



PREPARED FOR THE TOWN OF HARVARD  
PROPOSAL RESPONSE to the REQUEST FOR INTEREST for the

# AYER ROAD CORRIDOR VISION PLAN + FORM-BASED CODE

September 28, 2020



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September 28, 2020

**TOWN OF HARVARD**  
TOWN ADMINISTRATOR'S OFFICE  
ATTN: MARIE SOBALVARRO  
13 Ayer Road  
Harvard, MA 01451

**RE: RFI for the Ayer Road  
Corridor Vision Plan and Form-  
Based Code**

**Dear Ms. Sobalvarro and selection committee:**

On behalf of Stantec's Urban Places' team, we are pleased and excited to respond to the Town of Harvard's Request for Interest (RFI) for the Ayer Road Corridor Vision Plan and Form-Based Code services. We look forward to being active partners in planning and engaging your community in this historic initiative, which offers the opportunity to enhance the Town's quality of life, strengthen its long-term fiscal health, and create lively new places to celebrate and renew Harvard's legacy for the 21st century.

The Ayer Road Corridor may have resisted redevelopment efforts in the past but going forward it offers an unprecedented opportunity to leverage fundamental demographic, economic, and technological trends to build a bridge between Harvard's proud history and a future filled with opportunity.

### **COMMUNITY-DRIVEN PLANNING IN A SOCIALLY DISTANCED WORLD**

It would be irresponsible to write this letter without acknowledging the global pandemic that envelops all our communities today. Covid-19 has generated significant uncertainty about the pace of change, accelerating some trends and slowing others. It has also challenged the confidence that many have in their community's ability to launch transformative initiatives. However, this said, the fundamental demographic, economic and technological dynamics that offer so much opportunity for the Ayer Road Corridor over the next two decades are firmly in place—and suggest that the corridor will play an increasingly formative role in shaping the Town's next chapter:

- + Tectonic demographic shifts toward an aging society in which household growth is dominated by singles and couples is dramatically (and rapidly) increasing interest in living, working, playing...and shopping... in the walkable, mixed-use, amenity-rich "village nodes" that this plan could launch along the corridor. These nodes can also emerge an increasingly valued amenities for nearby single-family neighborhoods—and as a strategy for building significant new fiscal assets.
- + An aging workforce combined with a period of economic transition in which more than 90% of net new jobs now require some higher education is creating growing competition for "talent", even in our well-educated region, at a time when this talent increasingly prefers to live and work these same highly amenitized nodes. The age of suburban office parks has given way to a new age of mixed-use live/work/play nodes—in cities and suburbs alike—that attract and retain talent and the jobs, investment—and commercial tax base—that follows. We should note that the growing trend toward virtual working—and interest in launching new startup businesses—have both increased interest in living and working in the nodes that the corridor could host.
- + Emerging mobility innovations—particularly the advent of connected, followed by autonomous, mobility over the next two decades—which will accentuate the impacts of these trends. We are currently planning an automated shuttle to connect a series of nodes along a suburban corridor—frankly at the behest of employers seeking to attract talent to an amenitized live/work/play...and innovative...suburban setting.

**STANTEC CONSULTING  
SERVICES INC.**

226 Causeway Street, 6th Floor  
Boston MA 02114

136 West Street, Suite 203,  
Northampton, MA 01060





We strongly agree that the keys to success for this initiative will be a strong understanding of rapidly evolving real estate markets, the ability to use this understanding as a tool to build a vision that is both compelling and fully achievable, and well-conceived implementation strategies that integrate an innovative Form Based Code and robust public/private partnerships. We would look forward to working with you to ensure that the community is a fully informed partner in every stage of this process both to inform every aspect of the plan and also to build the essential political will to move forward.

As your partners, we will work with the Town and community stakeholders to deliver on the promise that a revitalized corridor can bring to the community. We are emboldened to do this, because Stantec's Urban Places is an interdisciplinary practice that integrates planning, urban design, mobility, real estate, public realm design, sustainability, and related disciplines into a single practice. Our name may include "urban", but much of our work focuses on helping suburban communities take advantage of the fundamental changes that have brought renewed opportunity to cities over the past two decades—but in ways that honor and celebrate the unique identity and aspirations of these suburban communities. My colleague Jason Beske and I co-edited *Suburban Remix* (Island Press, 2018), which addresses both the core opportunities and stubborn challenges that you have cited in the Town's planning for the Corridor. Over the past five years our team has worked with suburban communities in Massachusetts, Virginia, Minnesota, Florida, and Texas. We take particular pride in planning a new "suburban village" for Newton MA that was supported by a two to one margin in a 2020 referendum. We are also active in the Form Based Code Institute, and one of my colleagues sits on the Institute's board.

