online Participation

Digital access to some of the activities and surveys from the visioning forum will widen the range of voices contributing to the plan and allow input from those whose schedules or mobility limit in-person participation. The online submissions will be used to confirm, validate, and refine the vision and principles developed based on the input received at the townwide visioning forum.

C. Draft and Final Vision Statement and Principles and CLRPC Meeting

The team will prepare a draft vision statement and principles using the results of the Visioning Forum, surveys, and other electronic outreach. This draft should be made available for public comment and



review electronically, through the local press and other outreach by the CLRPC. The Committee may also wish to visit Boards and Commissions for feedback. After presenting these to the CLRPC for validation, the team will make any requested revisions to prepare the final versions. We will communicate these to the public using an 11" x 17" mini-poster document with the vision and principles on one side and a description of the visioning process on the other side.

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DELIVERABLES:

- Materials for Visioning Forum
- Town-wide Visioning Forum (Public Workshop #1)
- Materials for digital participation
- Draft and Final Vision and Principles
- One (1) CLRPC meeting

3 Phase 3: Plan Development: Analysis and Scenarios



Time Frame: months 6-11
July/August – December 2017

After the CLRPC endorses the Vision and Principles, we will work closely with the Committee and staff to develop the elements of the comprehensive plan update and the implementation and action plan. This will build on previous planning, the visioning process, the Committee’s SWOT analysis, and the development of up to three scenarios for Concord’s future (one of which will be “business as usual”). With the CLRPC, we will identify the issues that are the most complex and difficult to resolve or balance, and focus special attention on those difficult, high-priority issues.

The comprehensive long range plan will cover all state-required elements, either separately or integrated into other elements to highlight interrelationships: goals and policies; land use; housing; economic development; natural and cultural resources; open space and recreation; facilities and services; circulation and transportation; and implementation. Depending on

the preferences of the Committee, we can prepare a separate element or section on sustainability and resilience that is cross-referenced with other elements, or we can integrate goals, strategies and actions on these topics throughout the plan. An emphasis on interrelationships between required elements will promote an integrated approach to problem-solving and implementation that will holistically address needs.

Organization of the plan

The plan will be divided into sections containing one or more related elements. If desired we will use the APA “Sustaining Places” framework of principles to organize the document, integrating required and discretionary elements, while also adding sections on the vision, the authentic participation process, land use and zoning, and implementation. The principles, each of which is associated with a set of best practices, are:

- » Livable Built Environment
- » Harmony with Nature
- » Resilient Economy
- » Interwoven Equity
- » Healthy Community
- » Responsible Regionalism

The first three principles are embodied in the state-required elements. The last three – equity, health, and regionalism – are not explicitly stated but are important considerations that we will weave throughout the elements. Integrating these principles is part of demonstrating the interrelated nature of many of the comprehensive plan elements, which is so important to acknowledging the challenges and opportunities that exist while supporting successful implementation.

Alternatively, the plan could be organized as a series of sections containing individual elements, such as the framework shown on pages 24-25. The content of those sections and elements could then include indicators that show the application of the principles and best practices to achieving the Concord Vision and values and how different parts of the plan are interrelated. This system would in effect function as a Sustainable Places scoring system for the plan as it emerges.

Example Comprehensive Long Range Plan Structure

The structure of the Comprehensive Long Range Plan will emerge from discussions with staff and the Steering Committee, as well as the results of the visioning events. The structure below provides a potential organization of structure for the plan.

Executive Summary [Mini-poster (11" x 17") or short booklet]

How to Use This Plan

Part I. Setting the Stage

- » **Element 1—Townwide Vision and Principles, Town Government Mission**
- » **Element 2—The Community Speaks.** Description and results from the public engagement process.
- » **Element 3—Concord At A Glance.** Summary of the Concord Today Report (provided in full in the appendix).

Part II. Our Natural and Cultural Heritage

- » **Element 4—Natural Resources and Environmental Constraints.** Building on the strategic plan and initiatives of the Natural Resources Commission, issues to be discussed include: landscape character; environmental assets and constraints; water resources protection; green corridors, existing and potential; conservation priorities.
- » **Element 5—Historic Resources and Preservation.** Update historic resources, preservation initiatives, adaptive reuse, identification of preservation priorities.
- » **Element 6—Open Space, Conservation, and Parks Systems.** Building on past successes and challenges, issues will include walkable access and ParkScore (Trust for Public Land metric) level of service measures, maintenance and emerging recreation needs based on demographic or other changes, design principles, and priority setting.

Part III. How We Live

- » **Element 7 – Neighborhoods and Housing.** Analysis and recommendations on neighborhood character and housing, both market-rate and affordable; housing market demand and supply; forecast of future housing needs; continuing concerns about large houses in relation to character and the effectiveness of the large house review process; affordable housing, related state and federal requirements and guidelines, and innovative strategies such as community land trusts; and adaptive reuse of historic properties.

Part IV. Prosperity and Opportunity

- » **Element 8—Economic and Commercial Area Development.** Overall economic development and support for the town's villages and commercial areas; identification of future economic opportunities, including for entrepreneurs and small businesses; redevelopment opportunities; strategies and actions to maintain the town's economic base.

Part V. Sustainable Systems and Networks

- » **Element 9—Mobility and Circulation.** Issues to be discussed include congestion, level of service and mitigation options; active transportation networks (pedestrian and bicycle); multi-modal level of service standards; complete streets, traffic calming and similar best practices.
- » **Element 10—Supporting Public Facilities, Services, and Infrastructure.** Issues to be discussed include: municipal facility improvements; program evaluation, service delivery and program enhancements; water, sewer, and stormwater services and regulations, including green infrastructure.
- » **Element 11—Sustainability, Resilience, and Green Practices.** Focus on energy- and resource-efficiency and renewable energy, climate change readiness and adaptation, and integration of natural systems into development. Issues to be discussed include: energy efficiency, renewable energy benefits and impacts, and practices such as green building opportunities; best landscape practices; Low Impact Development and green infrastructure stormwater management; climate adaptation planning.

VI. From Plan to Action

The final section of the plan brings together the physical planning recommendations from previous elements, and the implementation plan.

- » **Element 12—Land Use, Regulations, and Community Design.** This element will include **future** land use principles; discussion of scenarios; a future land use policy map/diagram; a future land use map (GIS) with generalized land use categories shown for all parcels of land; graphic concept plans illustrating select exemplary opportunity sites; urban design principles and general guidelines; and zoning best practices.
- » **Element 13—Implementation Matrix.** Matrix of implementation actions, including capital improvements, keyed to the goals and strategies in the plan elements: What? How? When? Who? How Much? The matrix will identify priorities, existing resources, planning, and low cost/high impact actions.

Appendix

- » **Supporting Materials**

The introduction to each section will provide a summary of the main recommendations of the section and its relationship to other sections of the plan. Each element will include a set of goals, associated policies for decision makers, a set of key findings and challenges based on the "Concord Today" report, a summary of community priorities as gathered through public workshops, digital input, and CLRPC discussions, and a set of strategies and actions to achieve the goals, with a priority ranking within the topic area covered by the element. Best practices in urban design, sustainability and resource-efficiency, resilience, and equity considerations will be integrated throughout the planning process and the plan, and have more detailed discussion in particular elements.

We will build on existing plans and initiatives to ensure a strategic and coordinated approach to achieving the Concord vision. Recent work such as the Housing Production Plan; the Open Space and Recreation Plan; the Natural Hazards Mitigation Plan; and other local and regional plans, projects, and initiatives will all be reviewed carefully and integrated into the comprehensive long range plan, as appropriate. After the goals, policies and strategies have been developed for each element of the plan, the CLRPC will go through a priority setting process to reach consensus on identifying Town-wide high, medium, and low priorities. This

will inform the final section of the plan which will include two Town-wide elements: Future Land Use, and Stewardship and Implementation.

A. Develop Scenarios and Goals, Policies, Strategies, and Actions for the CLRPC

The team will develop three scenarios (one of which will be business as usual) for discussion by the Committee and comment by the public. Working with the Committee and staff, Stantec will develop goals, policies, strategies and actions to cover the state-mandated elements: Land Use; Housing; Economic Development; Natural and Cultural Resources; Open Space and Recreation, Facilities and Services; Circulation and Transportation; and Implementation. In addition, we expect that the plan may include elements on Sustainability and Resilience or Community Health. All of the elements will include a regional perspective, especially in relation to housing (building on the 2015 Housing Production Plan), open space and recreation (building on the 2015 Open Space and Recreation Plan), and economic development. The economic development element will evaluate Concord's competitive position and draw on the work our team's economic development expert is completing on the competitive factors for business location in Massachusetts.



The team will develop outlines and preliminary drafts of the plan elements for discussion with the Committee.

B. CLRPC Meetings

During this period, we expect to meet up to (4) times with the Committee to discuss key planning issues identified through the previous activities, data collection, SWOT, visioning, and analysis; review and refine the three (3) scenarios prepared by the team; review proposed community outreach and activities; and identify key goals, strategies, and potential implementation actions.

