







Town of Harvard, Massachusetts

# Ayer Road Corridor Vision Plan and Form-Based Code

**Request for Interest** 

September 28, 2020





Marie Sobalvarro Assistant Town Administrator Town of Harvard 13 Ayer Road Harvard, MA 01451

Dear Ms. Marie Sobalvarro,

Houseal Lavigne is pleased to submit this proposal for the Town of Harvard's Request for Interest for the Ayer Road Corridor Vision Plan and Form-Based Code. We believe our team is uniquely qualified to assist the Harvard community, bringing our insight, expertise, and understanding together with national experience gained from working with communities throughout the country. Our staff of professionals provides the skills necessary to create a visionary, responsive, and achievable plan for the Harvard Ayer Road Corridor.

Houseal Lavigne, is an award-winning community planning, urban design, and economic development consulting firm made up of 15 staff with extensive experience in downtown planning, market and economic analysis, development visualization, and urban design. Our firm has assisted more than 300 communities across the country on a variety of planning, design, and development related assignments. Our firm's innovative approach to planning, familiarity with contemporary development practices, nationally recognized concept and development visualization, integration of available technology, expertise with market assessment and development economics and analysis, distinguish us from other firms.

We appreciate the opportunity to be considered for this important project and look forward to the prospect of working with you and the entire Harvard community on the development of the Ayer Road Corridor Vision Plan and Form-Based Code. Our team has dedicated time and personnel available to undertake the assignment immediately upon selection. Please do not hesitate to contact me for any questions regarding this submittal.

Sincerely,

John Houseal

Principal and Co-founder

Houseal Lavigne 188 W. Randolph Street, Suite 200 Chicago, IL 60601 (312) 372-1008 ext. 101 jhouseal@hlplanning.com

#### HOUSEAL LAVIGNE

CHICAGO, IL 188 West Randolph Street, Suite 200 Chicago, Illinois 60601 (312) 372-1008

www.hlplanning.com info@hlplanning.com



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Section 1 Firm Overview & Qualifications

# Houseal Lavigne is...

Houseal Lavigne is an award-winning consulting firm specializing in all areas of community planning, urban design, and economic development. We have expertise and experience with assignments of all scales, including regional, city-wide, subarea, district, and site-specific planning and design. We strive for a true collaboration of disciplines and talents, infusing all our projects with creativity, realism, and insight.

**Houseal Lavigne** is providing a fresh approach to urban planning, a strong foundation in contemporary development practices, an insightful understanding of market and economic analysis, and an effective ability to conduct engaging community outreach. Our firm is able to meet the unique challenges of any assignment and develop creative solutions that ensure compatibility between the built and natural environments.

**Houseal Lavigne** is made up of a team of dedicated professionals experienced in urban planning and design, economic development, geospatial services, and zoning and development regulations. We have worked with more than 300 communities across the country on a wide variety of planning, design, and development related projects. **Houseal Lavigne** is built on a foundation of excellence in customer service, strong professional relationships, and most importantly, client satisfaction. Our commitment is to provide unparalleled support, responsiveness, and creativity to our clients as they address the challenges and opportunities confronting their communities.

**Houseal Lavigne** is founded on a set of core principles that, when combined with our professional experience and expertise, creates a consulting firm that stands above the rest. Since the firm's founding in 2004, Houseal Lavigne has established itself as one of the Nation's premier planning and design firms.

**Houseal Lavigne** is an innovation-based firm and the nationally recognized leader in the emerging field of Geodesign, spatial analytics, and evidence-based planning and decision-making. By integrating the latest available technologies into the process, we are able to blend the art and science of planning and deliver more responsive and effective recommendations, 3D scenarios informed with data, and better rationale to support land use and development policy.

# What we do...

Comprehensive Planning

Neighborhood & Subarea Planning

Zoning/Regulatory Controls Downtown Planning Transit-Oriented Development Corridor Planning Design Guidelines Land Planning & Site Design

Park, Recreation & Trail Master Planning

Market & Demographic Analysis

Fiscal/Economic Impact Analysis

**Development Services** 

**Retainer Services** 

# RECENT AWARDS

Smart Cities Award American Planning Association Technology Division Land Use Plan/Town Center

Special Achievement in GIS Award (Esri) Land Use Plan/Town Center Morrisville, North Carolina

Morrisville North Carolina

#### 2019

CO APA General Planning Award Aurora Places Comprehensive Plan

#### 2018

APA Healthy Active Community Awar Healthy Chicago 2.0

Special Achievement in GIS Award (Esri) Oshkosh Corporation World Headquarters / Lakeshore Redevelopment

VA APA - Commonwealth Plan of the Year Award Bristol Comprehensive Plan

2017

IL APA - Outreach Award Envision Oak Park Comprehensive Plan

**2016** MN APA - Innovation Award St. Cloud Comprehensive Plan

2015

MI APA - Daniel Burnham Award (Best Plan) Imagine Flint Master Plan

#### 2014

American Planning Association National Planning Excellence Award for an Emerging Planning & Design Firm

MI APA - Planning Excellence Award for Public Outreach - Imagine Flint Master Plan

IA APA - Daniel Burnham Award (Best Plan Coralville Community Plan

#### 2013

City of St. Charles Comprehensive Plan

#### 2012

IL APA - Daniel Burnham Award (Best Plan) Village of Downers Grove Comprehensive Plan

ACEC Illinois - Merit Award - Studies & Research IL 47 Corridor Plan

# **Founding Principles**

Houseal Lavigne began with a set of founding principles that still guide every project we undertake. By continually honoring these principles, we have reliably and repeatedly served our clients, established trust and strong professional relationships, and produced results that exceed expectations, and developed plans that have served as points of pride for communities. By adhering to our founding principles, we have emerged as one of the most respected, trusted, innovative, and effective firms in the industry. Our founding principles are:

**Better Community Outreach.** We believe strongly in fostering a sense of "community stewardship" by using an inclusive approach to stakeholder engagement as a foundation for all our projects.

**Commitment to Creativity.** We believe vision and creativity are among the most important components of good planning and design, and we pledge to provide fresh, responsive, and intriguing ideas for local consideration.

**Graphic Communication.** We believe all planning processes and documents should utilize a highly illustrative and graphic approach to better communicate planning and development concepts in a user friendly, easy to understand, and attractive manner.

**Technology Integration.** We believe the integration of emerging technologies should be used to improve the planning process and product - improving public engagement and involvement, fostering evidence-based decision-making, and producing more effective documents and recommendations.

**Client Satisfaction.** We believe meeting the needs of our clients is a top priority and we strive to achieve it by developing and maintaining strong professional relationships, being responsive to clients' concerns and aspirations, and always aiming to exceed expectations.

# **Award-Winning Planning**

As a testament to our firm's overall approach and project methodologies, Houseal Lavigne has frequently been recognized across the country by our peers and honored with awards and special recognition. Houseal Lavigne has received multiple awards for "Best Plan" from several state chapters of the American Planning Association (APA) in categories including comprehensive plan, strategic plan, community outreach, innovation, healthy communities, and best tool or practice. In addition, Houseal Lavigne was awarded the APA's 2014 National Planning Excellence Award for an Emerging Planning and Design Firm. Upon receiving the award, the APA recognized our innovative planning approach, targeted implementation strategies, creative and effective outreach, integration of emergent technologies, industry-leading graphic communication, and noted our firm's overall influence on the planning profession across the United States.

Very recently, in April of 2020, Houseal Lavigne's work with the Town of Morrisville received two awards for the use of technology as part of the Land Use Plan and Town Center 3D Scenarios Visualization. This includes the American Planning Association – Technology Division's Smart Cities Award and Esri's Special Achievement in GIS Award. Both awards recognized the innovative use of tools and software including CityEngine and Unreal Engine to visualize and analyze different land use scenarios for Morrisville's Town Center.

# **Community Engagement**

Houseal Lavigne has always had a strong commitment to community outreach and engagement, which serves as one of the cornerstones upon which our firm was created. When engagement tools did not exist, we created them. When tools were created by others, we became the experts in using them. For the past 15 years, Houseal Lavigne has led the way in identifying new ways to engage residents, new ways to visualize data, and new ways to communicate plans, designs, and concepts to the general public. Creating and embracing innovative methods to engage communities has become a hallmark of the firm.

Anticipating high levels of participation from an active and engaged community, our proposed outreach and stakeholder coordination process includes both traditional (face-to-face) and web-based activities to obtain the broadest levels of participation. Our outreach strategies are award-winning, cost-effective, and designed to build consensus around the process.

# Outreach in a Time of "Social Distancing"

As a national leader in the development and utilization of online outreach platforms, Houseal Lavigne is capable and ready to engage Harvard residents and stakeholders by fully leveraging online and social media platforms. For years we have been providing virtual meetings, workshops, and tools aimed at allowing people to actively participate in the planning process from home. Go To Webinar, Microsoft Teams, Facebook Live, and map.social are just a few of the tools we have been using to allow staff, elected and appointed officials, and entire communities to see presentations, ask questions, provide input, and remain actively and effectively engaged, all in real time.

If face-to-face engagement is not feasible at a particular point in the process, we will work with the City staff project team to reallocate time and resources and identify the best online engagement tools to supplement outreach efforts. We are confident the suite of online engagement tools we can provide will allow



"Imagine Flint" the Master Plan for the City of Flint, MI, the extensive, multi-phased outreach and Plan branding efforts led to levels of community participation that exceeded expectations at every turn. Over 5,000 individuals participated in the planning process and the Plan was awarded the MI APA - Planning Excellence Award for Public Outreach in 2014.

Another example of our award-winning engage-

with the Village of Oak Park, IL. The Plan directly

across an array of mediums and activities and

ment strategy integrated into the comprehensive planning process was "Envision Oak Park"

evolved from extensive public involvement



was selected for the IL APA Community Outreach Award in 2017.
 During the Comprehensive Plan with the City of Aurora, CO, we engaged in conversations with the City of Engaged in conversations.

Aurora, CO, we engaged in conversations with the City's diverse and multi-lingual population to hear the community's under-represented perspectives. Outreach was performed in a total of six differing languages and engaged over 3,000 residents. The Plan would go on to win the **CO APA General Planning Award in 2019**.



The Comprehensive Plan developed for the Village of Downers Grove, Illinois was built on an extensive community outreach campaign. The Plan, due to its successful engagement was awarded the **IL APA Award for Best Plan**. The Plan was also an early example of our innovative web-based engagement tool map.social.



map.social is a web-based community issues mapping tool. Developed by Houseal Lavigne, this tool allows website visitors to identify, map, and comment on geographic areas of concern and valued community assets in a manner that is exciting, interactive, and effective. map.social was awarded the **Best Practice Award from the IL APA**.