We hope our statement of interest captures the spirit as well as the letter of your landmark project.

Sincerely,

**Stantec Consulting Services Inc. | Stantec's Urban Places**

**David Dixon, FAIA**

Principal-in-charge, Stantec's Urban Places Fellow  
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Project Manager, Senior Associate  
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OUR FIRM  
YOUR TEAM











# OUR FIRM. YOUR TEAM

## FIRM HIGHLIGHTS

### + BUSINESS STATUS

Established in 1954  
Incorporated in New York State  
In good standing in MA: Yes

### + PRIMARY CONTACT

Jeff Sauser, Project Manager  
136 West Street, Suite 203  
Northampton, MA 01060  
jeff.sauser@stantec.com  
(413) 387-4505

### + OWNERSHIP TYPE AND PARENT COMPANY AND SUBSIDIARIES, IF ANY

Corporation  
Parent company: Stantec Inc.

### + STAFFING RESOURCES

Stantec's Urban Places:	40+
Massachusetts staff:	470
Company-wide Full-time:	22,000

## Who we are

The Stantec community unites more than 22,000 employees working in over 350 locations across 6 continents. We collaborate across disciplines and industries to bring buildings, energy and resource, and infrastructure projects to life. Our work—professional consulting in planning, engineering, architecture, interior design, landscape architecture, surveying, environmental sciences, project management, and project economics—begins at the intersection of community, creativity, and client relationships.

## STANTEC'S URBAN PLACES OVERVIEW

Bringing together global experts in planning and urban design, real estate feasibility, mixed-use and brownfield redevelopment, smart mobility, resilience, and smart cities, our Urban Places team is uniquely positioned to provide our clients innovative and creative plans and designs from a cohesive, focused team. The urban designers and planners on our team have conducted more than 75 plans and related redevelopment projects within their collective careers.

We have experience building consensus in complex planning environments and with diverse communities. Our work has been recognized by national, regional, and state awards from organizations, and perhaps most noteworthy our work gets implemented and has helped attract billions of dollars in both public and private investments for our supported communities in the last 5 years alone.





## Stantec's Urban Places

Urban Places is an interdisciplinary practice bringing together leaders in planning; urban design; landscape architecture; transportation, including multimodal and smart mobility; development and brownfield redevelopment; and mixed-use architecture, smart cities, and resilience strategies. We work in urban and suburban communities across North America to help communities synthesize a clear and achievable vision through public engagement programs, research, planning, and implementation strategies that bring aspirations to reality.

Our 40+ professionals help clients tackle complex city-centered issues, and one key to our success lies in an unconventional structure. As a specialized, national practice of planners and urban designers, the Urban Places group maintains the focus and responsiveness of a boutique firm within Stantec's broader multidisciplinary

network. As an industry leading design/engineering firm, we can uniquely buttress our urban design expertise with the unmatched in-house resources of leading experts in technical disciplines including infrastructure and transportation engineering, brownfield and environmental services, landscape architecture, design specializations, and more.

Stantec Urban Places is more than just a collection of technical skills — it's an integrated approach that "connects the dots" to solve complex problems and unlock bigger urban opportunities. We're a team with broad national expertise and local knowledge. Visionaries who push the edge of innovation but keep plans grounded in the realities of the market. Urbanists who understand how to use infrastructure projects to attract private investment. And designers focused on creating great neighborhoods and building places for people.

# Why Stantec?

Stantec's Urban Places has developed a strong reputation for innovative and achievable planning visions, with a particular emphasis on redevelopment to create communities of great and lasting value for private and public stakeholders alike. Below is an overview specific services that we can provide the Town of Harvard.