C. Community Outreach Workshops, Events, and Short Surveys

The consultant team will work with the Committee and Town staff to organize and implement several interactive community engagement and participation events to solicit public opinion on scenarios and on the emerging planning directions for the comprehensive plan. These events may include interactive workshops, drop-in open houses, presence at locations where residents go every day or at community festivals, or online events. In addition, the team will collaborate with the Committee and staff to develop several short digital surveys to focus on issues that are contentious or difficult to resolve. These events will give the public the opportunity to see how public input is being transformed into planning goals and strategies. Input from these sessions will be incorporated into the first draft of the Comprehensive Long Range Plan.

D. Draft Implementation Plan

In collaboration with the Committee and Town staff, the team will develop a draft implementation plan, which will have two parts. The first part is a “stewardship” plan with goals, strategies and actions intended to make the plan a “living document,” as well as recommendations to enhance town government transparency and effectiveness

for implementing the plan. The second part is an implementation matrix showing priorities (High/Medium/Low) and listing the What, How, Who, When, and How Much of all the goals, strategies and actions in the plan.

E. Interviews

Building on the interviews during the analysis phase, members of the team will conduct up to five (5) follow-up interviews and/or focus groups with Town staff and key local stakeholders. These can take place either individually or in small groups organized around topics, and the content will focus on testing priorities, strategies, and proposed implementation actions.

F. First Draft Comprehensive Plan

Stantec will prepare a complete first draft of the Comprehensive Long Range Plan. The plan will be concise, well organized, clearly written, and will include visual elements, such as charts, maps, photos and illustrations, so that it is easily understandable to the public. An appendix will include back-up data and information for the plan and the planning process.

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DELIVERABLES:

- Three (3) scenarios
- Outreach and community events (workshops/open houses, etc.) and digital outreach. At least one (1) workshop/open house and at least one (1) participation in an existing town event. (Public workshop #3)
- First Draft Plan, including implementation, and appendices
- Preliminary draft plan elements
- Up to five (5) follow-up interviews with key stakeholders
- Up to four (4) CLRPC meetings

4 Phase 4: Plan Review and Presentation



Time frame: months 11-14
December 2017 – March 2018

A. CLRPC and Staff Review of Draft Plan

The first draft of the Comprehensive Long Range Plan will be sent to the CLRPC and staff for review. The review will be accomplished over two meetings with the CLRPC. The committee will have already discussed all or most of the content in previous meetings.

B. Revisions and Creation of Approval Draft

The team will revise the First Draft Plan as directed by the CLRPC and staff and prepare an “Approval Draft” that will be the draft for public presentation and the approval process by the Planning Board and Town Select Board.

C. Town-wide Forum on Draft Plan

The consultant team will structure a town-wide forum to present the approval draft to the public. The team will prepare exhibits, a presentation, and exercises to elicit responses from the public. The Town will be responsible for outreach and attracting participants to the forum. At the forum, the team will provide graphic presentation boards on the plan elements with opportunities for public comment, and then present the plan. Seated at tables, participants will complete exercises to respond to the major directions of the approval draft of the Comprehensive Long Range Plan – both individually, and as a group at the table. The group exercise will require participants to exchange perspectives once they consider the draft plan. The forum will also provide an opportunity for questions about the plan recommendations and implementation.

D. OPTIONAL: Public Review of the Draft Plan

A public review period of four to six weeks will follow the forum if desired by the Town. The draft will be available online and in a public place, such as the library or Town hall. Town staff will document all comments received in the form of

a matrix with columns for consultant response and recommendation on comments, and a staff recommendation to the CLRPC.

DELIVERABLES:

- Revisions responding to staff and CLRPC comments
- Approval Draft
- Town-wide Forum on Draft Plan (Public Workshop #3)
- Two (2) CLRPC meetings

5 Phase 5: Final Plan



Time frame: months 15-16
April – May 2018

A. Presentation to Planning Board and/or Town Select Board

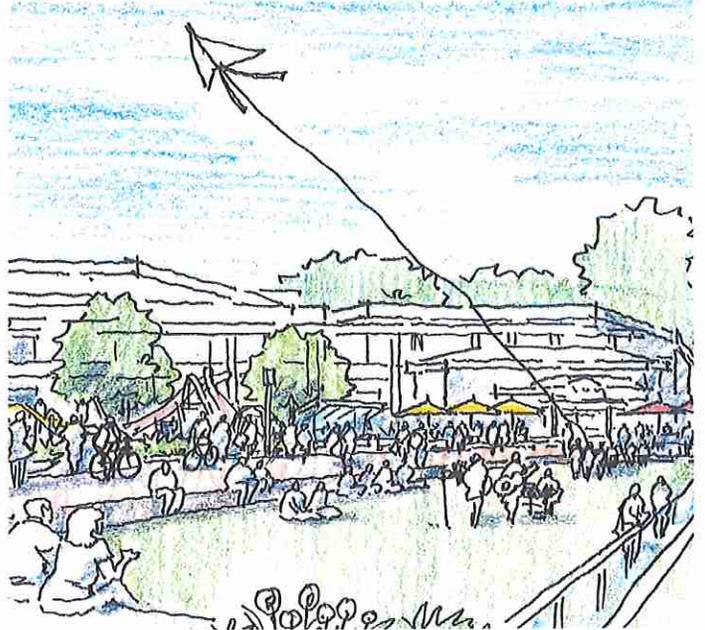
If desired, the team will present the draft plan to the Town Planning Board and/or Select Board or work with Town staff to prepare a presentation to be given by staff.

B. Revisions, as Needed, and Production of Final Plan After Approval

Stantec will make any revisions required by the CLRPC and Town Select Board. The final plan will be an electronic version of the plan in PDF and editable format; GIS data in ArcView format; and one digital copy of the plan with tables, charts and graphs, images, maps, boards, PowerPoints and similar presentation materials in editable formats and PDF, as needed. One bound hard copy will be provided, with additional copies to be printed and bound at cost.

DELIVERABLES:

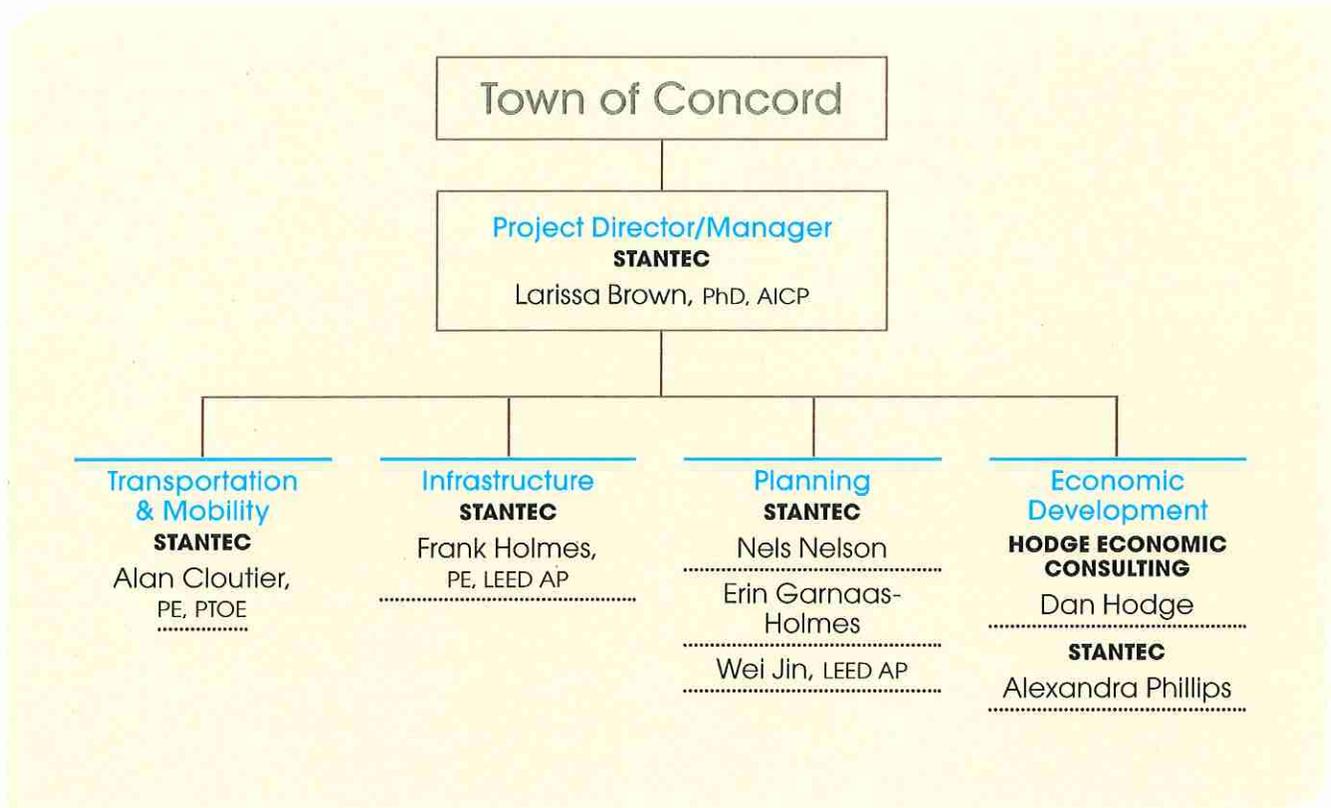
- Revisions, as needed, and one (1) final digital and hard copy of the plan
- Transfer of maps, boards, presentations, and similar files to the Town





D Staffing

STAFFING PLAN



AVAILABILITY

Our team, including our subconsultant, is ready and available to begin working with Concord on this plan. With respect to current and projected workloads across all disciplines, we are confident that we will be fully available to and commit to completing work on your desired timeline.