# Case Study: Innovative, Web-Based Community Outreach

Community outreach will be provided throughout all the assignment's projects. Just one of the innovative and cost-effective means with which Houseal Lavigne accomplishes this offer is using our online tool: map.social. *map.social* is a web-based community issues mapping tool, fully integrated with ArcGIS and ArcGIS Online. Developed by Houseal Lavigne, this tool allows website visitors to identify, map, and comment on geographic areas of concern and valued community assets. map.social simplifies the engagement process and familiarizes residents with all areas of a community in a manner that is exciting, interactive, and effective. Input from residents allows the creation of individual issues maps or a community-wide composite map of issues, helping to establish a foundation for the creation of consensus-driven community goals and objectives. Shown here, map.social was initiated by the City of Loveland, Colorado to support the update of the City's Comprehensive Plan. The project aimed to map the City of Loveland from the perspective of community members to establish an understanding of places where residents live, where they like to spend time, or places they try to avoid.



# **Approach to Planning**

Our philosophy of community planning, visioning, goal setting, and implementation is built on a foundation of professional experience, sound planning and design practices, and a track record of award-winning projects. Our approach combines extensive community outreach and participation, highly illustrative and user-friendly maps and graphics, and utilization of available technologies. Our process will help establish a community vision, set community goals, and foster community consensus. Our approach to this assignment will include and be guided by the following core principles, which will allow us to successfully engage the community, develop viable and visionary solutions, and comprehensively respond to local issues and needs.



#### Focus on Urban Planning and Community Development

Houseal Lavigne specializes in community planning, urban design, and economic development. It is our focus, it is our passion, and it is our area of expertise. We are a specialized urban planning firm whose efforts are not diluted or compromised by bureaucracy or competing interests. Our focus and size allow us to provide the creativity, flexibility, and responsiveness needed to meet our clients' needs without wasting precious resources.

# Foundation of

**Experience** 

Houseal Lavigne has extensive experience in community planning, visioning and goal setting, implementation strategies, comprehensive planning, economic development studies, urban design, and more. We have directed, managed, and assisted with similar planning assignments for communities across the country.



#### Engaging Community Outreach

One of our greatest strengths is our ability to design and conduct engaging and effective community outreach. It is a vital part of all of our planning projects, and we believe it is a necessary component of any successful planning process. It is important that all interested persons have the ability to participate in the planning process, and to know they have been heard and their opinion taken into consideration. We believe strongly in fostering a stewardship for the community and achieving a high level of community consensus for planning initiatives.



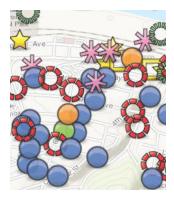
#### Illustrative Format and Quality Graphics

All our projects incorporate a highly illustrative and graphic approach to communicating planning and development policies and recommendations. We have developed a distinct design approach to urban planning and community development projects which we incorporate into all our projects. The results of this approach are reports and plans that are attractive, distinctive, and easy to use and understand.



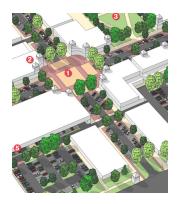
#### Technology Integration

Integrating appropriate technologies can greatly improve the planning process and product. We specialize in the use of GIS and geospatial analysis, designing and hosting project websites, on-line surveys, interactive real-time polling, and utilizing 3-D rendering to improve planning and development concepts. Our maps and graphics are attractive and compatible with existing and developing information systems. When designed and managed appropriately, these technologies greatly improve communication and involvement with the public.



# Vision, Creativity, and Innovation

We believe vision and creativity are among the most important components of good planning and design. Too often, vision and creativity are lacking in the planning process and final planning product. With the help of the community, we will establish a "Vision" that captures the local spirit and character, while presenting new ideas and concepts for consideration. Our fresh approach to planning and development will broaden the range of available options and maximize the potential of community resources.



## Targeted Implementation

Identifying the "next steps" to be taken is an important part of any good plan. Plans are not meant to sit on a shelf gathering dust but should be used on a regular and ongoing basis as a foundation for decision-making. Our plans identify key implementation steps that should be taken to "jump start" the ultimate realization of the Plan's vision and recommendations. Implementation steps outline the projects and actions to be taken and identify responsibilities, timing, and funding options.



## Commitment to Client Satisfaction

Our Firm's primary focus is on client satisfaction. We pride ourselves on our professional relationships, reputation, and client references. We develop strong relationships with our clients and are often considered "an extension of staff." We are responsive to clients' concerns, available at any time to assist with unforeseen events and issues and are committed to doing whatever it takes to serve the client. Many of our "one-time" projects result in long-term ongoing professional relationships with client communities.

# Section 2 Key Personnel



Bachelor of Environmental Sciences University of Michigan

Master of Environmental Planning Arizona State University

#### **Memberships**

American Planning Association

American Institute of Certified Planners inducted Fellow

Lambda Alpha International

**OPRF** Community Foundation Board of Directors

#### Awards

2019 APA-CO - General Planning Award Aurora Places Comprehensive Plan

2017 APA-IL Outreach Award Envision Oak Park Comprehensive Plan

2016 APA-MN - Innovation Award St. Cloud **Comprehensive Plan** 

2015 APA-MI - Daniel Burnham Award (Best Plan) Imagine Flint Master Plan

2014 APA National Award for Excellence Emerging Planning and Design Firm

2014 APA-MI Public Outreach Award Imagine Flint Master Plan

2014 APA-IA Daniel Burnham Award Coralville Community Plan

2014 Congress for New Urbanism - Mackinac Award for Outstanding Plan Imagine Flint Master Plan

> 2012 APA-IL Daniel Burnham Award Downers Grove Comprehensive Plan

2010 APA-IL Strategic Plan Award **River Forest Corridors Plan** 

2009 APA-IL Implementation Award Ogden Avenue Enhancement Initiative

2007 APA-IL Daniel Burnham Award Carpentersville Comprehensive Plan

#### **AICP Certification Instructor**

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APA National and APA State Chapters 2005 to present

Prepared by Houseal Lavigne

## John A. Houseal, FAICP **Principal | Co-Founder**

John is a Principal and Co-founder of Houseal Lavigne and has established himself as one of the nation's top urban planning professionals. John has been inducted in the College of Fellows of the American Institute of Certified Planners, the highest recognition and distinction awarded by the American Planning Association. John's reputation and expertise within the profession as a leader in urban planning, innovation, contemporary development practices, and community outreach has garnered him wide recognition and numerous planning awards. John has been a featured speaker at national, regional, state, and local events and conferences for issues related to urban planning, zoning, transportation, context sensitive design, innovation, graphic communication, and the environment. John is recognized as one of the top community facilitators, consensus builders, and citizen participation experts in the profession.

John maintains professional memberships with the American Planning Association and the American Institute of Certified Planners. John received a Bachelor of Science in environmental sciences from University of Michigan and a Master of Environmental Planning for environmental planning and urban planning from Arizona State University. John is also an AICP certification instructor and has been responsible for training more than 1,000 planners for professional certification since 2005. John also sits on the Board of Directors for the Oak Park and River Forest Community Foundation and serves as the Co-chair of the CommuityWorks Advisory Board, overseeing community initiatives related to environmental sustainability, community leadership training, and programs aimed at the success of all youth in the community.

Prior to co-founding Houseal Lavigne, John was a Principal and the Director of Urban Planning for URS Corporation, a global multi-disciplinary engineering firm. Working from the Michigan Avenue office in Downtown Chicago, John oversaw and directed the firm's urban planning and community development projects, often coordinating on assignments throughout the country.

#### **Project Experience Comprehensive Plans**

#### 60+ Comprehensive Plans

including:

- Aurora, CO
- Benton Harbor, MI
- Brownsburg, IN .
- Coralville, IA
- Council Bluffs, IA .
- **Davis Junction**
- Downers Grove
- Edinburgh, IN ٠ .
- Flint, MI Frederick, CO •
- . Forest Park
- Geneva
- . Greater Bridgeport Region, CT
- Harwood Heights
- Jackson, MO
- Jackson, TN
- Lynwood
- Marion, IA
- Mattoon
- . Morton Grove
- Mundelein
- Niles

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- Oakbrook Terrace
- Oak Park •
- Palos Park .
- Prairie Grove
- **River Forest**
- St. Cloud, MN •
- Tipton, IN .
- Windsor, CO

#### **Downtown Planning**

30+ Downtown Plans including:

- Bentonville, AR
- Downers Grove Downtown
- Forest Park Madison Street • Corridor
- Geneva Downtown Master Plan
- Huntley Downtown Master Plan
- McHenry Downtown Plan Oshkosh, WI Downtown
- Plan
- Round Lake Downtown Plan
- St. Joseph, MI

#### **Special Area Planning**

50+ Special Area Plans,

- including:
  - Bellwood TOD master **Development Plan**
  - Countryside Dansher Industrial Park Subarea Plan
  - Glenview The Glen Parcel • 24 Master Plan
  - Montgomery Preserve
  - Subarea Master Plan Naperville Martin Mitchell
  - Campus Master Plan Oak Brook Commercial
  - Areas Master Plan • Palos Park Commercial Areas Master Plan
  - Rolling Meadows Golf Road Corridor Mobility Plan
  - Skokie Dempster Station

#### Area Plan **Corridor Planning**

- 70+ Corridor Plans including:
  - Hinsdale · Odgen Avenue Corridor
- Plan IL 47 Corridor Study
- Lockport -I-355 Corridor Master Plan
- Melrose Park Broadway Avenue Corridor Plan
- Naperville -Ogden Avenue Enhancement Study
- Oak Brook -22nd Street Corridor Plan
- Portage, IN -
- Highway 20 Corridor Plan Zoning &

#### **Design Guidelines**

30 Zoning & Design Guidelines

- Assignments, including:
  - Ardmore, OK
  - Benton Harbor, MI
  - Bentonville, AR • Bloomington Chicago

Flint, MI

Hinsdale

Marion, IA

Manual

River Forest

Sunset Hills, IA

Muskogee, OK

Pace TOD Guidelines

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Bachelor of Science School of Urban and Regional Planning Ryerson Polytechnic University

#### Memberships

American Planning Association American Institute of Certified Planners National Trust for Historic Preservation Congress for the New Urbanism Urban Land Institute

#### Awards

American Planning Association National Planning Excellence Award for an Emerging Planning & Design Firm; 2014

> Daniel Burnham Award Downers Grove Comprehensive Plan American Planning Association Illinois Chapter, 2012

Daniel Burnham Award McHenry County 2030 Comprehensive Plan American Planning Association Illinois Chapter, 2010

> "Best Practice" Gold Award Planning Mapper American Planning Association Illinois Chapter, 2010

SketchUp Design Award Google.com

"Plan" Gold Award Carpentersville Comprehensive Plan American Planning Association Illinois Chapter, 2007

"Project, Tool, or Program" Gold Award Planningprep.com American Planning Association Illinois Chapter, 2007

#### Lecturing/Instruction

UP 426 Urban Design Studio University of Illinois at Urbana Champaign 2012 to present

#### **AICP Certification Instructor**

2005 to present APA Illinois Chapter 2008 APA Missouri & Kansas Chapters 2012 to Present National (D.C.) APA Chapter

www.planningprep.com - site co-creator

## Devin J. Lavigne, FAICP, LEED AP Principal | Co-Founder

Devin is a Principal and Cofounder of Houseal Lavigne Associates with special expertise in urban design, land-use planning, site planning, land planning, land-use regulation, graphic illustration and development visualization, geographic information systems, and web development. Devin received his Bachelor of Science from the School of Urban and Regional Planning at Ryerson Polytechnic University in Toronto Ontario.