## URBAN PLANNING + DESIGN

Our civil engineers, landscape architects, planners, and designers create sustainable environments that are functional, innovative, and attractive. While the keys to our success are many, our single most important strength is building broad based community support for thriving, connected, and walkable places through services that include:

- » Due diligence analysis, property assessments
- » Planning and urban design
- » Master planning and campus planning
- » Sustainable site design/stormwater/drainage
- » Civil engineering and permitting services
- » Digital rendering, modeling, and animations
- » Park and recreation facilities
- » Athletic field/facilities planning and design
- » Bicycle, pedestrian, & multi-use trails/paths

## IMPLEMENTATION FOCUSED + SUSTAINABLE

Our goal with each project is to provide social, environmental, and economic benefits in keeping with the physical site conditions, public expectations, and market realities of the project. We strive to remain environmentally conscious and employ sustainable practices to ensure longevity and resiliency in every task we perform. To do this, we maintain and provide:

- » A market-focused / data driven perspective
- » Use of pro-forma level financial models to test development feasibility
- » Infrastructure analysis across study area
- » Site-specific testing for catalyst development opportunities
- » Environmental mitigation/monitoring
- » Sustainable/green stormwater and other responsible infrastructure solutions

## MOBILITY

We provide comprehensive planning, engineering, and infrastructure management services for all modes of transportation. A selection of these include:

- » Multimodal, transit, and parking planning
- » Pedestrian and bicycle planning
- » Complete Streets
- » Transportation planning & traffic assessment
- » Roadway and highway design
- » Bridge design, including accelerated bridge construction
- » Autonomous vehicle (AV) and shared autonomous vehicle (SAV) technologies and implementation

## PUBLIC OUTREACH

It's complicated, engaging communities—residents and stakeholders—if they don't understand what you are doing. We can ease that process. Our planners specialize in public involvement and know how to transform complex technical material into meaningful information. We prepare community outreach materials, conduct educational workshops, and manage stakeholder involvement processes that will inform and engage your community .

We start each project by listening to the public and to key stakeholders, then we use what we hear to craft solutions that reflect community needs and hopes. Our commitment to full engagement means we work hard to reach people from every walk of life in every corner of the community.

## SUBCONSULTANT FIRM OVERVIEWS

### streetsense.

**Streetsense** is an uncommon collective of designers and strategists offering solutions in real estate, retail, food and beverage, hospitality, and the public sector. We specialize in branding and marketing, architecture, interior design, research and analysis, and operations. Our interdisciplinary approach contributes to dynamic, cohesive, and innovative projects and deliverables.

Founded in 2001 as a real estate strategy firm, Streetsense has evolved over the last 15 years in response to emerging needs in the market. Today, we are an agency of over 170 designers, architects, planners, brokers, writers, analysts, strategists, and more. We offer expertise across a variety of disciplines and industries, reaching outside the box to deliver dynamic, customized solutions. We create memorable places, distinctive brands, and meaningful experiences. We are constantly refining our approach and expanding our capabilities to offer the best service and most innovative solutions.

Streetsense places people and human experiences at the center of the firm's work and the work process is one of user-focused research and discovery. Highly collaborative with the client throughout the entire process, the staffing of assignments includes those with professional and/or personal experience relevant to the project, lending perspectives that are academic, real-world and economically proficient. This highly unique and capable team represents fewer breaks in translation and communication.

#### + CONTACT INFORMATION

Larisa Ortiz, Managing Director  
114 east 25th Street, New York, NY  
718-205-5116 | lortiz@streetsense.com



**W-ZHA, LCC** provides real estate advisory services to private, public and non-profit clients. Established in 2007, W-ZHA's staff has conducted development-related assignments in over 30 states for hundred's of public and private clients. W-ZHA, LLC is a woman-owned business.

W-ZHA's approach begins with identifying viable development opportunities and analyzing these opportunities much as an investor or developer would. W-ZHA applies market analysis conclusions to craft optimum development programs and often tests private development feasibility. Financing gaps are identified and innovative financing techniques are identified and tested. Ultimately, W-ZHA crafts implementation programs and structures equitable joint development arrangements between the public and private sectors.

W-ZHA has extensive experience in public/private development implementation and in creating effective downtown redevelopment strategies. W-ZHA's portfolio in developing economic strategies for downtown growth are often done in conjunction with public transit improvements, government centers, public assembly facilities and other public facilities. These projects require the special talent of maximizing the impact of public investment, coordinating a mix of uses, and meeting the objectives of numerous public and private interests. Strong emphasis is placed on translating redevelopment ideas into achievable development projects with the roles of all involved parties clearly defined and conditional agreements negotiated. By undertaking projects that encompass both feasibility and implementation elements, W-ZHA offers a practical, comprehensive level of expertise intent on getting projects actualized.