ROLES AND CAPABILITIES

Project Leadership

Larissa Brown PhD, AICP, will be the project director and manager, attending meetings, supervising other staff, responsible for quality control, and with ultimate responsibility for the entire process and deliverables. Larissa has prepared over twenty community-wide plans, six of which have won state APA or AIA awards and one a national APA award in the last ten years. She is currently leading an innovative combined comprehensive plan update and town government strategic plan, called the “Unified Plan,” for the Town of Wellesley (MA), having prepared the Town’s 2007-2017 comprehensive plans. Recent community-wide plans include Warwick (RI); Mansfield (CT); Birmingham (AL); and Shreveport (LA) and she is completing a general plan update in process for Fontana (CA). While many of Larissa’s plans have been honored with awards, even more importantly, the plans are being implemented.

Larissa is also a member of Stantec’s resilience group, focusing on holistic planning for climate change adaptation. In 2015 she served as a subject matter expert and facilitator for three regional Resilience Academies organized by the Rockefeller Foundation to assist jurisdictions eligible to apply for the HUD National Disaster Resilience Competition. She was part of a Stantec team that helped the Commonwealth of Virginia prepare a successful grant application in this competition.

In New England, Larissa has prepared comprehensive master plans for eleven communities (urban, suburban, and semi-rural) and five state-approved open space and recreation plans. She served as Chief Planner for the Northern Middlesex Council of Governments based in Lowell (MA). She was a founder and board member

for the Massachusetts Smart Growth Alliance, a collaborative of planning, housing, open space, and transportation organizations. Larissa also served as a member and chair of the Cambridge Planning Board during a period of intense development activity and rezoning of all nonresidential areas.

Stantec Technical Team

The Stantec technical team includes staff with expertise in planning, urban design, landscape architecture, GIS, real estate analysis, transportation, and infrastructure.

Nels Nelson, a planner and urban designer, will serve as deputy project manager. He has experience across scales, working on comprehensive master plans (including GIS), developing detailed district plans for walkability, and community engagement. He has provided analysis, mapping, and community-engagement facilitation for several comprehensive plan projects, including Fontana (CA) while at Stantec and Bridgewater (while at another firm), as well as district-level urban design plans. Nels also has unique experience with smart urban systems and closing energy and material cycles.

Erin Garnaas-Holmes, a landscape architect and planner, has experience on the Wellesley Unified Plan, Fontana General Plan Update, and several district planning and urban design projects. Erin has experience in designing the public realm for transportation, land development and open space projects, and he has worked in both large and small communities. His technical skills include GIS analysis and community engagement.

Wei Jin, LEED AP, an urban designer and architect, has experience on a wide range of architectural and urban design projects, ranging from mixed-use and residential planning and design, to campus planning. Her strong design

skills and environmental sensitivities integrate physical design solutions with social aspects and natural systems. She has produced concept plans and renderings for comprehensive plans as well as for many other planning and urban design projects.

Alexandra Phillips is an experienced real estate analyst with a master's degree in urban planning, a combination that gives her a broad perspective on real estate development. She is currently providing market-based analysis for the Urban Places Group's Wellesley Unified Plan project and will play the same role, as needed, for the Concord Comprehensive Long Range Plan.

Frank Holmes, PE, LEED AP, is a civil engineer who will be the team's advisor on infrastructure. As needed, he will participate in meetings and provide guidance on plan content related to water, sewer, and stormwater management including green infrastructure. Frank has more than 21 years of experience in planning and design for municipal infrastructure needs. In Concord, Frank is currently working on the Lowell Street Culvert Replacement for the Department of Public Works, as well as a few other transportation related assignments. He also has significant private school civil engineering experience on the Concord campuses of Concord Academy, The Fenn School, and The Middlesex School.

Alan Cloutier, PE, PTOE, will advise on transportation and mobility. As needed, he will participate in meetings on transportation issues and provide guidance on plan content. He has diverse experience in multi-modal analysis, corridor improvements, parking studies, and other transportation issues. His projects include corridor master plans for Dennis, a downtown parking study for Southbridge, and numerous pedestrian and bike trail studies.

Economic Development Subconsultant

Hodge Economic Consulting will provide economic development expertise. **Daniel Hodge**, principal of Hodge Economic Consulting, has 20 years of experience in regional economic development analysis, benefit-cost analysis, and public finance. Dan served as director of economic and public policy research at the UMass Donahue Institute, and was a senior/ principal economist at HDR Decision Economics and Cambridge Systematics. He has led numerous economic development, infrastructure benefit-cost (ROI), economic impact, and transit-oriented development studies. Dan brings an abundance of Massachusetts experience to the economic development portion of the Concord Comprehensive Long Range Plan, having led economic development analysis and planning for cities including Worcester, Auburn, New Bedford, Brockton, and Holyoke.

Of particular interest for this project is a research report that Dan is currently completing for MassEcon: "Competitive Factors and Business Location Decisions in Massachusetts." With the UMass Donahue Institute, he was centrally involved in all aspects of an economic development research project for MassEcon that evaluated business expansion and location projects over the past 12 years. In particular, the study analyzed over 350 company-specific projects throughout the state, developed an in-depth business survey and interview process, and compared economic development projects to target industry initiatives (life sciences, IT, manufacturing). Larissa and Dan have worked together before on the tornado recovery and redevelopment plan for Springfield (MA).

TEAM RESUMES

Please see team resumes on the following pages.



Larissa Brown PH.D., AICP | PRINCIPAL

PROJECT DIRECTOR/MANAGER

A principal at Stantec's Urban Places Group, the planning and urban design practice within Stantec, Larissa is an experienced leader of large interdisciplinary teams working on complex, multi-stakeholder planning projects and is principal author of numerous award-winning plans. Larissa's work is inherently interdisciplinary, integrating land use and urban design with resilience and sustainability, market analysis and economic development, housing, transportation, and infrastructure. In a planning career of more than 20 years, she has led a variety of comprehensive, visioning, revitalization, neighborhood and corridor, open space, environmental, and housing plans for public, private, and nonprofit clients across the country. She served as a Subject Matter Expert and Facilitator at 2014-2015 Rockefeller Foundation-sponsored Resilience Academies for jurisdictions eligible for HUD's National Disaster Resilience Competition. Larissa's projects have won state, regional, and national awards from professional groups such as the American Planning Association, the American Institute of Architects, and the Congress for the New Urbanism. Larissa has worked as a municipal and regional planner, has served as a member and chairperson of a municipal planning board, and was a founding board member of a statewide smart-growth advocacy collaborative.

Registration

Certified Planner #015721,
AICP

Education

Ph.D., Urban,
Environmental and
Latin American History,
University of Virginia

M.A., Environmental
Landscape Planning and
Design, Conway School of
Landscape Design

B.A., Magna Cum
Laude, History, Princeton
University

Memberships

Member, American
Planning Association

Select Awards

National APA

2011 Hard-Won Victory,
City of New Orleans
Master Plan and
Comprehensive Zoning
Ordinance

National AIA

2007 Honor Award for
Urban & Regional Design,
Boston's Newest Smart
Growth Corridor

Selected experience

Wellesley Unified Plan, Wellesley, MA

Project director/manager for the Unified Plan, a combined comprehensive plan update and town strategic plan.

Wellesley Comprehensive Plan 2007-2017*, Wellesley, MA

Project director/manager for a comprehensive plan process focused on accommodating new housing that is more diverse in type and affordability in commercial areas while preserving character in traditional neighborhoods and green space resources.

City of Warwick Comprehensive Plan*, Warwick, RI

Project director/manager for a comprehensive plan for this coastal suburban city. Including extensive community participation and creation of new GIS data and maps, the plan includes strategies to connect green space, to work with the State on sea-level rise and other coastal issues and hazards, and to retrofit and improve conventional suburban development patterns through a focus on village centers, mixed-use redevelopment of strip malls, redesign of the regional commercial center to retain customers by reducing traffic congestion and improving aesthetics, and creation of an innovation district for redevelopment of underutilized older manufacturing sites centers.