Devin is regarded as one of the profession's top designers and graphic specialists. Devin has presented at both national and state planning conferences about the importance in graphics and instructed on how best to communicate plans and planning concepts as well as the importance of development visualization. Devin has garnered national attention and has helped distinguish the firm's body work. At the American Planning Association's 2010 National Conference his presentation Better Graphics, Better Plans was regarded as "best in show" and at 2008 National Conference, Devin's SketchUp! portfolio was presented by Google to show planners how the software can be used by the profession.

Prior to co-founding Houseal Lavigne Associates, Devin was the Senior Planning Manager for URS Corporation, a global multi-disciplined engineering firm based in San Francisco, California. Working from the Michigan Avenue office in Downtown Chicago, Devin managed, directed and provided technical assistance to numerous studies. Devin joined URS through their acquisition of Trkla, Pettigrew, Allen and Payne (TPAP) a prominent planning and economic development firm in the City of Chicago. Devin has managed, directed, authored and contributed to more than 100 planning studies, including a number of downtown plans, corridor plans, subarea plans, park master plans, and comprehensive plans throughout the country.

#### **Project Experience**

**Downtown Planning** 20+ Downtown Plans

including:

- Carbondale
- Downers Grove
- Downers Grove Pattern Book
- St. Charles
- St. Cloud
- Geneva
- Huntley
- McHenry
- Murray, KY
- Morton
- Round Lake
- Winfield, Downtown

#### Design & Development Guidelines

15+ Guidelines including:

- Downers Grove
- Prairie Grove
- St. Charles
- Kenilworth
- McHenry
- Huntley
- IL Route 47
- Brookfield
- Round Lake
- Westmont
- Hinsdale
- Traverse City, MI

#### **Corridor Planning**

50+ Corridor Plans including:

- Brookfield, Ogden Avenue Corridor Plan
- Carpentersville, IL Route 31 Corridor Plan
- Countryside, LaGrange
   Road Corridor Plan
- Downers Grove, Ogden
   Avenue Corridor Plan
- Hinsdale, Ogden Avenue Corridor Plan
- Homer Glen, 159th Street Corridor Plan
- Illinois Route 47 Corridor Plan
  Kenilworth, Green Bay
- Road Corridor Plan
- Melrose Park, Broadway
   Avenue Corridor Plan
- Montgomery, Orchard Road/Blackberry Creek Corridor Plan
- Naperville, Ogden Avenue Enhancement Study
- Oak Brook, 22nd Street Corridor Plan
- River Forest, Corridors Plan
- St. Charles, Main Street & Randall Road
- Westmont, Ogden
  - Avenue Corridor Plan Traverse City
  - Corridors Master Plan

#### Visualization & Illustration

25+ assignments including:

- Carson City, NV Carson City Center
- Firestone Retail
   Development
- Westfield, Old Orchard Signage
- Naperville Park District, Naperville Riverwalk 3D Illustration
- Peoria River Trail Development Visualization
- Forest Park Shopping Plaza Redevelopment Sketch
- Center, Chicago Grove Shopping Center Redevelopment Sketch
- Plaza, Maywood River Pointe Plaza Rendering
- HOA, Las Vegas, NV, Taos Estates Entry Monument Render
- Machesney Park, Machesney Mall Redevelopment Concept
- Kenilworth, Green Bay Road Redevelopment Site Illustration
- Bellwood, TOD Development Visualization
- Hanover Park/Irving
   Park Road Development
   Concepts

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Bachelor of Science in Landscape Architecture, Purdue University

#### **Memberships**

American Planning Association American Institute of Certified Planners

#### **ASLA Positions**

ILASLA Allied Professionals Liaison

ILASLA Legacy Project Co-Chair

Past ILASLA Public Awareness Chair

Past ILASLA External Communications Officer

#### **APA-IL Positions**

Co-Chair for the Marketing Committee

#### Presentations

2015 National APA Planning Conference New Tools for Zoning & Development Visualization

2013 National APA Planning Conference Putting Zoning on the Map

> APA-CMS January, 2012 Integrating Sustainability Into Development Regulations

October 2011, APA-IL State Conference

#### Awards

2020 Special Achievement in GIS Award Morrisville Land Use Plan

> 2020 APA Smart Cities Award Morrisville Land Use Plan

2019 APA-CO General Planning Award Aurora Places Comprehensive Plan

2018 APA-VA Plan of the Year Bristol Virginia Comprehensive Plan

2018 Special Acheivement in GIS Award Oshkosh Lakeshore Development

> 2016 APA-MN Innovation Award St. Cloud Comprehensive Plan

2014 APA-MI Public Outreach Award Imagine Flint Master Plan

Prepared by Houseal Lavigne

- 2009 ILASLA Honor Award for Environmental Stewardship
- Winnebago County 2030 Land
  - Resource Management Plan

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# Nik Davis, AICP Principal

Nik is a Principal at Houseal Lavigne, bringing with him over 15 years of professional design and planning experience. He manages much of the firm's versatile studio work, as well as hones skill specializations in urban design, planning, geodesign, landscape architecture, site plan development, streetscape design, and Euclidean and form-based development regulations. Nik provides the connection between the plan making process and document creation, focusing on concept and site design, visualizations, document layout, and urban-form 3D modeling, using a breadth of drafting techniques and software tools.

Nik received his Bachelor's degree in Landscape Architecture from Purdue University. Prior to joining Houseal Lavigne, Nik worked for consulting firms specializing in development planning, urban design, streetscape design, zoning, and landscape architecture, where he was awarded recognition in sustainability and environmental stewardship by the Illinois Chapter of ASLA.

Nik enjoys the challenge of ensuring that plan recommendations and zoning ordinances correlate to what gets built, and therefore works to ensure that community goals and urban design expectations are grounded in reality and site-based limitations. He approaches his role as a problem solver, acting to understand how a community's local history and current challenges can be improved through technical tools, such as design guidelines, zoning codes, and development regulations. Through projects like Traverse City, Michigan's corridor master planning project and Baltimore, Maryland's zoning code revision, Nik was able to create graphics and documents that navigate the reader from public input and problem identification, to goal setting and recommended action, in a way that is elevated by high-quality illustrations and document layout.

#### **Project Experience**

#### **Comprehensive Plans**

- Aurora, CO
- Bentonville, ARBristol, TN
- Cape Cod, MA
- Cary, IL
- Centerton, AR
  Council Bluffs 1
- Council Bluffs, IACrete, IL
- Eden Prairie, MN
- Elgin, IL
- Flint, MI
- Fort Dodge, IAFrederick, CO
- Galesburg, IL
- Galesburg, ILGlen Ellyn, IL
- Hawthorn Woods, IL
- Hudson, OH
- Jackson, TN
- Jackson, TN
- Lynwood, IL
- Maywood, IL
- Muskogee, OK
- New Buffalo, MI
- Oak Park, IL
- Pleasant Hill, IA
- Richton Park, IL
- Sioux City, IA
- St. Charles, IL
- St. Cloud, MN
- Westmont, IL
- Windsor, CO

#### Corridors

- Bentonville, ARDes Plaines, IL\*
- Elmhurst, IL
- Island Lake, IL
- Homer Glen, IL
- Kenilworth, IL
- New Lenox, IL
- Park Ridge, IL\*
- Peoria Heights, IL
- Portage, IN
- Rolling Meadows, IL

## Traverse City, MI

- Downtown/TOD Plans

  Carbondale, IL
  - Carson City, NV
  - Elmhurst, IL
  - Fort Dodge, IA
  - Geneva, IL
  - Hudson, OH
  - Lisle, IL
  - Rolling Meadows, IL

#### Streetscape Designs

- Bradely Broadway Street
   Chicago, IL 87th & Stony, Lake Street, Uptown-Broadway Avenue, Auburn Gresham-79th Street
- Elmhurst, IL North York
- Glen Ellyn, IL
- Huntley, IL
- New Buffalo, MI
- Richton Park, IL

#### Design Guidelines & Standards

- Chicago Archer & Halsted
- Council Bluffs, IA
- Elmhurst, IL
- Fort Dodge, IA\*
- Mundelein, IL
- Pace TOD Guidelines
- Portage, IN

Codes

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Richton Park, IL\*Traverse City, MI

Zoning/Form-Based

Baltimore, MD\*

Bentonville, AR

Cleveland Heights, OH\*

Council Bluffs, IA\*

Dunwoody, GA

Muskogee, OK

**Concept Designs** 

Chicago, IL

Deerfield, IL\*

Mokena, IL\*

Bensenville, IL

Crystal Lake, IL

Linconlwood, IL\*

New Lenox, IL

**Richton Park** 

St. Cloud, MN

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**Design Development &** 

Buffalo, NY\*

• Flint, MI



Michigan State University, Bachelor of Arts

University of Cincinnati, Master of Community Planning

#### **Publications**

"Amazon HQ2: Lessons for local economic development" Illinois City County Management Association

#### Presentations

"Promises in the Dark: How to evaluate economic development proposals" Government Finance Officers Association

## Michio Murakishi Senior Project Manager

Michio is a Senior Project Manager at Houseal Lavigne bringing over 15 years of experience in community planning and economic development. Recognizing the significance of economic viability, he feels strongly that professional planning practices must be firmly rooted in financial and market realities, as well as pragmatic fiscal policies. To this end, Michio brings special expertise to the firm in the areas of economic development strategy, public-private deal negotiation, financial feasibility analysis, fiscal impact analysis, and market analysis. In addition to his practice leadership in these areas, Michio is responsible for the management of comprehensive, corridor, and subarea plan assignments in his role at Houseal Lavigne.

Michio's consulting experience has concentrated principally on structuring complex real estate financial transactions for numerous public- and private-sector clients. He guides real estate development projects from the visioning stage through project implementation and construction, working closely with both municipalities and developers. His representative work includes the negotiation of a public-private financing structure for the \$110 million Wheeling Town Center mixed-use development project, providing development advisory services to the ownership group of the iconic Cermak Plaza shopping center, securing public funding in support of a LEED-certified renovation of the historic Inland Steel Building, and serving as lead TIF analyst on the Olympic Village financing plan included in the Chicago 2016 bid book submitted to the International Olympic Committee.

Prior to joining Houseal Lavigne, Michio worked at the Bureau of Economic Development in the City of Chicago's Department of Planning and Development. Before that, he spent several years operating his own consulting practice, worked in the national Capital Markets group at Jones Lang LaSalle, and held a senior position at a Chicago-based development advisory firm. Michio received a Bachelor of Arts degree in Sociology from Michigan State University and attended the University of Cincinnati, where he earned a Master of Community Planning degree as a HUD Fellow.