#### + CONTACT INFORMATION

Sarah Woodworth, Managing Member  
1031 Skidmore Drive, Annapolis, MD  
410-757-0732 | sarah@w-zha.com



## Subconsultants

Our team excels at integrating the top talent from many firms to create a comprehensive team that works together efficiently and effectively to provide successful outcomes.

For the purpose of the RFI, we have engaged two of our long-standing subconsultants, Larisa Ortiz of Streetsense and Sarah Woodworth of W-ZHA. Each have worked with us to provide similar market analysis and implementable strategies. Their work not only can define market potential but has helped inform responsible design guidelines and policy, including zoning recommendations.

## Knowledgeable in core disciplines

We pride ourselves on our proficiencies in the disciplines required for this RFI.

Based primarily between our Northampton and Boston MA offices, we are keenly familiar with local and state regulatory needs for projects of this caliber. We've led a host of projects with similar scopes of work in the Commonwealth, including the completion of many community-driven initiatives for municipalities of similar sizes to Harvard.

When we couple our local leaders in municipal planning with our top-of-the-industry leaders in subjects like Form-based Code, virtual engagement, financing, and real estate strategies, then Towns like Harvard can be assured that they're getting a nimble team who knows the local character and conditions—and can pair that knowledge with appropriate innovations along the planning process.

# PROJECT EXPERIENCE

We are experts in our domain of municipal planning, and that includes all aspects of place, (open) space, infrastructure, environment, and the connective modes of transportation that link these elements. A testament to our portfolio is the over 50 significant planning and urban design awards our leadership team alone has earned from professional industry organizations. Projects in the following section reflect these skills and our collective working knowledge.

## INNOVATION IN MUNICIPAL CORRIDOR PROJECTS

The following pages highlight relevant completed and ongoing work performed for municipalities<sup>1</sup> in the last 5 years by our key team members. Each description captions what about the project is innovative for the community referenced and valuable to the Town of Harvard's Ayer Road Corridor.



## Route 419 Town Center Planning Study

Roanoke, VA | 2016-2019

We helped the community reinvigorate a declining mall and the commercial corridor it anchors to turn parking lots and outdated buildings into a walkable new town center for the Roanoke Valley. Over 20 years, redevelopment will replace parts of the mall with a pedestrian-focused street grid, complementary new stores, and more than 400 units of housing that respond to emerging market demand. The result? A new neighborhood with a strong sense of place where people of all ages want to live, work, and play.

Working closely with residents, businesses, and other stakeholders, we created a plan that protects commercial and cultural assets and adds a host of new connections—linking business to business, neighborhood to the Main Street, and the new town center to the region. As well, the plan's complete streets recommendations turn a high-volume highway into a lively, landscaped corridor that serves foot, bike and auto users equally well.

The plan uses market demand assessments (conducted by our subconsultant, **W-ZHA**) to boost both quality of life and economic performance by making the area more appealing to businesses and educated young workers. Approved in 2019, it has already helped win \$25 million in funding for connectivity improvements.

### INNOVATION

PROVEN SUCCESSFUL  
ATTRACTION OF  
INVESTMENTS FOR THE  
CREATION OF A NEW TOWN  
CENTER NEIGHBORHOOD BY  
REPOUOSING MALL  
LAND-USE AND ENHANCING  
COMMERCIAL CORRIDOR  
CONNECTIVITY.





Study goals reflected an aggressive agenda for transformation:

- Re-imagining a traditional mall as a new, walkable town center
- Creating a vibrant complete streets corridor with greater development density, a multimodal transportation system, and a new emphasis on pedestrian friendliness
- Enhancing the county's tax base by the strategic addition of infill commercial and retail development and the addition of new kinds of housing
- Developing modern standards that promote high-quality development without sacrificing flexibility in site design
- Meeting current and projected market demand for services, with a focus on enhancing livability and boosting the area's economic performance

- Updating land use and zoning systems to include innovative land use concepts and development standards
- Tying the corridor into the popular regional bike/hike trail system
- Addressing safety and congestion problems at I-220 with a diverging-diamond interchange.