City of New Orleans Master Plan and Comprehensive Zoning Ordinance*, New Orleans, LA

Project director/manager for the official citywide comprehensive plan and zoning rewrite to provide a 20-year shared framework to take the city beyond Katrina recovery to become a 21st-century model of the resilient city. With intensive public outreach and participation, and special focus on creation of policies for a citywide housing framework, economic development, infrastructure, resilience, sustainability, citizen participation structure, and implementation structures. Implementation of the adopted plan includes

zoning changes to reflect the plan, a focus on resilience, code enforcement reforms, additional planning for the Claiborne Expressway corridor, and other initiatives.

Plymouth Strategic Action Plan*, Plymouth, MA

Project manager for a smarter-growth policy framework and strategic action plan, based on the comprehensive plan. The plan focuses on managing growth in sensitive areas while promoting economic development and compact residential growth in the fastest-growing municipality in the state. The concise document was designed to communicate effectively with residents who would have to vote on regulations and investments based on the framework that reflected the comprehensive plan.

Mansfield Tomorrow Comprehensive Plan & Zoning Ordinance*, Mansfield, CT

Project director to create a 20-year comprehensive plan and new zoning ordinance for the Town of Mansfield, CT, which includes the flagship campus of the University of Connecticut in the village of Storrs. Funded by a federal Sustainable Communities grant, the plan focused on balancing the rural character of much of Mansfield with expected housing and other impacts of university-driven changes including expansion of the student body and a new technology business district, and infrastructure extensions. Recommendations include new approaches to denser development in areas served by infrastructure and natural resources protection zoning approaches in rural character areas.

City of Birmingham Comprehensive Plan*, Birmingham, AL

Project director and manager for the first comprehensive plan in 50 years for Birmingham. Through an unprecedented public participation process, community members defined their top priorities. To respond to these concerns and aspirations, the comprehensive plan focuses on linking economic development, education, and workforce development; identifying strategies for transit improvements and transportation alternatives linked to the creation of transit-ready compact, urban villages; and a comprehensive strategy of land banking, redevelopment, and community greening to revitalize neighborhoods and reduce blight.

Shreveport-Caddo 2030 Master Plan*, Caddo Parish, LA

Project director/manager for a 20-year master plan for a planning area of 300 square miles and 230,000 people, including the City of Shreveport. Based on extensive public outreach and participation, the plan focuses on a transition from sprawl to smarter growth through expanding economic opportunity and improving quality of life. The plan includes elements on downtown, waterfront and inner-core revitalization, development of a signature green network with natural stormwater management and urban agriculture, infrastructure investments, and reform of the regulatory system.

City of Fontana General Plan Update, Fontana, CA

Project director leading a local team updating the General Plan for this city of over 200,000 people in California's Inland Empire. An extensive public engagement program includes visioning and thematic workshops, working groups, district open houses, a public opinion survey, and citywide events. Fontana became a suburban bedroom community with a logistics industry cluster over the last generation. The plan focuses on how the city could accommodate more growth in the future, become a full-service urban center with more jobs and economic diversity, improve older areas of the city, and align with the state's planning framework that calls for compact, walkable, and transit-friendly centers. Expected adoption 2017.

State APA and AIA

2014 APA RI Award for Comprehensive Plan, City of Warwick Comprehensive Plan

2014 APA AL Award for Outstanding Comprehensive Plan, City of Birmingham Comprehensive Plan

2012 APA LA Award for Comprehensive Planning, Shreveport-Caddo 2030 Master Plan

2011 APA LA Award for Comprehensive Planning, City of New Orleans Master Plan and Comprehensive Zoning Ordinance

2008 TX Society of Architects, Planning Award, Tyler 21 Comprehensive Plan, City of Tyler

2007 APA MA Outstanding Planning Award for Comprehensive Planning, Town of Wellesley Comprehensive Plan

** Denotes projects completed with other firms*



Nels Nelson | PLANNER



PLANNER

Nels is passionate about helping cities and towns become happier, healthier, and more resilient. Nels is able to optimize and find synergy between factors that influence the development of urban places, including quality of life, resilience, and economic development. He has unique experience working with smart urban systems, closing energy and material cycles. After earning his masters degree in environmental management and technology, Nels has kept close ties to academia, developing curricula for and teaching at Wageningen University, the Rotterdam Academy of Architecture, and the Royal Academy of Art. As a Fulbright Fellow, he managed green infrastructure projects with the City of Addis Ababa and the United Nations Development Program.

Education

Master of Urban
Environmental
Management,
Wageningen University
and Research Center

Fulbright Fellow, US State
Department, Ethiopia,
Africa

B.A., Art and Visual
Culture, Bates College

Memberships

Member, Boston Society
of Architects

Member, Board of
Directors, Boston Cyclists
Union

** Denotes projects
completed with other firms*

Selected experience

Fontana General Plan Update, Fontana, CA

Planner for the comprehensive general plan update for Fontana, an evolving city of more than 200,000 inhabitants in California's Inland Empire. Nels had a leading role in client, team, and sub-consultant management, mapping, analysis, and documentation.

Union Square Redevelopment, Somerville, MA

Planner for a transformative new chapter of Union Square. Announcement of Green Line extension plans in 2006 prompted the City of Somerville to consider how it could use key parcels it owned to jump-start high-quality, transit-oriented development in the square, which had long struggled to succeed as an economic center. The city asked our team to analyze development potential for the three parcels. Under a second contract, we assembled a development strategy to promote the city's vision for the district and to bring the city maximum return on its parcels. The strategy analyzed ownership patterns, the potential for public/private partnerships, infrastructure conditions, rezoning options, and real estate markets. It guided development of new zoning that encourages higher-density development—to build a market strong enough to support a healthy “downtown” retail and jobs district—and encourage coordinated development of scattered, underutilized parcels.

Burlington Comprehensive Master Plan Phase I*, Burlington, MA

Planner working with the town planners to create a new comprehensive master plan, including charrettes, public input, visual preference surveys, online stakeholder interaction, land use analysis, existing conditions analysis, open space analysis, and project branding.

Downtown Brockton Strategic Action Plan, Brockton, MA

Urban planner responsible for phased design scenarios, public engagement, existing conditions analysis, mapping, implementation recommendations, graphic material and presentations for redevelopment of a historic downtown near a transit hub.

Tampa Waterfront District, Tampa, FL

As a planner on the project, Nels is providing district, neighborhood, corridor and block-level planning and zoning; urban design; graphic and document design and illustrations; active transportation planning; open space planning; human wellness planning; and mixed use district planning services. The project involves developing an urban design framework for 40 acres (approximately 10 blocks) of walkable new development.



Erin Garnaas-Holmes | DESIGNER



PLANNER, URBAN DESIGNER, AND LANDSCAPE ARCHITECT.

Education

M.URP, University of Minnesota Humphrey School of Public Affairs

MLA, University of Minnesota College of Design

B.A., Macalester College

Memberships

Member, American Society of Landscape Architects

**Denotes projects completed with other firms*

Erin is an urban planner and designer who is passionate about the triple bottom line: helping communities achieve economic growth while also addressing environmental and social concerns. Erin has experience designing urban districts, open space networks, complete streetscapes and public spaces, and he is an expert in sustainable infrastructure. Trained as landscape architect and an urban planner, he has worked on several strategic redevelopment plans to identify opportunities to bring ecologically sustainable and socially vibrant development to urbanizing environments. Before joining Stantec, Erin worked with non-profit, government and academic design and planning organizations that expanded access to open space and cultural landscapes.

Selected experience

Wellesley Unified Plan, Wellesley, MA

Deputy project manager for a combined comprehensive plan update and town strategic plan.

City of Fontana General Plan Update, Fontana, CA *Leads GIS mapping and analysis.*

City of Corpus Christi Comprehensive Plan, Corpus Christi, TX

Led GIS mapping and analysis of land use and transportation, production of maps and diagrams for city's comprehensive plan.

Downtown Brockton Strategic Action Plan, Brockton, MA

Urban planner responsible for phased design scenarios, public engagement, existing conditions analysis, mapping, implementation recommendations, graphic material and presentations for redevelopment of a historic downtown near a transit hub.

Go Boston 2030 Public Realm Planning Study, Boston, MA

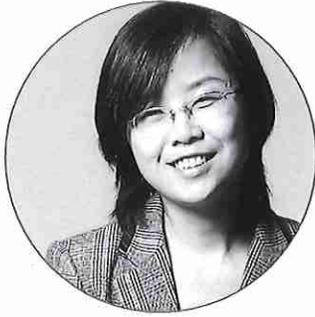
Project coordinator, researcher and designer for a two-year study of Boston's public realm and the creation of an implementation guidebook for tactical public space projects. Part design guidelines and part encouragement piece, the research and guidebook establish a vision for Boston's public realm and empower residents to take on projects like parklets, block parties and interactive public art in Boston's streets and sidewalks. The Study will be adopted as part of the City of Boston's Go Boston 2030 transportation planning process.