### **Project Experience**

#### Development Advisory Services

- Chicago, IL\*
- Evanston, IL\*
- Hanover Park, IL\*
- Lincolnshire, IL\*
- Milwaukee, WI\*
- Oak Park, IL\*
- Palatine, IL\*
- Park Ridge, IL\*
- Prospect Heights, IL\*
- St. Charles, IL\*

#### **Comprehensive Plans**

- Ardmore, OK
- Aurora, CO
- Bentonville, AR
- Brentwood, MO
- Sioux City, IA

#### **Subarea Plans**

- Huntley, IL
- Oshkosh, WI
- Peoria Heights, IL
- Public-Private

#### Partnerships

- Capital Properties, Chicago, IL\*
- Cermak Plaza Properties, LLC, Berwyn, IL\*
- UJAMMA Construction, Inc., Chicago, IL\*
- The Lynmark Group, Wheeling, IL

#### **Market Analysis**

- Batavia, IL<sup>\*</sup>
- Franklin Park, IL\*
- Oak Creek, WI\*
- Palos Park, IL

#### **Special Projects**

- Chicago 2016, Olympic Village Financing Strategy\*
- DuPage County, O'Hare Airport Western Access\*
- Palos Park, IL, Fiscal Impact Analysis
- Prairie Grove, IL, Impact of Annexation\*



Master of Urban Planning, University of Illinois at Urbana-Champaign

Bachelor of Arts in Urban Planning, University of Illinois at Urbana-Champaign

#### Memberships

American Planning Association

#### Certifications

American Institute of Certified Planners

#### Awards

Master's Capstone Award Hong Kong Institute of Planner's Certificate of Merit Highest Honors

Edmund J. James Scholar Student James Scholar Research Creativity Award

UIUC Department of Urban and Regional Planning Outstanding Sophomore Award

# Daniel Tse, AICP Planner II

Daniel is a Planner II with Houseal Lavigne where his primary focus is developing illustrative graphics and innovative design work to further planning recommendations and concepts in a manner that is attractive and easy to understand. He is passionate about working with communities to identify issues and opportunities and design visually appealing graphics to create implementable plans. He adeptly incorporates development concept visualization and 3D renderings into planning documents and also concentrates on the mapping of the physical environment, creating and customizing GIS datasets, and using spatial analytic tools to inform policy recommendations and site design proposals.

Daniel received a Bachelor's and Master's degrees in Urban Planning from the University of Illinois at Urbana-Champaign and his professional practice includes working in both the public and private sectors in the United States and the Asia-Pacific region. Prior to joining Houseal Lavigne, Daniel worked at a multi-disciplinary firm where he expanded his practice and skillset into landscape architecture and architecture through site concept design.

His extensive experience in a wide variety of projects, including comprehensive plans, corridor plans, transit-oriented development, bike and trail plans, subarea plans, research park master plans, design guidelines, and zoning regulations has solidified his position as a well rounded urban planner. He is able to tackle the breadth of activities involved in a planning assignment including research, policy writing, design recommendations formulation, project management, community engagement, implementation, and visually cohesive document design.

## **Project Experience**

#### **Comprehensive Plans**

- Brookfield, ILCrawfordsville, IN
- Cary, IL
- Coralville, IA
- Council Bluffs, IA
- Elgin, IL
- Fort Dodge, IA
- Frederick, CO
- Gardner, KS
- Greater Bridgeport Regional Council, CT
- Hudson, OH
- Jackson, TN
- Maywood, IL
- North Aurora, IL
- Oak Park, IL
- Plainfield, IN
- Pleasant Hill, IA
- St. Cloud, MN
- Sunset Hills, MO
- Windsor, CO

#### **Corridor Plans**

- Champaign, IL
- Moline, IL
- Matteson, IL
- Bi-State Regional Planning Commission, IL
- Downtown Plans
- Carson City, NV
- Rock Island, IL
- South Holland, IL

#### **Visualizations**

- Crystal Lake, IL
- Monmouth, IL
- Oshkosh, WI
- Pleasant Hill, IA
- Fort Dodge, IA
- Richton Park, IL
- Sterling, IL
- Tulsa, OK

#### **Station Area Plans**

- Prairie View, Buffalo Grove, IL
- Brownfield Reuse Plans
- Sherman Park, Indianapolis, IN

#### **Campus Master Plans**

 Research Park at the University of Illinois at Urbana-Champaign, Champaign, IL

#### Golf Facilities Master Plans

- Indy Parks & Recreation,
- Indianapolis, IN Strategic Plans
  - Wets Chicago, IL

#### **Design Guidelines**

- Aurora, IL
- Brookfield, IL



Master of Urban Planning, University of Kansas

Bachelor of Arts in Architecture, University of Kansas

#### Memberships

American Planning Association, VA

American Planning Association, National

Rotary International

#### **Presentations**

APA Quad State Conference: Economic Argument for Flexible Parking Requirements

# Jackie Wells, AICP Planner II

Jackie is a Planner II at Houseal Lavigne, where she is primarily focused on working with communities to implement plans through authoring zoning, sign, and subdivision ordinances that align with plan goals, are user-friendly, and legally defensible. In addition to zoning, Jackie has been involved in projects ranging from strategic and comprehensive plans to downtown and corridor studies.

Jackie received her Bachelor's degree in architectural studies and Master's degree in Urban Planning from the University of Kansas. While in school her passion for community engagement was ignited, leading to her award of a research grant to further study the geospatial impacts of public engagement preferences.

Prior to joining Houseal Lavigne, Jackie was the Housing and Development Planning Specialist for a community of approximately 45,000. There she developed, implemented, and monitored the City's five-year Consolidated Plan and Annual Plans; applied for, received, and administered local, state and federal grant funding; acted as a liaison between the City and local community groups; spear-headed the City's targeted efforts in two historically disadvantaged neighborhoods; and planned and facilitated community engagement campaigns and events. Through these responsibilities, she gained valuable experience in program and policy development, engaging community groups, and supporting the establishment of new neighborhood associations. Jackie uses her experience in local government to develop data-driven solutions that manage the needs of elected and appointed officials, department heads, non-profit partners, and residents of the community.

## **Project Experience**

#### Zoning Ordinance Development

- Ardmore, OK UDC
- Bloomington, IL -Zoning and Subdivision Ordinances
- Bloomington, IL R-3B Zoning District Analysis
- Bloomington, IL Sign Ordinance
- Carol Stream, IL UDO
- Cary, IL UDO
- Jackson, TN UDO
- Knightdale, NC UDO
- River Forest, IL Sign Ordinance
- Roscoe, IL Zoning / Regulatory Controls
- Sunset Hills, IL Zoning / Regulatory Controls
- Verona, WI Zoning and Sign Ordinance
- Yorkville, IL UDO
- Oak Creek, WI Zoning and Sign Ordinance
- Marion, IA Zoning Code Update

#### Comprehensive and Master Planning

- Bensenville, IL Parks & Recreation Master Plan
- Oak Creek, WI -Comprehensive Plan
- Northfield, IL -Comprehensive Plan
- Fairfield, CT Strategic Plan
- Northfield, IL -Comprehensive Plan
- Greenwich, CT -Comprehensive Plan
- Sioux City, IA -Comprehensive Plan
- Eden Prairie, MN -Comprehensive Plan
- Marion, IA -Comprehensive Plan Update

#### Corridor, Downtown, and Small Area Planning

- Hasting, MN Vermilion
   Street Corridor Plan
- Lawrence, KS Downtown Master Plan
- Plainfield/Joliet, IL -Boulevard Place PUD Design Guidelines



Masters of City Planning with a concentration in Urban Design, The University of Pennsylvania School of Design, Philadelphia PA, 2017

Bachelors of Fine Arts in 3-D Design, The University of Iowa, Iowa City IA, 2013

#### **Memberships**

American Planning Association Illinois Chapter

#### Certifications

LEED Green Associate

American Institute of Certified Planners Candidate

#### Awards

Edmund Bacon Award 2016, The University of Pennsylvania

# Kirsten Weismantle, LEED GA Planner I

Kirsten is an Planner I at Houseal Lavigne. Throughout her professional experience, Kirsten has worked on planning projects ranging from small scale site design to master planning cities. She has experience in 3D and 2D spatial visualization and looks at planning problems as a means of shaping the built environment. Kirsten is interested in how data and analysis can inform policy, development, and design to tailor recommendation to the unique needs of a region. She approaches every project as an opportunity to bring together communities, stakeholders, and clients.

Kirsten comes to Houseal Lavigne Associates after two years as a Planning Design Professional in both the New York and London offices of Hellmuth Obata and Kassabaum (HOK). While at HOK she was the Building Information Modeling coordinator for the Planning Group managing project utilizing spatial and analytical tools. Her role allowed her to work on special projects including data synthesis and graphics for The New York Building Congress Report "Building the Future of New York - Transit and Land Use". This published report takes current land use data across the 5 boroughs and proposed transit infrastructure to illustrate the limitations of existing vacant land and access and proposes recommendations to address the needs of NYC into the future.

Another unique project from her time with HOK highlighting her work with spatial analytic tools is her contribution to the New York City Urban Design Climate Workshop (UDCW) held in August of 2018. For this workshop she completed a "business as usual" development model of the Sunnyside Yards site utilizing Esri CityEngine to be measured against a student "best practice climate-driven design" model. Collaborators working at NASA and UCD tested the models and the results of the study informed the Workshop discussion around the need for intentional design in the built environment the impact of urban heat stress.

Kirsten received a Master's in City Planning from The University of Pennsylvania in 2017. While attending the University, she received the Edmund Bacon Awards for outstanding work as a first-year student.

#### **Project Experience**

#### **Comprehensive Plans**

- Fort Wayne & Allen County, IN
- Summerville, SC

#### Development Plans

Master Plan

# Strategic Plan Fairfield, CT

Omani Riviera Development
 Phase I Master Plan

Irbid Development Phase I

# Section 3 Project Experience

# **Project Experience**

Houseal Lavigne has established itself as one of the top planning firms in the United States. The firm strengthens communities through creative, dynamic, and viable approaches to planning, design, and development. By creating a clear and practical unifying vision, developing achievable and implementable plans and concepts, fostering innovative community involvement programs that reach a broad cross-section of stakeholders, crafting sustainable growth and resilient economic development strategies; our team provides the expertise necessary to improve the relationship between people and their environment.