Since plan adaptation notable progress and implementation has included:

- The plan recommendations changed the trajectory of existing Virginia DOT improvements to change the existing interchange into a Diverging Diamond Interchange (\$17.5million)
- New multimodal roads and paths are currently in design and construction phases
- Rebranding campaign initiated with existing business and property owners.



## Catalyst Projects



The planning team, working with Roanoke County and property owners, along with input from the community, identified and evaluated potential development opportunities within the study area identified as most conducive to transforming into a town center. Additionally, each site included land in parcel sizes that would be most appealing to developers, had easy road access, and had the potential to spur future development in surrounding parcels.

As these are conceptual developments, it demonstrates how properties can be combined to create the mixed-use environment of a town center. In order for use—or similar—developments to become reality, the value of new development must exceed the value of the existing use, so that both property owners and developers have an incentive to invest. Spravled redevelopment in the near term will likely require County support in the form of public-private planning tools that can aid with infrastructure, demolition, creation of public spaces, and other components that create the high-quality public amenities that will help assure the new town center's success.

CAVALIST PROJECTS 51

## Community Engagement

From the start of the 419 Town Center study, Roanoke County set a framework for a comprehensive, fully transparent community engagement process. In addition to traditional public meetings, unique events such as a Planning Night, aimed at young professionals, and a high school workshop were held so that a diverse cross-section of Roanoke Valley residents could participate in the planning effort. Multiple online engagement tools created avenues into the process that allowed other residents unable to take part in person to weigh in on the plan and help develop the vision. In total, more than 500 individuals participated in this planning effort. The staff also visited more than 175 businesses in the study area, in person, on three different occasions.

### Kickoff Event



### Overview

September 13, 2018, marked the official launch of the 419 Town Center planning process. The event took place at the Holiday Inn Terminal at 4448 Starter Road from 6:30 p.m. to 8:30 p.m. More than 150 participants took part, working together to provide insights into what they hoped to see for the future of the 419 study area.

A series of posters highlighted some current conditions within the area, including land use, land values, and key demographic data on the surrounding community. This information appears in **Appendix 1: Existing Conditions Report** of this document.

As participants signed in, they were asked to complete a visual assessment exercise by reviewing two posters with images from town and village centers across the United States. Images included outdoor seating and shopping areas, Main Streets, small public spaces, and mixed-use buildings with retail, commercial, and residential uses. Participants received five adhesive dots each and used them to indicate which images they found most appealing.

419 Town Center Plan

COMMUNITY ENGAGEMENT 20



Scan code, click, or visit <https://bit.ly/2Ez25Bu> for the full plan, which was adopted July 2019



# Lyndale Avenue Corridor Vision Plan + Retrofit Strategy

Bloomington, MN | 2019-2020

Stantec's Urban Places led the development of a vision plan and investment strategy for the aging suburban Lyndale Avenue corridor, extending north 2.5 miles, spanning distinct districts.

Our planning process included site planning and analysis; establishment of land development infrastructure strategies with cost estimates; a public realm strategy; transit-oriented design and development surrounding a Bus Rapid Transit (BRT) station, and conceptual site design plans in two key nodes that envision mixed-use development potential, enlivened streetscapes and open space, as well as multi-modal mobility in a corridor dominated by cars. Through our own real

estate advisors and with the added subconsultant resources of our sonconsultants at **W-ZHA**, we also provided real estate market demand analysis; urban/suburban retail strategies; financial strategy and economic development impact assessment, as well as marketing strategies.

The final suburban retrofit plan establishes actionable strategies that make the investment case for redeveloping the area over a 20-year period. The city can now use this blueprint to transform this area into a vibrant, walkable, mixed-use neighborhood main street that incorporates attractive public spaces and supports diverse mobility modes.







## INNOVATION

WE HELPED GUIDE THE CITY THROUGH ITS LARGEST REDEVELOPMENT CHALLENGE—REINVIGORATING A NEIGHBORHOOD COMMERCIAL AREA THAT HAS BEEN LONG OVERLOOKED BY DEVELOPERS FOR ITS AGING PROPERTIES

Scan code, click, or visit  
<https://bit.ly/33VVFoE>  
 for the latest updates on  
 this active project







## Dayton Mall Area Master Plan

Miami Township, OH | 2014-2015

Could a new urbanist retrofit strengthen a suburban mall's competitive position? Could it halt the decline of sprawl that's grown up around the mall? Could it reverse region-wide negative perceptions of the area? Could it transform two square miles of nowhere into a somewhere that people choose to live, work, shop, and invest in?