Carter Playground, Boston, MA

Designed public spaces and outreach material for the reconstruction of a major Boston city park in partnership with Northeastern University. Consulted on and currently overseeing SITES accreditation for the 7-acre park including athletic fields, a playground and public plazas. Designed framework to use sensor technology to measure park performance and inform future design and programming.

Charles River Urban Swimming Area Feasibility Study, Boston, MA

Project manager and urban designer for a study of the feasibility of establishing a permanent swimming area on the shore of the Charles River near downtown Boston. Led a team of pro bono volunteers to evaluate design, engineering and programming opportunities and obstacles for several potential swimming sites.



Wei Jin LEED AP | URBAN PLANNER & DESIGNER



PROJECT URBAN PLANNER AND DESIGNER / PLACEMAKING

Wei has experience on a wide range of architectural and urban design projects, ranging from campus planning and mixed-use development to residential planning and housing design. Her strong design skills and environmental sensitivities integrate physical design solutions with social aspects and natural systems. Wei has five years of professional experience in China as an architect working on projects from office buildings to residential complexes. She has also worked as the main designer on urban design projects in South Korea and Mexico.

Registration

LEED Accredited
Professional, USGBC

EDUCATION

Master of Urban Planning
and Master of Urban
Design, University of
Michigan

B.Arch., Wuhan Urban
Construction Institute

Select Awards

2014 APA National
Planning Excellence
Award for Innovation in
Economic Development
and Planning, East
Franklinton Creative
Community District
Revitalization Plan

2011 APA Louisiana,
Award for Comprehensive
Planning, City of New
Orleans Master Plan and
Comprehensive Zoning
Ordinance

** Denotes projects
completed with other firms*

Selected experience

Tampa Waterfront District, Tampa, FL

Urban designer for a mixed-use, walkable, 40-acre district in downtown Tampa, providing architectural concept design, site plans, aerial renderings and street level renderings.

Union Square Redevelopment, Somerville, MA

Urban designer for a mixed-use, higher-density, transit-oriented development district, including massing studies, architectural concepts, site plans, aerial renderings, and street-level renderings.

City of Corpus Christi Comprehensive Plan, Corpus Christi, TX

Provided concept plans, urban design framework, and visuals for two key opportunity sites in Corpus Christi.

Near East Side Neighborhood Master Plan*, Columbus, OH

Provided redevelopment and reinvestment master planning to shape a consensus-based investment strategy for an 800-acre urban neighborhood. The neighborhood has served as a major historic center of the African-American community in Columbus.

East Franklinton Creative Community District Revitalization Plan*, Columbus, OH

Provided urban design for a vision and implementation plan for transforming an underutilized 200-acre urban neighborhood adjacent to Columbus's central business district into a residential and commercial area for creative professionals. The plan received a 2013 Congress for the New Urbanism Honorable Mention.

San Antonio Housing Authority Neighborhood Master Plan*, San Antonio, TX

Provided urban design for a master plan for the Victoria Commons development, as well as a transformation plan and implementation strategy for the neighborhood. This included planning for the Authority's Wheatley Courts property, which was funded by and adheres to the core goals of HUD's Choice Neighborhoods program.

City of New Orleans Master Plan and Comprehensive Zoning Ordinance*, New Orleans, LA

Contributed to a citywide comprehensive plan and zoning revision to provide a 20-year shared framework for going beyond Katrina recovery to create a resilient city. Developed urban design concepts for the plan, citizen participation structure, and implementation plans. Winner of a 2011 National APA Award for Hard-Won Victory and a 2011 APA Louisiana Excellence Award.



Alexandra Phillips | ANALYST



REAL ESTATE TECHNICAL ANALYST

Alexandra has nearly five years of experience in the real estate industry. She worked for three years doing commercial real estate market research and analysis and managing projects for a data and analytics firm in Washington, DC. Alex recently moved back to her native Boston after completing a Master of City Planning with a Certificate in Real Estate Development at the University of Pennsylvania. Through this mix of studies, she gained a comprehensive understanding of the real estate development process from project conception to completion, and brings a unique perspective to her real estate analysis.

Education

M.A., City Planning, University of Pennsylvania

B.A., Spanish, Emory University

Real Estate Design and Development Certificate, University of Pennsylvania.

Memberships

Member, Urban Land Institute

** Denotes projects completed with other firms*

Selected experience

Wellesley Unified Plan, Wellesley, MA

Real estate technical analyst for a combined comprehensive plan update and strategic plan.

MassDOT Kneeland Street Development Disposition, Boston, MA

Served as real estate consultant for the redevelopment of Boston's parcels 25 and 26, which are adjacent to the Leather District and Chinatown neighborhoods. Facilitation of community meetings was provided.

DCAMM, Worcester Deep Dive, Worcester, MA

Analyzed all publicly owned property in the city to identify surplus parcels and buildings. Determined opportunities for disposition and redevelopment as part of Governor Baker's "Open for Business" initiative.

Financial Analysis of Catalyst Project, Brockton, MA

Provided financial feasibility analysis of a number of potential development projects including a Historic Tax Credit deal and a LIHTC development.

Atlantic City Equitable Development Plan*, Atlantic City, NJ

Developed a plan for the equitable development of the city for the Federal Reserve Bank of Philadelphia. As part of this process, Alex identified potential investments in the economy, human capital, and public realm.

Redgate Associates*, Boston, MA

Compiled information on the development pipeline in Boston neighborhoods. Assembled a report on potential development parcels near commuter rail in greater Boston. Researched comparable development projects to determine viability of our proposals. Assisted in RFP and budgetary tasks related to a Courtyard Marriott redevelopment project.

CoStar Group*, Washington D.C.

Supervised a team of ten researchers with clients comprising over \$3 million in annual revenue. Coordinated data verification, analysis, and publication of quarterly metropolitan market reports. Analyzed commercial real estate fundamentals and historical trends for Washington, DC market. Researched property information, lease transactions, and institutional sales comparables. Developed and maintained relationships with a portfolio of clients comprising \$1.5 million in annual revenue.



Frank Holmes PE, LEED AP | PRINCIPAL



INFRASTRUCTURE

Frank has over 21 years of experience as project manager of site/civil engineering projects from initial project formulation through completion of construction. He is experienced in a broad range of civil engineering practices, with a focus on stormwater management. Other areas of expertise include sewer system and water systems analysis and design, as well as local, state, and federal permitting. He works closely with both civil engineers and landscape architects within the firm to produce innovative and functional designs, and he is also a leader in sustainable design and low impact development.

Registrations

Professional Engineer
#40203, Commonwealth
of Massachusetts

LEED Accredited
Professional, USGBC

Approved Soil Evaluator
#SE 1081, Commonwealth
of Massachusetts

Education

M.B.A., Suffolk University

B.S., Civil Engineering,
Worcester Polytechnic
Institute

Select Awards

2014 Boston Society of
Landscape Architects,
Merit Award,
Temple Beth Elohim

2012 Faith & Form/IFRAA
International Awards
Program for Religious
Art & Architecture, New
Facilities, Merit, Temple
Beth Elohim

2011 BSLA, Honor Award
Temple Beth Elohim

Selected experience

Wellesley Unified Plan, Wellesley, MA

Infrastructure advisor for the ongoing combined comprehensive plan update and town strategic plan.

Lowell Road Culvert Replacement, Department of Public Works, Concord, MA

Project manager for ongoing civil engineering and stormwater related services.

Commonwealth Avenue at Church Street Traffic Review and Intersection Design Peer Review, Concord, MA

Project manager for ongoing traffic and peer review services.

Lowell Road and Barretts Mill Road Traffic Signal Warrant Study, Concord, MA

Project manager for traffic signal warrant study.

Landry Hall, The Middlesex School, Concord, MA

Project manager provided civil engineering for a new residence hall on the private school campus. Permitting included Site Plan Review and Notice of Intent with the town.

The Fenn School Campus and Athletic Improvements, Concord, MA

Project engineer responsible for civil engineering services related to a complete campus site plan for the 5-building preparatory school including athletic improvements, as well as designs for parking, vehicular, and pedestrian circulation, layout, grading, and planting areas. Detailed construction plans were also developed for the school's entry courtyard.

Concord Mews, Mill Creek Residential, Concord, MA

Project manager responsible for civil engineering construction administration for a 350-unit multi-family residential project.

athenahealth Campus Master Plan, Watertown, MA

Led the civil engineering for master planning effort to redevelop the campus. The project focused on providing a publicly accessible pedestrian-oriented campus environment, with a focus on maximizing open space and providing public amenities.



Alan Cloutier PE, PTOE | SENIOR ENGINEER



TRANSPORTATION AND MOBILITY

Alan has over 17 years of experience on traffic engineering projects specializing in the design and analysis of intersection and corridor improvements, bicycle and pedestrian facilities, and preparation and peer review of traffic impact studies.