We have worked on over 350 plans across more than 300 communities nationwide. In that time, we have directed more than 100 comprehensive plans and more than 50 downtown/ TOD plans, 90 corridor plans, 40 special area plans, 30 zoning ordinances, design guidelines and related assignments. Our national experience includes planning, design, economic, and zoning assignments in Alabama, Arkansas, California, Colorado, Connecticut, Georgia, Illinois, Indiana, Iowa, Kansas, Kentucky, Massachusetts, Michigan, Minnesota, Missouri, Nebraska, Nevada, North Carolina, Ohio, Oklahoma, Pennsylvania, South Carolina, Tennessee, Virginia, and Wisconsin. The list below highlights just some of our planning experience for communities across the country:

- Ardmore, OK
- · Aurora, CO
- Battle Creek, MI
- Bentonville, AR
- Brentwood, MO
- Benton Harbor, MI
- Brownsburg, IN
- Brookfield, IL
- Bristol, VA
- Cape Cod Region, MA
- · Cary, IL
- · Channahon, IL
- Coralville, IA
- Council Bluffs, IA
- Crest Hill, IL
- · Crete, IL
- · Crothersville, IN
- Culver, IN
- Davis Junction, IL
- Downers Grove, IL
- Dunwoody, GA
- Eden Prairie, MN
- Edinburgh, IN
- · Elgin, IL
- Flint, MI
- Forest Park, IL

- Fort Dodge, IA
- · Fort Lupton, CO
- Freeport, IL
- Galesburg, IL
- Geneva, IL
- Greater Byron Area, IL
- Grundy County, IL
- Harwood Heights, IL
- Highwood, IL
- Hudson, OH
- Itasca, IL
- Jackson, MO
- Jackson, TN
- Kenilworth, IL
- · Lake Barringotn, IL
- · Lincolnwood, IL
- Lynwood, IL
- Machesney Park, IL
- Mahomet, IL
- Mattoon, IL
- Maywood, IL
- McHenry County, IL
- Melrose Park, IL
- · Montgomery, IL
- Morton Grove, IL
- Mundelein, IL

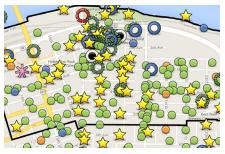
- Muskogee, OK
- · New Buffalo, MI
- Niles, IL
- North Aurora, IL
- Northbrook, IL
- Oak Creek, WI
- Oak Park, IL
- · Palos Heights, IL
- Palos Park, IL
- Pingree Grove, IL
- Pleasant Hill, IA
- Plainfield, IN
- Richton Park, IL
- River Forest, IL
- Sangamon County, IL
- Schaumburg, IL
- South Beloit, IL
- St. Charles, IL
- St. Cloud, MN
- Sugar Grove, IL
- Summerville, SC
- Sunset Hills, MO
- Westmont, IL
- Windsor, CO













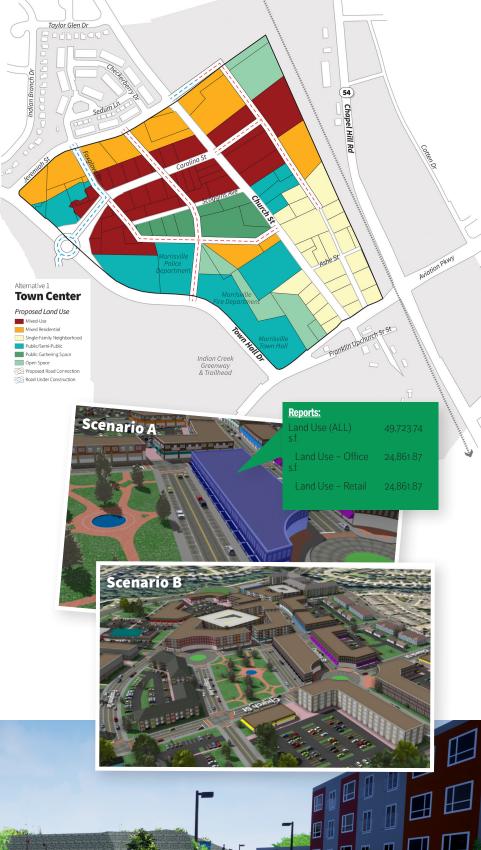
#### Town of Morrisville, North Carolina

## Land Use Plan & Town Center 3D Scenarios Visualization

The Town of Morrisville is a fast-growing community situated amid North Carolina's burgeoning Research Triangle. Despite a strong desire to create a "downtown" and community focal point, local officials have hesitated to approve any development within the designated area for fear of proceeding down the wrong path. Unable to reach agreement on appropriate heights and density, Morrisville's Town Center remains largely undeveloped while other areas of the community are thriving.

Recognizing the importance of this key area in the community, Houseal Lavigne was hired to help the community reach an agreement and move through the stalemate. To do so, sketch concepts where imported into Esri's CityEngine and two scenarios were built-out: 1) an option with surface parking supporting one- and two-story buildings; and, 2) an option with four- and fivestory buildings served by centralized parking garages. CityEngine Dashboards were used throughout the design process, ensuring both scenarios followed the Town's recently adopted zoning code. A webscene was publicly shared, providing Town officials and residents an opportunity to view and compare each scenario. Finally, the CityEngine scenarios were imported into Unreal Engine to provide a fully immersive experience to better evaluate the different buildouts. Users can walk a pedestrian around Morrisville's Town Center, toggling between scenarios, assessing the appearance and overall experience of each option.

Hailed by staff as an absolute success, Town officials reached unanimous consensus on Option 2. Houseal Lavigne is now preparing the plan framework, policies, and recommendations to help Morrisville achieve its vision of a dense, compact, walkable, and vibrant community focal point.



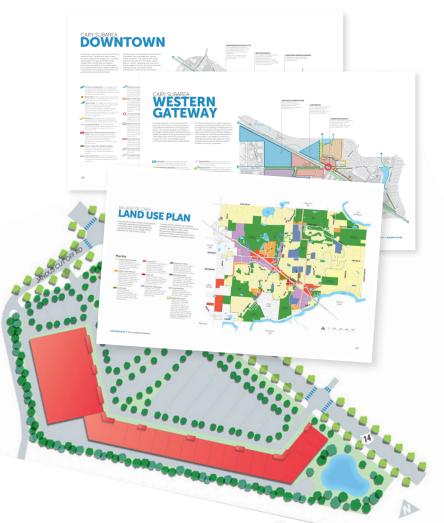
**WARD** 

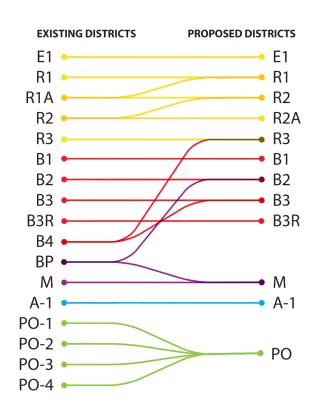
#### Village of Cary, Illinois

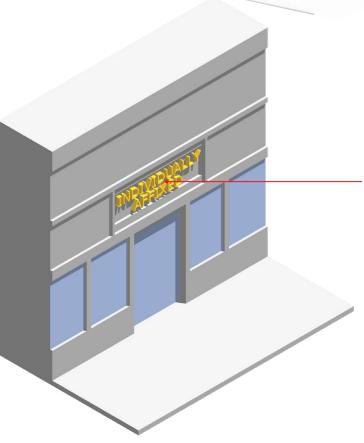
# Unified Development Ordinance & Comprehensive Plan

With the closing of a large school site in the heart of the community's downtown, the Village contracted with **Houseal Lavigne** to create a Comprehensive Plan that would capitalize on this once-in-a-generation opportunity, as well as provide a new vision and direction for the entire community. The new Plan focuses on community-wide growth and reinvestment that will better position Cary to compete with neighboring communities for jobs and tax dollars. The Plan identifies strategies for revitalizing Cary's aging auto-oriented commercial corridor and better defining Downtown Cary as a unique mixed use district. Reinvestment strategies are also complemented by detailed concepts that showcase large opportunity sites the Village has invested in clearing and prepping for redevelopment.

After completing the recent comprehensive plan for the Village of Cary, Houseal Lavigne updated the Village's existing zoning ordinance to reflect the goals and vision established in the plan. The project involved transforming their zoning ordinance into a unified development ordinance, addressing issues such as adding and consolidating districts based on nonconformities analysis, modernizing parking and landscaping standards, updating subdivision regulations to support the development of walkable neighborhoods, and rewriting the sign ordinance to comply with Reed vs. the Town of Gilbert.









#### Kane County, McHenry County, City of Woodstock

#### IL 47 Corridor Plan

Houseal Lavigne Associates, as part of a muli-disciplinary team, worked with Kane County, McHenry County, and fourteen municipalities within the Study Area to provide a vision for IL 47 as a corridor of the future. The Study Area extends for approximately 56 miles, from the Wisconsin/Illinois border south to IL 30, near Sugar Grove. The goal of the Plan was to create a document that will guide municipal decision making that provides for a healthy population and economy through the provision of sustainable land uses; a safe, complete/multi-modal street design; and the implementation of smart growth principles. The Plan presents tools that communities can use to effectively realize their economic development goals while balancing the needs and concerns of their neighbors and the region as a whole.

#### Streetscap

up to address development is to revising the most of hanner, decorative lig is the municipal hulding cole receptacles. Isotalling a stretcing uniterationally accorated on the stretcing uniterational processing down there are pecial district. Stretc repact, validable neighborhoods to link provement funding varies to link provement funding varies parers which resident and business have their name on it.

Smart Growth Network: www.smartgrowth.org EPA: www.epa.gov

Special Service Areas A paper larve one with 50 product a means of heading improvement and programs within a facilitati, target areas. In a 150Å, a production is the service product and the service parts. The reserve ing these properties and appropriate service and approach bases ing these properties. A 50Å can avia by the sectabilitati of a singure of the properties and approach bases in the section area. The reserve property assest and approach bases in the section areas. The reserve and the section of the section of the section of the section of the property assest and approach bases in the section areas and a section to a section of basics and the section of the section of the sections of basics and the Gardinki.

SSA funded projects can include such things as marketing and advertising assistance, promotional activities and events, streetscape and signal improvements, and property maintenance services. SSAs can also be us to fund revolving loan funds or faciale improvement programs.

#### receptation is installing a stretenzagie relation a unique noise on unique distribution or special district. Stretestessing can be finded through ca la improvement finds, TIP Districts or SSA Districts. Some mail cigal tis have found creative finding surverse that a selling commemorati parers which residences and businesses purchase for the opportunity t have their name on it.









Ayer Road Corridor Vision Plan and Form-Based Code | Town of Harvard Prepared by Houseal Lavigne



## North York Street Corridor Plan

North York Street is one of Elmhurst's most important arterial roadways and runs north-south from the City's northern border to its southern border. It links the northern neighborhoods to Downtown Elmhurst and provides connections to I-290. The study area for the North York Street Corridor Plan is considered the City's northern gateway into the community and the Downtown, and is the first impression of Elmhurst that visitors encounter when entering from the I-290 interchange. The North York Street Corridor Plan outlines the City's vision and strategies for improvement, redevelopment, beautification, and overall revitalization of the Corridor.