The Dayton Mall Area Master Plan aims to do all of that with placemaking based on new urbanist principles. Through analysis done by our team with market analysis from our subconsultant, **W-ZHA**, we determined that rapidly changing demographics, economics, and market preferences presented the mall area with new opportunities and challenges. To unlock the area's full potential, our team instituted extensive public outreach and collaboration—we

educated the public as they educated us. This helped us to appreciate their goals for better connections, new parks and public spaces, expanded housing options, increased job opportunities, and more shopping, dining, and entertainment variety.

After working with the community to develop a new urbanist vision, our planning team devised a clear, phased plan keyed to the market, developed a unifying identity program, and identified steps for implementation and funding. This transformative plan enabled a fragmented area to emerge as an authentic 21st century village center that embraced the spectrum of community life.

The final plan was adopted in December of 2015, and since then notable implementation has included:



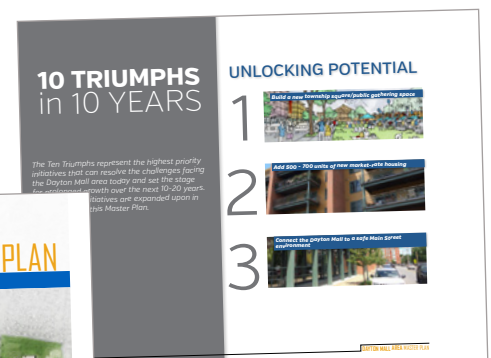
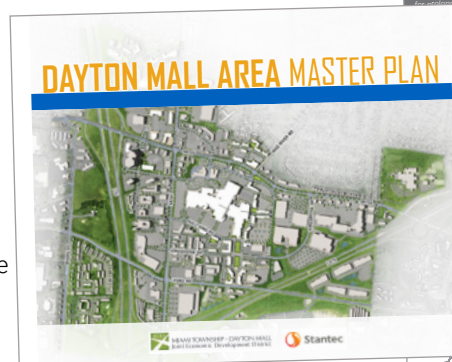


## INNOVATION

OUR PLAN BRINGS A RETAIL CENTER OUT OF THE OLD, TIRED MALL MODEL AND INTO A MODERN CONCEPT WHERE A VARIETY OF USES TRANSFORM THE SPACE INTO AN ACTIVE CENTER OF COMMUNITY LIFE



- The branding identity developed during the planning phase was fully rolled out across the study area, rebranding the Dayton Mall and surrounding area as Miami Crossing. The district rebranding was so successful that the Dayton Mall requested approval to rebrand the mall with the same identity.
- Miles of new bike and pedestrian lanes were developed to further connect the study area to the surrounding extensive bike trail network.
- Discussions have taken place with Seritage Growth Properties (SRG), to redevelop the former Sears property.



Scan code, click, or visit  
<https://bit.ly/3kH9iPc>  
 for the full, adopted plan

# Cambridge Market Analysis + Retail Strategy

Cambridge, MA | 2017



***Our subconsultant led market analysis rooted in an understanding of current and expected regional conditions less than an hour from Harvard.***

**Streetsense** was hired by the city to conduct a district-level analysis and retail strategy plan for its eight commercial districts. The goal of the plan was to develop best practice policies and programs to support and enhance the ground level active use and retail environment in Cambridge.

This included:

- Presenting an overall state of the city's current retail while identifying unmet retail needs and how to meet them (e.g. new policies, public-private partnerships, programming, transportation, and infrastructure).
- Identifying short and long-term goals forming the basis for the city's new retail retention and recruiting strategy.
- Highlighting the city's strengths, weaknesses, opportunities and threats relating to retail retention/recruitment based on regional conditions.
- Identifying key actions and best practices to enhance the city's marketability and visibility to retailers and other ground floor businesses.

## Town of Leesburg Focus Area Studies

Leesburg, VA | 2019-Ongoing

***We are helping a small town responsibly plan for market-driven growth while maintaining its existing historic character.***

Leesburg's existing 2012 Town Plan is currently being updated by Stantec team members and in partnership with City Explained. As Northern Virginia experiences unprecedented growth opportunities the community of Leesburg has taken a keen interest in retaining its historic character while also leveraging the opportunities that come with responsible growth.