Registrations

Professional Engineer
#46053, Commonwealth
of Massachusetts
#11230, State of Rhode
Island

Certified Professional
Traffic Operations
Engineer, Transportation
Professional Certification
Board Inc.

Education

M.S., Civil Engineering,
University of
Massachusetts

B.S., Civil Engineering,
Northeastern University

**Denotes projects
completed with other firms*

Selected experience

Wellesley Unified Plan, Wellesley, MA

Transportation and mobility advisor for the ongoing combined comprehensive plan update and town strategic plan.

Transportation Master Plan, Dennis, MA

Responsible for preparing comprehensive transportation Master Plan for the Route 134 and Main Street corridors. The study included an assessment of existing and future traffic conditions and identified the levels of improvements required to accommodate various levels of future development. Conceptual design plans were developed for intersections and roadways within the study area.

Pedestrian and Traffic Study - Portsmouth Naval Shipyard, Kittery, ME

Project consisted of a substantial pedestrian and traffic study both on-site and off-site aimed at reducing the congestion and extensive delays that are currently experienced by shipyard employees. Analysis and Vissim video simulations were prepared for both existing conditions and improvements and included vehicles, bicycles and pedestrians.

Multi-Use Path Feasibility/Conceptual Design Study, Chelsea, MA

For the City of Chelsea and the Massachusetts Executive Office of Energy & Environmental Affairs, assisted in developing the feasibility/conceptual design study for a multi-use path located on the former CSX Grand Junction Secondary Track right of way. Tasks include evaluating multiple on-road bicycling options, conducting Bicycling Compatibility analysis and recommending the optimal routes. Intersection improvements to accommodate this increased usage were developed.

Cochituate Rail Trail Conceptual Design Study, Natick, MA

Traffic Engineer for the project to develop a conceptual trail design for the rail to trail conversion of a 2.4 mil segment of the Saxonville Branch of the former Boston & Albany Railroad. Tasks included evaluating road crossings and at-grade railroad crossing and determining the recommended treatments at each crossing.

Downtown Parking Study*, Southbridge, MA

As Project Engineer, undertook Downtown Parking Study that included an analysis of utilization of existing parking facilities, including on-street parking and public and private lots within the downtown area. Identified levels of compliance with existing parking regulations and recommended changes to better utilize parking facilities.

Salem Pilot Bike Route, Salem, MA

Developed design plans for an on-road bike route linking public parks within the City of Salem. The route consisted of a combination of marked bike lanes, shared lanes and a limited amount of existing off-road portions.



Daniel Hodge | PRINCIPAL

ECONOMIC DEVELOPMENT

Education

M.A., Applied Economics,
University of Michigan

Master of Public Policy,
University of Michigan

B.A., Economics/Business,
Lafayette College

Memberships

TRB Transportation and
Economic Development
Committee, Member

Subconsultant Expertise

Economic development
analysis and strategy

Economic impact and
benefit-cost analysis

Transportation and
infrastructure investment

Dan Hodge, Principal of **Hodge Economic Consulting**, has 20 years of experience in regional economic development analysis, benefit-cost analysis, and public finance. Previously, he was Director of Economic and Public Policy Research at the UMass Donahue Institute, and was a Senior/Principal Economist at HDR Decision Economic and Cambridge Systematics. Dan has led numerous economic development, infrastructure benefit-cost (ROI), economic impact, and transit-oriented development (TOD) studies.

Comprehensive plans, master plans, city-wide plans, and transit and land use initiatives all require some form of economic market analysis to be most effective. Dan leverages his expertise in economic, demographic and real estate data with on-the-ground conditions and issues, to form realistic but forward-looking assessments of economic development opportunities and industry-specific strategies in support of planning initiatives. His extensive experience in transportation and economic development merges seamlessly with land use planning teams for downtown area plans, transit-oriented development planning, waterfront plans, and city/regional plans.

Dan has led or been a major contributor to local, regional and state economic development plans; data analysis and research in support of economic development initiatives; and studies of key industries for growth and expansion. Dan is equally comfortable leading detailed data-driven analysis of economic competitiveness of regions and states, as well as conducting stakeholder interviews and focus groups to develop goals, strategies and action items. Dan's strength is combining his big picture understanding of regional economic growth with a deep reservoir of experience with economic development programs and policies to help clients focus on what's most important to achieve positive economic change.

Selected experience

Competitive Factors and Business Location Decisions in Massachusetts, MassEcon

For MassEcon, Dan has been involved from project conception to final report writing in a major economic development research project to assess the competitive factors driving business expansion and relocation projects throughout Massachusetts. Initiated while at the UMass Donahue Institute, this project utilized a database of almost 375 business expansion project over the past 12 years to analyze the industries completing expansion projects, their geographic locations, and the driving factors behind location decisions. The project implemented a detailed business survey to go beyond high-level rankings of competitiveness, and Dan participated in interviews with Massachusetts companies to hear directly about their expansion project, what worked well, key state and regional assets, and continuing challenges.

The study found that, not surprisingly, skilled workforce is the most important factor but this varies by region and industry, and other factors like energy and health care costs, and responsiveness of economic development officials also play a critical role in both location decisions and ongoing business operations.

Hodge Economic Consulting was engaged directly by MassEcon to help complete the project, editing and re-writing the final report into a 25-page summary report (to be released January 2017).

Economic Development Strategic Plan, Town of Auburn, MA

Project Manager leading all aspects of an economic development strategic plan. Auburn is relatively small (population less than 20,000) but with its enviable transportation assets (I-90, I-290 and along the CSX main line), it maintains a diverse mix of distribution, manufacturing and regional retail industries. This plan includes a data-driven profile of economic conditions, interviews with local/regional development stakeholders, SWOT analysis, strategy development and public meetings.

Economic Development Assessment, Worcester Urban Revitalization Plan, Worcester Redevelopment Authority

As part of a team led by the BSC Group, Dan led the economic development assessment for the Urban Revitalization Plan in downtown Worcester. He compiled economic, demographic and real estate market data for Worcester and interviewed numerous private and public sector development experts to assess the downtown area's challenges and opportunities, and developed a set of near-term and long-term economic strategies.

Cambridge Business Profile and Economic Development Assessment, Cambridge Chamber of Commerce

As Project Director for the Cambridge (MA) Chamber of Commerce, Dan guided and helped deliver a comprehensive, data-driven business and economic assessment of the city. The study evaluated the city's strengths and weaknesses in terms of: a) key industries, businesses, and employment; b) demographic and socioeconomic conditions of Cambridge residents; and c) real estate markets and the application of the Economic Development Self-Assessment Tool (EDSAT) to better understand assets and areas for improvement.

Sustainable Return on Investment (SROI) of Boston ARRA Investments, Boston Redevelopment Authority

For the BRA, as Project Manager, Dan led the development and application of a Sustainable ROI model to evaluate the benefits of Federal stimulus-funded investments such as solar panels, LEED building renovations, and highway projects. Sustainability impacts included energy efficiency, water conservation, and environmental effects, as well as job creation benefits. The analysis also used the REMI model to examine economic impacts and job creation.