The North York Street Corridor Plan, prepared by Houseal Lavigne, is the product of substantial community input and participation from City residents, elected and appointed officials, City staff, and representatives from the local business community. The Plan establishes a foundation for future decision-making and provides specific recommendations regarding land use and development, design/development guidelines, transportation and access, and streetscape and beautification along the North York Street Corridor.



EGONFIGURED ELEVATED MEDIAN » AND VEGETATED RIGHT-OF-WAY





Recommended Enhancements Prominent corners enhanced with low masonry planters with seasonal plantings

 Recommended tree planting and sidewalk enhancements
 Decorative traffic signal Brick paver crosswalks
 Ladder crosswalks



Cape Cod Commission

# Cape Cod Regional Policy Plan

In 2018, Houseal Lavigne assisted the Cape Cod Commission with the preparation of the Regional Policy Plan (RPP). The Cape Cod Commission Act requires the preparation of a Regional Policy Plan that presents "a coherent set of regional planning policies and objectives to guide development throughout said Barnstable County and to protect the region's resources." The plan identifies critical resources and management needs, provides a growth policy for the region, presents regional goals, and presents a policy for coordinating regional and local planning efforts. Working with Commission staff planners, Houseal Lavigne provided technical expertise with CityEngine, ArcGIS Pro, and SketchUp to prepare the Plan's captivating maps and illustrations, and worked with staff to craft clear and concise regional policies and recommendations within an attractive and engaging plan document.



0

Rural **Development** Area

Suburban

**Development** Area



of the region.

Natural areas are generally the region's least developed and most sensitive areas.

Natural

Areas

Rural Development Areas are defined by a high

established during the

percentage of open lands and sparse building development patterns that contribute to the unique , rural and scenic character

Suburban Development Areas include residential neighborhoods built primarily between the 1950s and 1990s as well as automobile-oriented commercial and light

same time period.

industrial development

Floodnia

Historic

Areas

Historic Areas consist of

concentrations of historic

structures, including local

and/or National Register

districts located in a

small-scale village setting.

**Community** Activity

Maritime

Areas

Maritime Areas are

clusters of commercial and

mixed-use development

that contribute to Cape

Cod's working waterfronts

and harbors



streets, ways or alleys.

Community Activity Centers are areas with a concentration of business activity, community activity, and a compact built environment. Buildings are generally smaller in scale and connected by a network of

Industrial Activity Centers are lands containing industrial uses that are suitable for future industrial activity as well as emerging industries.

Industiral

Activity

Centers

Military and Transportation Areas consist of large land areas developed with and devoted to infrastructure such as airports, transfer stations, waste disposal facilities, and Joint Base Cape Cod.

Ayer Road Corridor Vision Plan and Form-Based Code | Town of Harvard

Prepared by Houseal Lavigne

**Military and** 

Transportation

Areas

City of Bentonville, AR

#### Comprehensive Plan & Downtown Neighborhood Plan

The Bentonville Community Plan, developed by **Houseal Lavigne**, is the City's guidebook for becoming the model of a new American town. In 1950 Bentonville became the hometown of the original Walton's 5&10 with its smalltown, middle-America charm. Since the opening the of the first store Walton's has grown into the global retail chain, Walmart, and Bentonville has grown right along with it. The City has experienced an exponential population flux since 2000 that is expected to continue well into the 2030s. The Community Plan focuses on directing that growth in a manner that benefits the existing residents as businesses as well as the newcomers, all while maintaining its historical, and eclectic charm.

As part of the comprehensive planning process Houseal Lavigne developed several detailed corridor plans, including W. 14th Street, SW. A Street. 8th Street, and Walton Boulevard. Recommendations for improvements were developed for each area around key themes such as roadway configuration, improved mobility, enhanced aesthetics, and development potentials. 8th Street and W. 14th Street are both anchored by interchanges to I-49. These two corridors represent the visible indication of the City's viability and success and specific focus was paid to how their position as gateways into the City can best reflect the City as a whole.

The state of the s

**East End** 

Cultu

CUITURA

Town of Harvard | Aver Road Corridor Vision Plan and Form-Based Code Prepared by Houseal Lavigne

#### City of Oshkosh, WI

# Oshkosh Downtown Plan & Redevelopment Site Plans

Imagine Oshkosh is the Center City Investment Strategy for Downtown Oshkosh and the surrounding areas. The Plan organized this waterfront Downtown into ten distinct functional areas, establishing a unique character, design guidelines, development priorities, and strategies for each.

As part of the planning effort, Houseal Lavigne reimagined two opportunity sites. The sites included a vacant industrial waterfront site and a potential lakeshore location for Oshkosh Corp's new headquarters. Using the power of CityEngine and the firm's extensive experience in site planning and 3d visualizations, the sites incorporated key features such as dramatic views, public recreational amenities, large-expansive public open spaces, riverwalk and trail connections, and opportunities for future expansion. The result of the process was hundreds of jobs maintained within the local economy, and new vibrant mixed-use districts within the City of Oshkosh.

#### SAWDUST DISTRICT UPDATE REDEVELOPMENT PLAN CONCEPTUAL VISUALIZATION

3 2 9 5th S 7 6th As Downtown Core Oregon Street South Shore Centr Downtown Outer Co Marion Road Waterfront South Shore East North Main Commercia South Shore Wes 6 8 Corridor Supporting Neighbo Northwest Tran

6

0

City of Osthood, Wisconsin LAKESHORE OPPORTUNITY: 3d Visualization

adda adda



Ayer Road Corridor Vision Plan and Form-Based Code, J Town of Harvard Prepared by Houseal Lavigne

#### City of Ardmore, Oklahoma

#### **Comprehensive Plan and Unified Development Code**

The City of Ardmore is the largest established community within the Oklahoma side of the multi-county "Texoma" region. To maintain growth and development and to spur reinvestment in commercial areas, the City engaged Houseal Lavigne to prepare a longrange comprehensive plan. The Comprehensive Plan also includes detailed plans for the City's key commercial corridors: Downtown Ardmore, 12th Avenue, and Rockford Road.

The planning process included an analysis of existing conditions, public workshops, interviews, focus groups, and an interactive project website, which featured sMap - an online community issues mapping tool. A community visioning workshop was also held to inform the vision, goals, objectives, and policies of the Comprehensive Plan.

Following the Comprehensive Plan, Houseal Lavigne developed a new Unified Development Code to reflect and support the recommendations of the Plan.

Michelin Tire Factory

Toolbox Improven

Intersection Impro

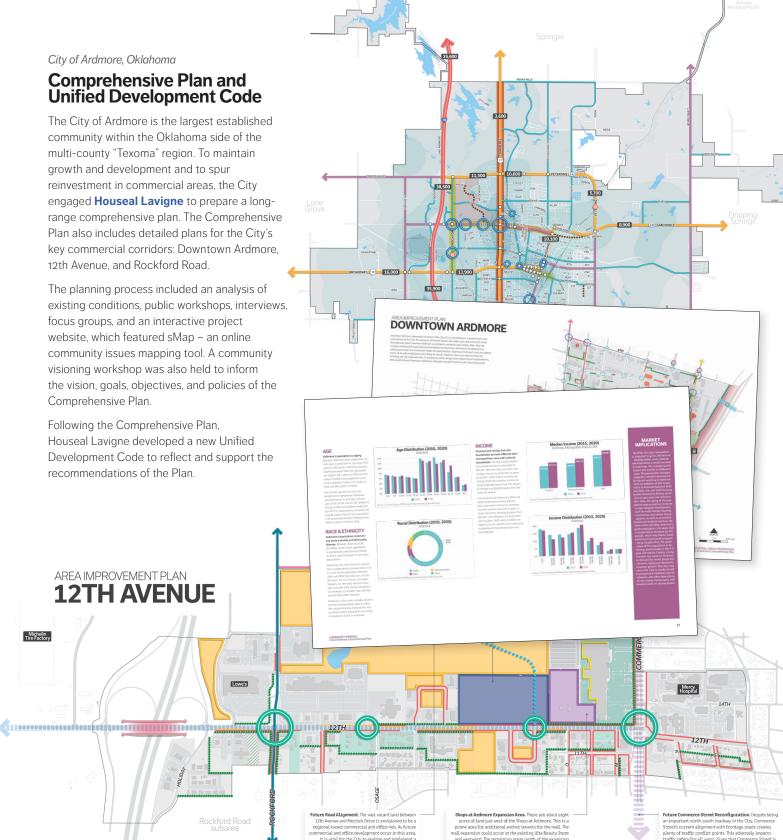
Roadway Reconfiguratio

Access Management

District Gateway

0

O



to additional parking required y should enforce its parking and and work with property owners t 11 expansions adhere to best pra

0n-Site Green Infrastructure

within the imp

Shops at Ardmore Mall Expansion Area

Planned Commercial Development

rrent alignment with frontage roa raffic conflict points. This adverse for all this safety for all users, Given that Commerce Stree ler the jurisdiction of ODOT, the City should work wi DT to explore methods to realign Commerce Street i



Facade Improvement

Proposed Bike Lane Proposed Shared-Use Trail Future Residential to Commercial

rcial and office hub. As t

n 12th Av

Sidewalk Connection

Parking Lot Landscaping

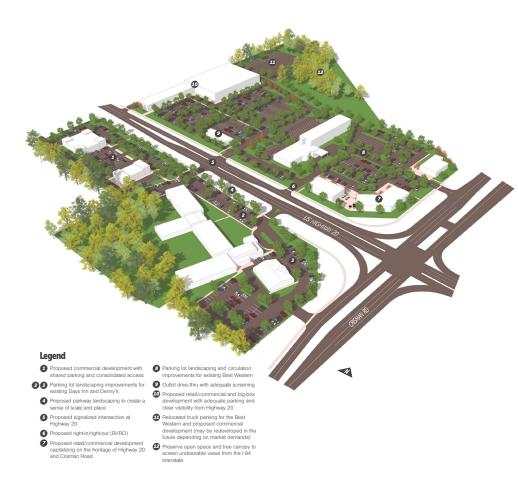
Screening / Buffering

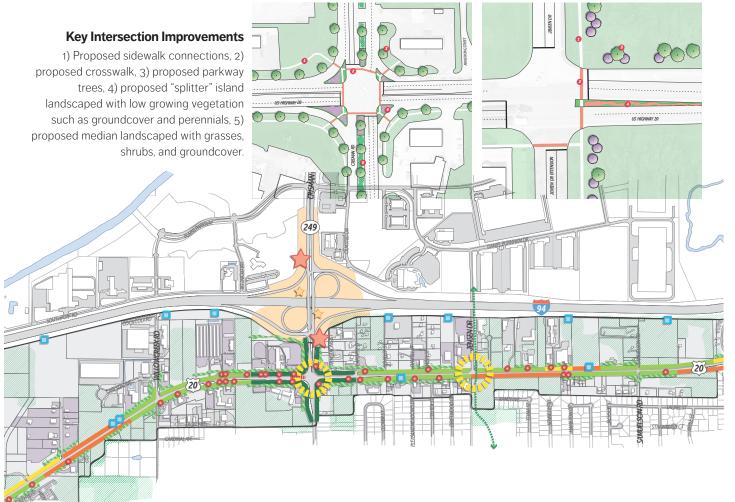
Opportunity Site

#### City of Portage, IN

# Highway 20 Corridor Plan

Houseal Lavigne was retained by the City of Portage to produce a plan for U.S. Highway 20 Corridor. The Plan is near completion and will provide recommendations including detailed design/development guidelines, a conceptual streetscape plan, and an Economic Development/Reinvestment Strategy to attract future investment to the Highway 20 Corridor. Significant industrial investments have been made in and around Portage and the Plan will enable the City to better capitalize on corridor's potential to attract light industrial and business parks. The Plan will focus commercial and service uses around the I-94 interchange to maximize visibility and access while limiting competition with the City's growing Downtown. The Plan will also include an implementation chapter that outlines the regulatory actions and funding sources available to the City that can be tied directly to recommendations proposed in the Plan.