In response to public input, we prepared a detailed master plan concept for selected areas throughout the Town identified as areas of growth and redevelopment. The focus area studies illustrate many of the big ideas expressed in the growth framework established in the Town Plan including new or improved streets, blocks, parks, building typologies and recommendations on land use changes to demonstrate visually and in narrative form what best practice for redevelopment would look like for Leesburg.





# Wellington Town Center Planning Services

Wellington, FL | 2019



***Suburban retrofit strategy to create mixed-use, walkable centers and a vibrant civic destination in the heart of suburban Wellington.***

The village reached out to our Urban Places team for our national expertise helping suburban communities transform key centers and corridors into walkable districts.

The effort has unfolded through a progressive series of studies from helping Village staff and community advocates win Council and public support for their forward-looking vision to specific plans for catalytic redevelopment concepts at neighborhood hub locations to a detailed master plan for a re-imagined civic core which is being implemented presently.

## Real Estate Development Advisory Services

Stafford County, VA | 2018-Ongoing

***We're leading strategy development to create a mixed-use downtown thoroughfare where no united, walkable core previously exists.***

Located approximately an hour from Washington, DC, Stafford County is regularly listed as one of the wealthiest counties in the nation. Despite this, the county has no downtown center, no gathering place for residents or visitors, and no walkable mixed-use district. We are working with the county to assess Stafford's market potential to develop such a downtown. As a result, we are assisting the county in its attempt to leverage county-owned land for private development or public-private partnership.

The county currently 30+ acres near an important intersection. Working to achieve the best real estate outcome for county functions as well as residents, our process includes performing a market study; conducting interviews with local property owners; reviewing plans with an eye towards zoning, and understanding how local infrastructure changes may influence private development in the area. Stantec's Urban Places team is undertaking a master development planning exercise, to which we will apply a conceptual pro forma to ensure any plans proposed are backed by market realities.

Following the completion of this study, the team will assist the county in the potential disposition of the site either by sale or ground lease.





# Delhi Township Strategic Redevelopment Plan

Cincinnati, OH | 2014-2015

***Turning two miles of car-oriented streetscape into a walkable, environmentally friendly space that blends with the surrounding area.***

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In Delhi Township, southwest of Cincinnati, we led the redevelopment planning for a two-mile, car-oriented corridor. The goal: Transform an existing strip-retail environment into a walkable, environmentally friendly, aesthetically pleasing main street and town square.

With the team's specialization in market-driven plans, they completed an early-stage analysis to gauge unmet demand—to figure out what could be harnessed to power the plan. They discovered that the area, over the first five years, could support new medical offices, new small retail, and multifamily housing. Plus, the nearby St. Joseph's University expressed interest in building graduate student housing within the area.

After public meetings, workshops, and stakeholder interviews, our team blended the market analysis results with an understanding of how current residents wanted the new growth to unfold. The result was a plan that would improve the existing area while also guiding future private development and public improvements.



## Needham Street Master Plan + Design Guidelines

Newton, MA | 2018-2019

***We helped plan a modern interpretation of Newton's historic commercial villages—and it's now in the design phase following public approval.***

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Northland Investment wanted to reinvent a classic strip mall in an older suburb of Boston. The developer asked for an urban design strategy that would make the site a focal point for the area around it—a destination with a strong sense of character. We didn't have to look far for a good model: historic commercial villages throughout Newton. Built before cars, they embodied just the right scale for walkability.

Our plan replaces all the buildings on the site except for a 19th-century mill building. Walkable new development wraps around the historic mill, adding more than a million square feet of stores, offices, and multi-family housing. Tying everything together—and giving the new development strong “curb appeal”—is a carefully-planned Main Street defined by a public realm of active sidewalks, accessible bike paths, and a landscaped square designed and programmed to serve as a new community hub.

Our work brought the project in line with the city's goals for design, density, and mix of uses while creating maximum value for our client. Moreover, it gives Northland a model it can use across the U.S. for redeveloping larger sites in urban neighborhoods. Following city approvals and a public YES vote to move forward, our landscape architects, engineers, and architects are now moving forward with design phase services.