Project Timeline

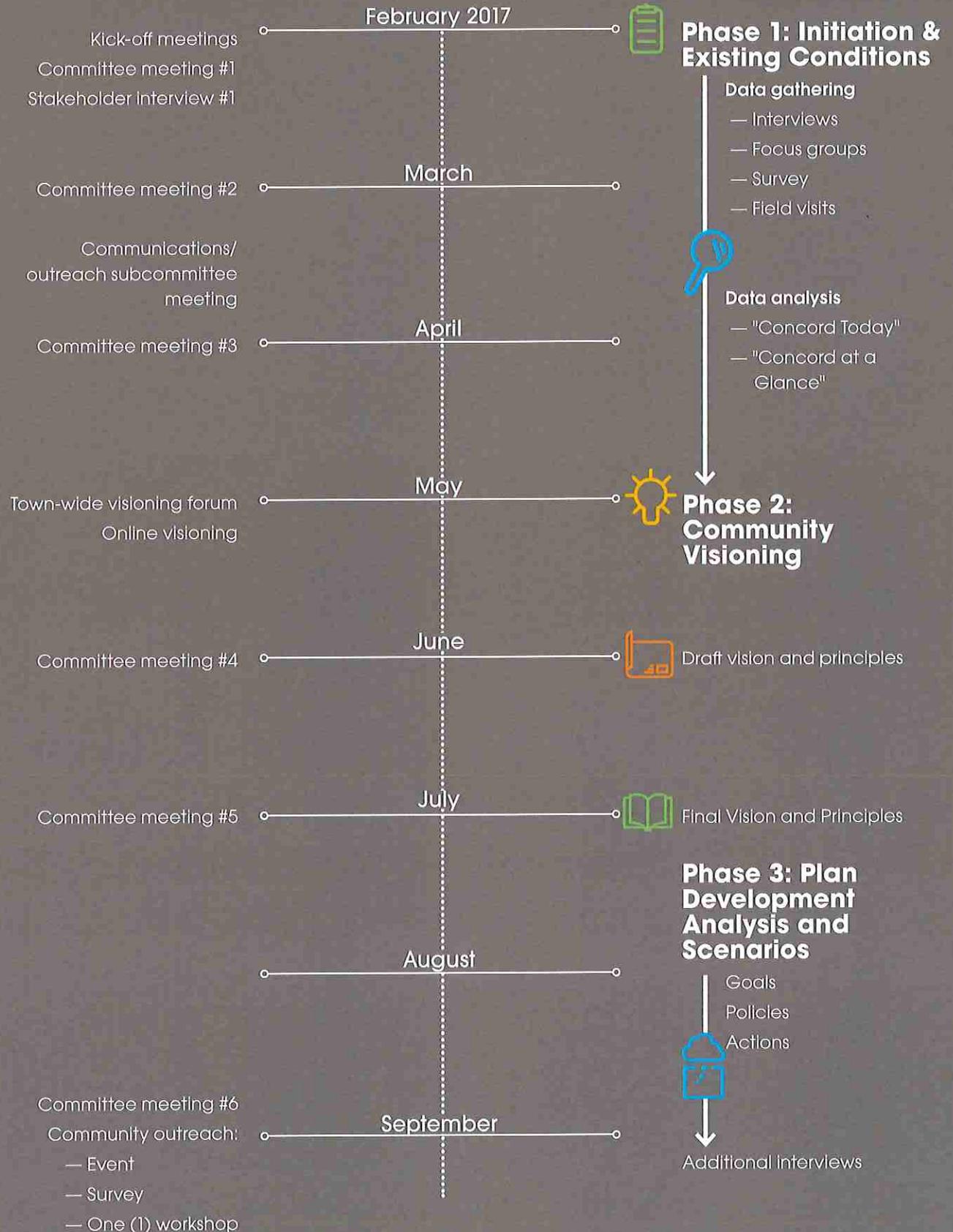


TASKS, DELIVERABLES, MEETINGS & APPROVALS

The project timetable reflects the work plan described in this proposal. This work plan meets the spirit of the scope and timeline described in the RFP with slight differences, as noted in the work plan narrative in Section C.