#### Village of Hinsdale, IL

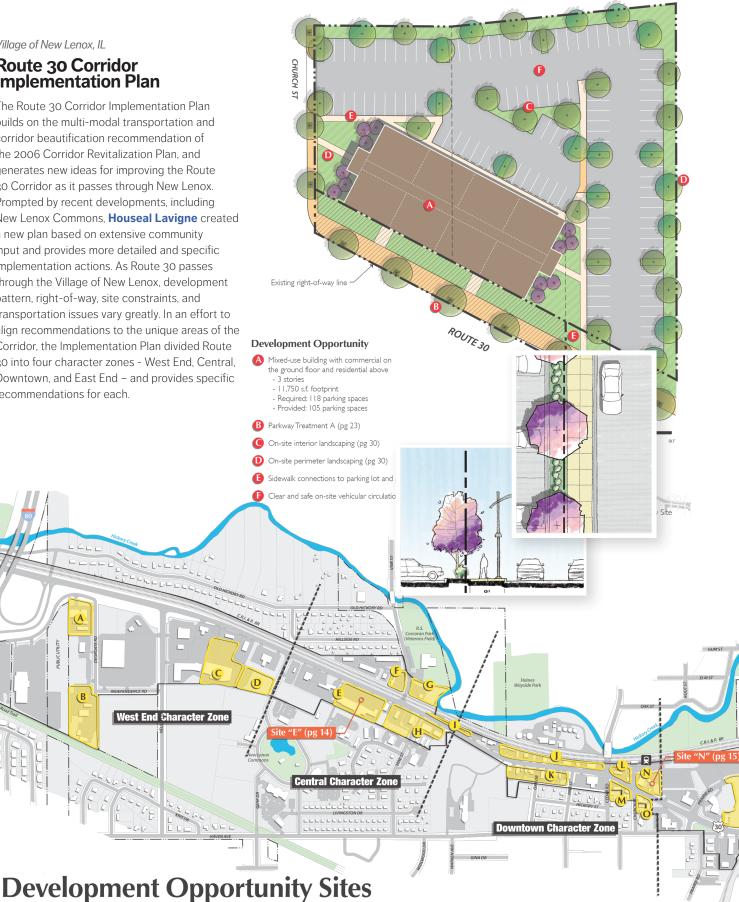
#### **Ogden Avenue Corridor Plan**

As the Village's prominent gateway and economic engine, the Ogden Avenue Corridor was not reflective of the character and quality of the Hinsdale community. Further, the Corridor was suffering from "dated" development insufficient to accommodate contemporary tenant requirements. The Ogden Avenue Corridor Plan, prepared by **Houseal Lavigne** created two distinct overlay districts as a foundation for the development of form-based zoning, established design and development guidelines to ensure the appropriate character and quality of new development, and identified strategies to improve the safety, mobility, and appearance of the Corridor. Development visualization and 3D modeling was used to assess the potential built form of new development and targeted gateway improvements were identified and located to "announce" arrival into the Hinsdale community.



#### Village of New Lenox, IL **Route 30 Corridor** Implementation Plan

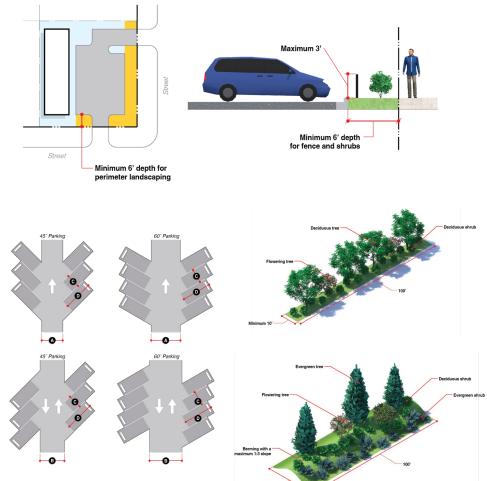
The Route 30 Corridor Implementation Plan builds on the multi-modal transportation and corridor beautification recommendation of the 2006 Corridor Revitalization Plan, and generates new ideas for improving the Route 30 Corridor as it passes through New Lenox. Prompted by recent developments, including New Lenox Commons, Houseal Lavigne created a new plan based on extensive community input and provides more detailed and specific implementation actions. As Route 30 passes through the Village of New Lenox, development pattern, right-of-way, site constraints, and transportation issues vary greatly. In an effort to align recommendations to the unique areas of the Corridor, the Implementation Plan divided Route 30 into four character zones - West End, Central, Downtown, and East End - and provides specific recommendations for each.

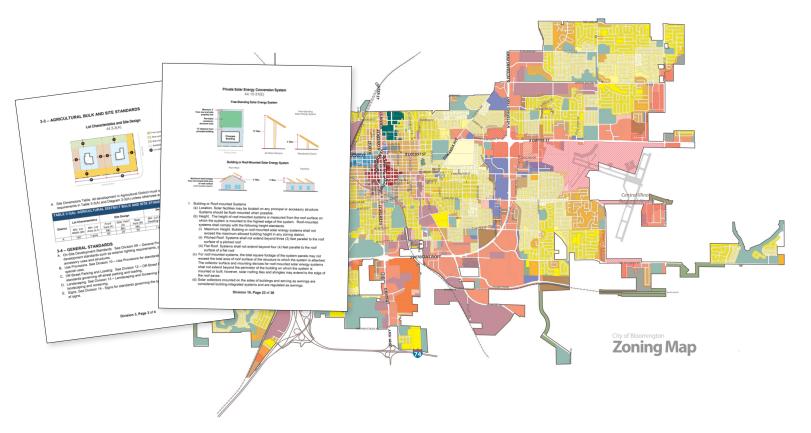


### City of Bloomington, Illinois Unified Development Ordinance

The City of Bloomington, with the assistance of Houseal Lavigne, underwent the process of creating a new Unified Development Ordinance (UDO) and official zoning map to better align City ordinances with their recently adopted Comprehensive Plan. The UDO aims to foster the use and development of land in an orderly manner with consideration being given to the City's social, environmental, economic, and physical development goals and objectives. Through extensive outreach and involvement of residents, businesses, staff, and elected and appointed officials, the City eliminated the majority of nonconforming properties, streamlined district and use standards, enhanced development standards, clarified and modernized administrative procedures, and brought their ordinance into compliance with all relevant state and federal regulations and judicial rulings.

The final UDO is a user-friendly document that allows the City to manage land use in order to achieve the vision for the community established in the Comprehensive Plan by encouraging and supporting new development and reinvestment, preserving and enhancing the character of the community, and protecting individual landowners and neighborhoods from incompatible and detrimental land uses.





#### Town of Harvard | Ayer Road Corridor Vision Plan and Form-Based Code Prepared by Houseal Lavigne

## **Professional References**

At **Houseal Lavigne**, we are proud of our work and the long-term relationships we maintain with clients. We believe each of these references demonstrate our ability to satisfy clients through an approach that meets the technical and financial needs of client communities. Below are the reference names and contact information for the project examples shown on the preceding pages.

Client	Project	Contact	Cost	
City of Bloomington, Illinois	Unified Development Ordinance	Katie Simpson, City Planner (309) 434-2341 ksimpson@cityblm.org	\$ 125,000	
Town of Morrisville	Morrisville Land Use Plan Update	Brad West, Planner II (919) 463-6926 bwest@townofmorrisville.org	\$ 267,800	
Village of Elmhurst, Illinois	Elmhurst North York Street Corridor Plan	Michael Kopp, Assistant City Manager (630) 530-3014 mike.kopp@elmhurst.org	\$80,000	
Village of New Lenox, Illinois	New Lenox Route 30 Corridor Plan	Robin Ellis, Community Development Director (815) 462-6460 rellis@newlenox.net	\$ 60,000	
Village of Hinsdale, Illinois	Hinsdale Ogden Avenue Corridor Plan	Sean Gascoigne, Village Planner (630) 789-7035 sgascoigne@villageofhinsdale.org	\$ 90 <u>,5</u> 65	
City of Portage, Indiana	Portage U.S. highway 20 Corridor Plan	AJ Monroe, Public Works Director (219) 762-5425 ajmonroe@portage-in.com	\$ 125,000	

Section 4 **Project Understanding & Approach** 

## **Project Understanding**

The Town of Harvard is a developing suburb in northeastern Massachusetts, located roughly 34 miles outside of central Boston. Harvard is a expansive community with very low-density development throughout mainly due to the current maximum permitted floor area ratio (FAR) of 0.1 for zoned Commercial which limits developable area to 10 percent of a site.

While Harvard exhibits many characteristics of country and suburban development, the Town recognizes the need to offset the residential and agricultural tax burden with new commercial uses. The Ayer Road Corridor Vision Plan and Form-Based Code is meant to accomplish this by creating a cohesive vision of Ayer Road and a more holistic zoning solution to promote commercial development while respecting the New England rural village style of design in the Town of Harvard. The project area includes over 344 acres of commercially zoned land along Ayer Road (Route 110/111) stretching from the Route 2 interchange north to the Ayer Rotary. This roughly 1.2-mile segment of Ayer Road serves as the Town's primary arterial road and commercial corridor.

Our firm is excited about the opportunity to work with the Town of Harvard on the Ayer Road Corridor Vision Plan and Form-Based Code. We understand that this project has the potential to set a precedent for similar projects in the state of Massachusetts. Because of this, a high level of importance should be placed on delivering an organized planning process that "sets the table" for the ultimate development and redevelopment of the Ayer Road Corridor. We understand the Town's fundamental goals and vision to support Smart Growth, sustainability, village-scale development, connectivity, and mixed-use development that includes retail and services that attract external markets. Our proposed approach outlines a process to analyze the existing market and fiscal impact of development; engage residents, business and property owners, and stakeholders; create dynamic visualizations to support the vision plan; and ultimately recommend easy to understand, development friendly, and defensible form-based regulations to attain the community's long term vision for the corridor. Strategies that our team have utilized in other communities that should be explored for Harvard include:

- Facilitating Community Visioning Workshops to gain an understanding of how residents, students, business owners, and other stakeholders foresee their corridor evolving and developing over time. We understand that there is not a one-size fits all approach to community outreach, this is why we have designed multiple tools to collect community feedback that are extremely flexible, allowing outreach despite the constraints of Covid-19. One such tool is map.social an interactive community mapping website. map.social allows anyone from anywhere to leave comments on strengths, weaknesses, and opportunities in their community all through a easy to use website. We have utilized this tool in multiple communities as a supplement to visioning workshops and other group mapping activities and have had wide success.
- Using GIS and Geospatial Analysis Tools to assess the community's existing land use composition, identify key development opportunities, and establish a cohesive vision for future land use and growth. In addition, we are one of the only firms modeling dynamic environments founded in geospatial analysis in the nation. We have successfully integrated dynamic 3D modeling tools such as ArcGIS CityEngine into our visualization workflow to create data driven models for communities to see not only how a place looks when density is introduced but also provide real performance data on the type of development best suited for each site. These models allow us to show potential development scenarios that are grounded in data to help communities make major zoning decisions that will affect their build environment into the future.





















- **Incorporating Pictures, Graphics, and Visualizations** into the final plan to better communicate policy and regulation and create a visually compelling, easy-to-understand document. Such graphics would complement clear and concise text that is free of planning jargon.
- Completing a thorough Market Analysis and Fiscal Impact Analysis and basing the approach for the corridor on these findings. This analysis should explore a range of uses along the corridor and ultimately provide recommendations for development by supportable square footage.
- Supporting Active Modes of Transportation. The corridor currently lacks sidewalks
  or even shoulders for safe pedestrian and bike accessibility. Active transportation
  accessibility should be supported by incorporating Complete Streets design standards
  in the form-based code; strengthening requirements for sidewalks and internal
  pedestrian walkways in New England village-scale developments; requiring bicycle
  parking; and aligning regulations to the Circulation & Traffic Chapter of the Harvard
  Master Plan 2016.
- **Beautifying and Activating Streetscapes** through efforts like landscaping, screening, signage and wayfinding, public art, sidewalk art, street trees, and outdoor seating.

# **Project Approach**

Houseal Lavigne recognizes the importance of using the planning process to establish community consensus and foster a sense of stewardship for the Ayer Road Corridor Vision Plan and Form-Based Code. Our scope of work ensures that Town staff, key stakeholders, residents, business owners, and elected officials are engaged at key phases throughout the planning process to help establish a vision, formulate ideas, and shape solutions. We believe our proposed scope of work will produce a meaningful and responsive plan that addresses how the Ayer Road Corridor should evolve and develop in the future. Should the Town favor our proposed approach, the Project Team will work closely with Town staff and officials to further refine this process. Each task of our proposed scope of work is briefly outlined on the following pages.

### Phase 1: Market Analysis and Fiscal Impact Analysis

#### **Task 1: Project Initiation**

To kick-off the planning process on the right foot, meetings and workshops will be conducted with key Town staff, officials, and an Advisory Committee prior to undertaking other community outreach activities. After the kick-off for the planning process, our proposed outreach activities will help foster a sense of stewardship for the Ayer Road Corridor Vision Plan and Form-Based Code.

- 1a. Town Staff Kick-off Meeting
- 1b. Corridor Plan Advisory Committee Project Initiation Meeting (CPAC Mtg #1)

1c. Elected & Appointed Officials Roundtable Discussion/Project Introduction (Optional Presentation)

#### Task 2: Market Analysis and Fiscal Impact Analysis

The market analysis and fiscal impact analysis will serve to define general trends, supply, demand, and development potential. The analysis will examine the study area's competitive position within the market and identify the issues that the area and certain sites are currently facing and may likely face in the future. Market data will be reconciled with existing conditions to assess whether specific parcels, traffic flow/circulation, and access can accommodate uses identified. As a residual benefit of this analysis, market opportunities that may be better suited for other locations will also be highlighted. The analysis will consider both new development opportunities as well as strategies for enhancing existing uses that hold potential for redevelopment. Considering these factors and growth trends, a market assessment of future development potential will be prepared.

- 2a. Data Collection, Analysis of Conditions
- 2b. Demographic Analysis
- 2c. Retail/Restaurant/Office Market Analysis
- 2d. Economic and Fiscal Impact Analysis
- 2e. Draft and Final Market Analysis Report

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### **Phase 2: Corridor Vision Plan**

#### **Task 3: Public Engagement**

Public engagement will begin at the initiation of the project and continue throughout the planning process to ensure the plan reflects the community vision for the Ayer Road corridor. Public engagement may include a combination of the following traditional and unique outreach methods.

- 3a. Interactive Project Website
- 3b. map.social (an interactive web-based issues mapping platform)
- 3c. Online Corridor Questionnaire and Visual Preference Survey
- 3d. Key Stakeholder Interviews & Topic-Specific Focus Group Discussions (Up to 15)
- 3f. Business Focus Group
- 3g. Do-It-Yourself (DIY) Workshop Kits (Optional Task)
- 3h. Corridor Visioning Workshop

#### **Task 4: Existing Conditions & Corridor Vision**

This task includes the preparation of the Existing Conditions Memorandum/Presentation, Corridor Vision and Goals, and the Corridor Functional Land Use Areas Framework. These deliverables are intended to serve as interim deliverables to present data and information gathered throughout the previous tasks.

- 4a: Existing Conditions Memorandum/Presentation
- 4b: Corridor Vision & Goals
- 4c: Corridor Functional Land Use Areas Framework
- 4d: Town Staff Review & Discussion
- 4e: Corridor Plan Advisory Committee Meeting (CPAC Mtg #2)
- 4f: Elected & Appointed Officials Presentation (Optional Presentation)

#### Task 5: Corridor Frameworks Plan

This task will entail the preparation of preliminary frameworks and recommendations for key topic areas in the Ayer Road Corridor Vision Plan.

5a: Preliminary Corridor Frameworks

5b: Web Meetings Series (Up to Three)

### **Phase 3: Zoning and Regulatory Tools**

#### **Task 6: Technical Analysis & Best Practices**

This task includes a full assessment of the current land development regulations governing the Corridor, as well as the development of a conceptual approach to ensure that the new code addresses local issues and meets statutory requirements. This task will provide the foundation for a new form based code that builds upon the community's vision as established during Task 3, the results of the visual preference survey, and best practices from throughout the United States that can be appropriately translated to Harvard.

- 6a. Assessment of Existing Zoning Ordinances
- 6b. "Best Practices" Research and Assessment
- 6c. Conformity Analysis for Existing Development and Current Code
- 6d. Form-Based Code Applicability Analysis
- 6e. Town Staff Working Session
- 6f. Zoning Diagnostic Report and Conceptual Framework
- 6g. Corridor Plan Advisory Committee Meeting (CPAC Mtg #3)
- 6h. Town Council Update of Conceptual Approach

#### Task 7: Draft Ayer Road Corridor Vision Plan and Form-Based Code

Based on the previous tasks in the planning process, the draft version of the Ayer Road Corridor Vision Plan and Form-Based Code will be prepared and presented for review.

- 7a: Draft Ayer Road Corridor Vision Plan and Form-Based Code
- 7b: Focus Area Visualizations
- 7c: Implementation Plan
- 7d: Staff Review of Draft Ayer Road Corridor Vision Plan and Form-Based Code
- 7e: Corridor Plan Advisory Committee Meeting (CPAC Mtg #4)

#### Task 8: Final Ayer Road Corridor Vision Plan and Form-Based Code & Adoption

Based on the previous tasks in the planning process, the final Ayer Road Corridor Vision Plan and Form-Based Code documents will be prepared and presented for review and adoption.

8a. Final Ayer Road Corridor Vision Plan and Form-Based Code to the Planning Commission (Public Hearing)

- 8b. Community Open House
- 8c. Final Ayer Road Corridor Vision Plan and Form-Based Code to the Town Council

## **Project Schedule**

The anticipated project schedule for completing the Ayer Road Corridor Vision Plan and Form Based Code is 12 months from the time of project initiation. We are ready to begin work immediately and are committed to devoting the personnel and resources necessary for the entire process to ensure the highest quality and timely completion of the project. Should the Town favor our approach, we will work with staff to refine the process and anticipated project schedule in a manner that is most advantageous to the project.

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	Elected & Appointed Officials Roundtable												
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4d													
4e	CPAC Mtg #2												
4f	Elected & Appointed Officials Presentation (Optional)												
Та	sk 5: Corridor Framework Plan												
5 5a	Preliminary Corridor Frameworks						1 A						
	Web Meetings Series (Up to Three)						$\mathbf{b} 0$						
Та	sk 6; Technical Analysis & Best Practices												
6a	Assessment of Existing Zoning Ordinances												
6b	"Best Practices" Research and Assessment												
6c	Conformity Analysis												
6 6d	Form-Based Code Applicability Analysis												
6e	Town Staff Working Session												
6f	Zoning Diagnostic Report and Conceptual Framework								☆				
6g	CPAC Mtg #3												
6h	Town Council Update of Conceptual Approach												
Та	sk 7: Final Ayer Road Corridor Vision Plan and Forn	n Based	Code										
7a										$\overrightarrow{\mathbf{x}}$			
7b	Focus Area Visualizations												
70	Implementation Plan												
7d	Staff Review of Draft										$\overrightarrow{\mathbf{x}}$		
7e	CPAC Mtg #4												
Та	sk 8: Final Ayer Road Corridor Vision Plan and Forn	n Based	Code	& Adc	ption								
8a	Final Document to the Planning Commission												
8 8b	Community Open House												
8c	Final Document to the Town Council												
Den	otes Meetings to be												

 Denotes Meetings to be conducted by our Team Denotes Deliverables to be produced by our Team

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### Section 5 Project Budget

## **Project Budget**

**Houseal Lavigne** proposes a not-to-exceed project cost of **\$140,000** for the Harvard Ayer Road Corridor Vision Plan and Form-Based Code, including all professional fees and directly related project expenses. If the Town favors our basic approach, we are willing work with the City to amend our scope of work as necessary to meet any budgetary constraints.

Step	Fee
Step 1: Project Initiation	\$ 6,960
Step 2: market Analysis and Fiscal Impact Analysis	\$ 34,400
Step 3: Public Engagement	\$ 16,650
Step 4: Existing Conditions & Corridor Vision	\$ 31,480
Step 5: Corridor Framework Plan	\$ 21,190
Step 6: Technical Analysis & Best Practices	\$ 44,810
Step 7: Final Ayer Road Corridor Vision Plan and Form-Based Code	\$ 48,290
Step 8: Final Ayer Road Corridor Vision Plan and Form-Based Code	\$ 50,450
Total Direct Expenses	\$ 45,000
Total Project Fee	\$ 299,230