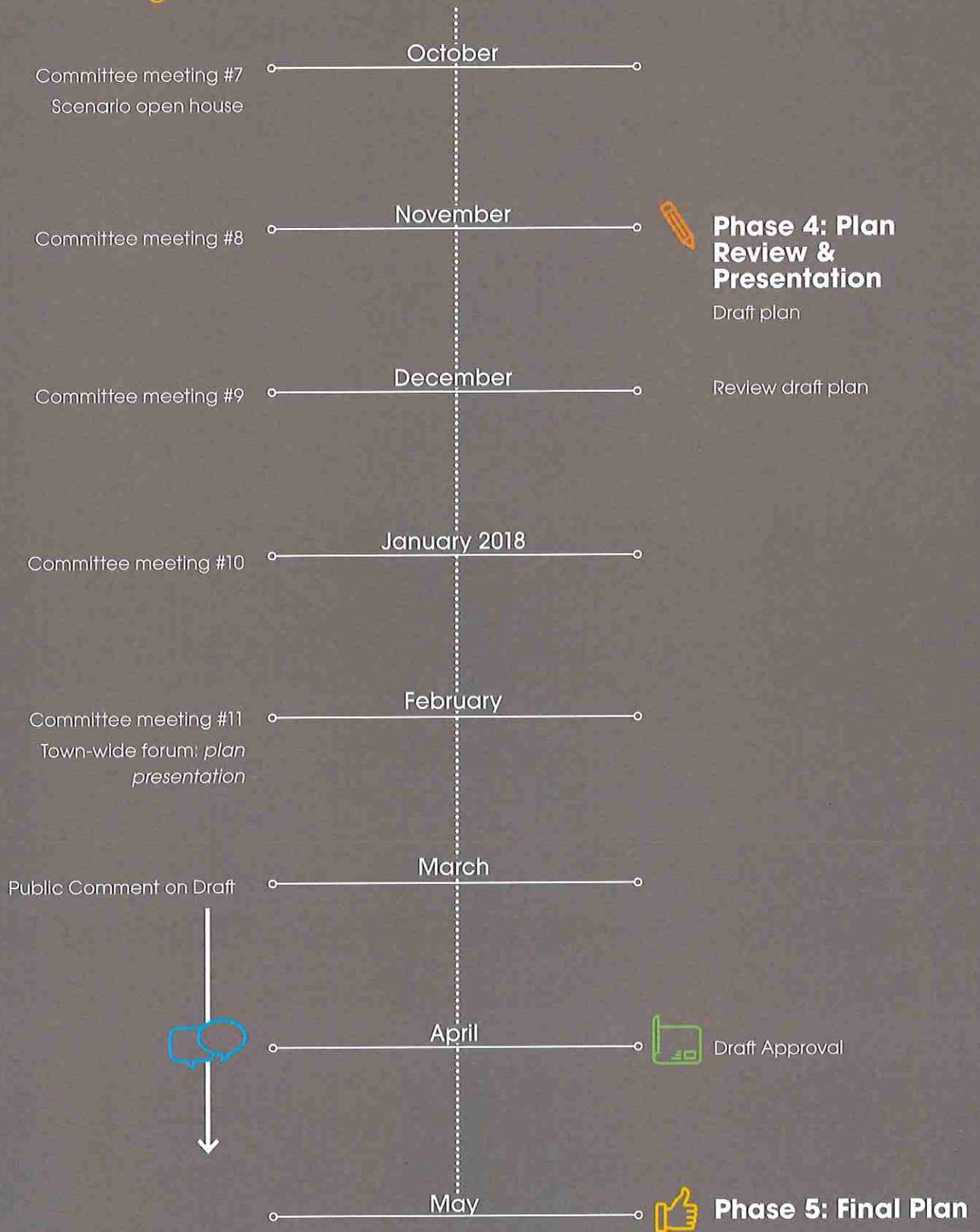
Outreach and Meetings

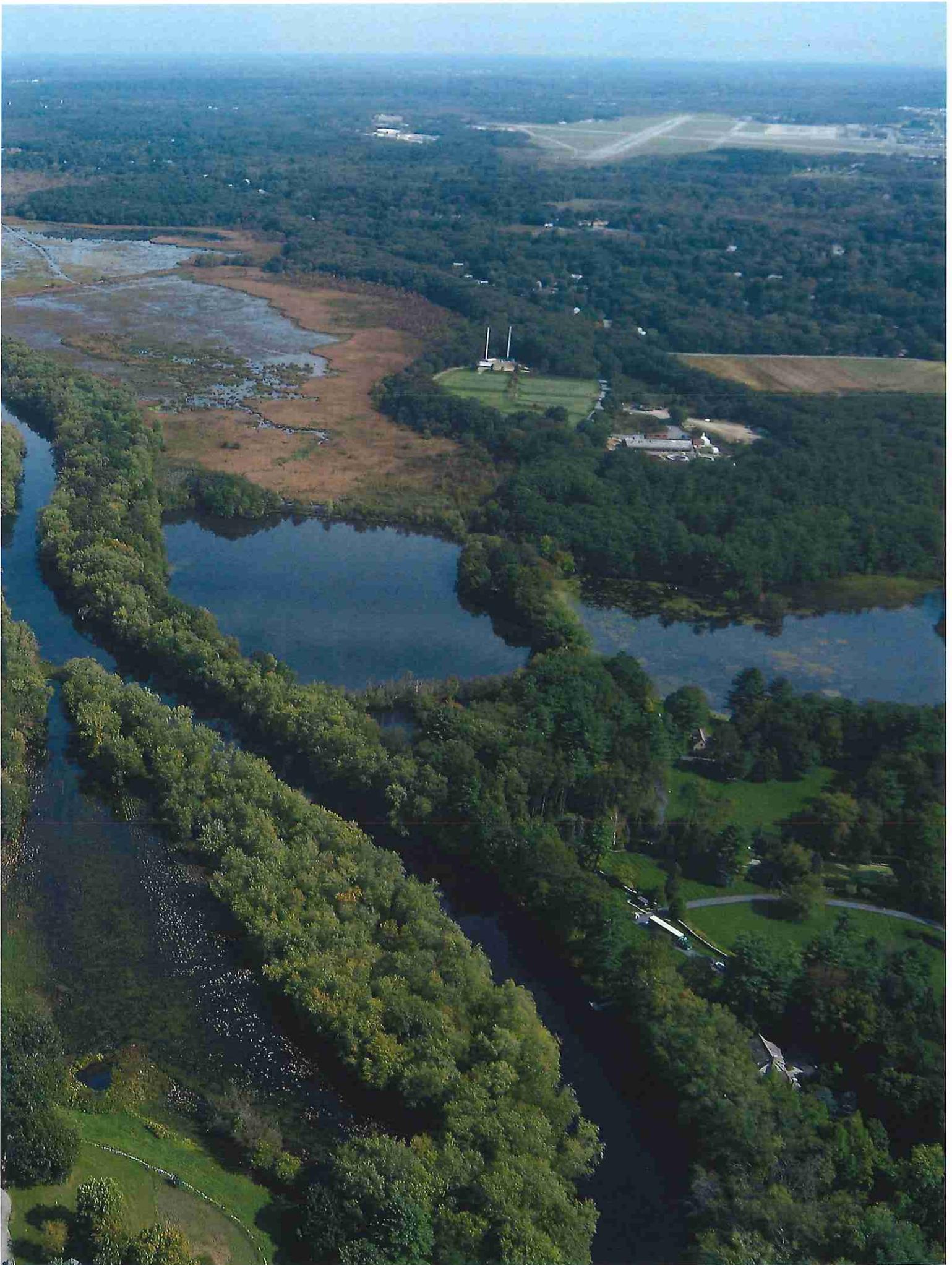
Plan Development



Outreach and Meetings

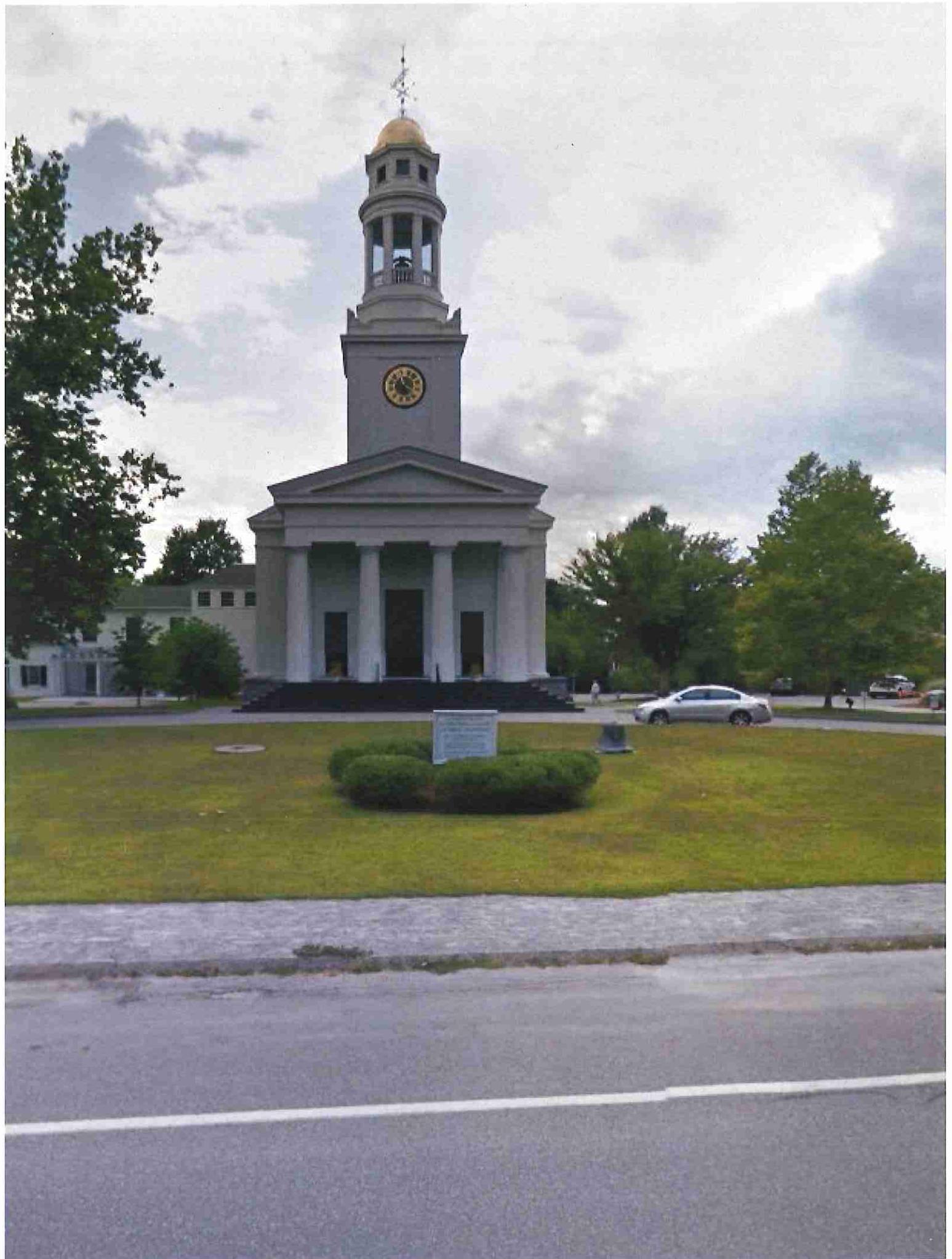
Plan Development





F Budget

All references to budget, as requested in the Request for Proposals, have been included in a separate envelope, clearly marked per the RFP.



References



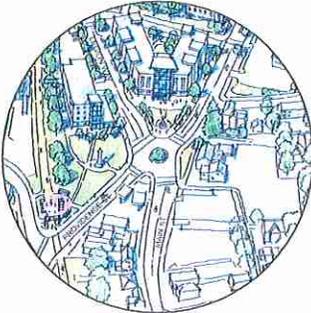
Meghan Jop, Deputy Director, Board of Selectmen

Town of Wellesley, MA

(781) 431-1019 ext.2205

mjop@wellesleyma.gov

Wellesley Comprehensive Plan (2006-2016) and Unified Plan (ongoing)



Dan Geagan, Senior Planner

City of Warwick, RI

(401)738-2000

daniel.t.geagan@warwickri.com

21st Century Warwick: City of Livable Neighborhoods (2013)



Roy Jambor, Senior Planner

Shreveport Metropolitan Planning Commission

(318) 455-6745

roy.jambor@shreveportla.gov

Shreveport-Caddo 2030 Master Plan (2010)

HOW WE MEASURE UP

RFP Section VIII: Evaluation Criteria

	Section or Compliance Response
1. Number of years the proposer has been in operation	62
2. Professional qualifications of staff who will work on the project (please include resumes of the project staff)	Sections B & D
3. Experience in projects of similar size and scope	✓
4. Demonstrated experience in helping communities with the setting of priorities of different (and sometimes conflicting) goals	Section B
5. Ability to complete previous project on budget and on time	Section B
6. Commitment to complete this project in the specified time frame by providing information on your current work load	Section D
7. Quality of proposal	✓
8. Knowledge and thorough understanding of the structure and functions of local town government in Massachusetts, of the challenges town government faces, and of the fundamentals of municipal planning and land use regulations and law in Massachusetts as evidenced by submittal of prior work	Section C
9. References (which should be from individuals, firms, and government entities that have hired the proposer for projects with a similar size and scope as this project, conducted during the last five years).	Section G
10. Examples of prior work for other municipalities (can be submitted on CD, thumb drive, FTP site or the like, as long as submitted electronically).	✓ Links provided
11. Proposed schedule and approach to working with the Committee that clearly demonstrates how the Comprehensive Long Range Plan will be developed	Sections C & E
12. Presentation of the proposal to Town staff, if requested to do so.	✓

Summary & Forms

RFP FORMS

The requested forms for certification of non-collusion as well as tax compliance follow.

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.

Larissa Brown, PhD, AICP

Name of person signing proposal

Principal, Urban Places Group

Title

Stantec Planning and Landscape Architecture P.C.

Name of business

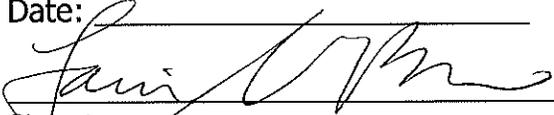
Business Address: 226 Causeway Street, 6th Floor

City and State: Boston, MA 02114

Telephone No: (617) 523-8103 Fax No: (617) 523-4333

E-mail Address: larissa.brown@stantec.com

Date: December 15, 2016



Signature

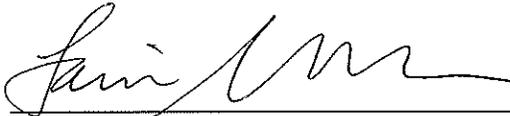
CERTIFICATION OF TAX COMPLIANCE

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: Stantec Planning and Landscape Architecture P.C.

ADDRESS: 226 Causeway Street, 6th Floor, Boston, MA 02114

TELEPHONE: (617) 523-8103 DATE: December 15, 2016

SIGNATURE OF AUTHORIZED OFFICIAL: 

TITLE: Larissa Brown, PhD, AICP
Principal, Urban Places Group

SOCIAL SECURITY or FEDERAL IDENTIFICATION #: 20-8672158

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.