# New York State Downtown Revitalization Plans

Oneonta, Elmira, and Oswego, NY | 2016-2018

**Analysis covered residential and non-residential retail demand, customer group psychographics, and identified strategic retail opportunities.**

**Streetsense** served as a retail marketplace analyst subconsultant to **Stantec**, on the New York State Downtown Revitalization Initiative (DRI) for three communities: Oneonta, Elmira and Oswego. **W-ZHA** was also engaged for support in financing strategies and related implementation services.

Streetsense assisted DRI efforts by defining and prioritizing strategic interventions to catalyze investment in these downtowns through an understanding of market demand potential and opportunities to improve the retail environment.

The retail marketplace analysis assessed key areas related to successful downtown business districts including the physical environment and business environments, market data and demographics to determine spending by residents and non-residents, and the administrative capacity necessary to advance the DRI proposed recommendations. On the flip side, the physical environment analysis examined accessibility, visibility and connectivity, while the business environment analysis examined business nodes, size, type and concentration of retail offerings and their relationship to competitive districts. Resulting priority projects are being funded and implemented currently, and have attracted nearly \$200M in public and private investments to date.



- ✓ 2019 Planning Merit Award, International Downtown Association, Downtown Achievement Awards
- ✓ 2017 Merit Award of Achievement, Unbuilt Design (Clemens Square, Elmira); American Society of Landscape Architects New York Upstate Professional Design Awards

## Port Chester Neighborhood Revitalization Plan

Port Chester, NY | 2019



**Streetsense conducted a neighborhood planning study to develop a suite of place-based, actionable strategies to revitalize the neighborhood assets and aimed to identify key improvements to enhance overall quality of life for local residents and workers, and to retain and attract diverse businesses and visitors to the Village.**

While the Village of Port Chester is popularly known as the 'Entertainment and Restaurant Capital of Westchester', it is also home to LatinX-serving convenience businesses that serve a large Hispanic and Spanish-speaking resident customer base. As such, the plan identified strategies to support tenant improvement of legacy businesses, business retention (through bilingual business support programs) and to ensure meaningful collaboration between the Village and legacy business owners.

Overall, the neighborhood improvements proposed in the final plan serve to guide the investment strategy of the Village and its partners over the next few years as Port Chester continues to enhance its livability and build upon its unique offerings while preserving its small-town feel, waterfront history, and cultural diversity.

## Project Team Members

We have built our team around your specific goals and requirements as well as in response to the project's broader opportunities and challenges. Our proposed organization chart demonstrates how we will support an efficient and cohesive project delivery model.

At Stantec, we treat our clients as partners. We believe in providing our partners with sound project management, communication, and technical expertise. Done right, our team will perform at a level greater than the sum of its parts. From the start, we will work together to establish structures and protocols that support successful project execution, including regular conference calls, ongoing communication between defined primary points of contact, clear milestones and deliverable due dates, and shared messaging internally and with the public.

### TEAM LEADERSHIP

Through the leadership of **David Dixon (principal-in-charge)** and **Jeff Sauser (project manager)**, we will provide comprehensive direction and management, coordinating the three core working groups of our team to operate and collaborate seamlessly. David and Jeff have been working together for over a decade and maintain a growing portfolio of urban planning and design for the revitalization of corridors, main streets, suburban hubs and downtowns across the country.

Critical to a meaningful blueprint for the future of the Ayer Road Corridor is public input and consensus building. Jeff and David will work with two key specialists to deliver on this portion of the work.

- + **COMMUNITY ENGAGEMENT**, led by **Steve Kerney** will be highly cautious of COVID-19 limitations and creatively engaging none the less. As one of our leading planners for municipal revitalization initiatives, Steve most enjoys the community and stakeholder engagement part of his work. From a national portfolio of similar projects, he brings exemplary skills in public workshop and meeting facilitation, community engagement, and consensus building to our team.

In support of Steve is **Amanda Morrell**, who is at the forefront of Stantec's COVID-19 strategies for virtual engagement. She will foster highly effective strategies, together with Steve, as well as David Dixon, and Jeff Sauser. Together, with the Town's project team members, we will help craft and implement an engagement program that delivers the right story in the right format to the right audience and fosters richly collaborative public input.

### CORE WORKING GROUPS

We will collaborate across three working groups that align with the scope of the RFI, including:

- + **MARKET + FISCAL IMPACT ANALYSES.** Collectively supported by our subconsultants an in-house financial analyst, we will help inform and unlock corridor development potential through our analysis expertise. Among the recommendations that will result from the retail and housing market analyses and broader fiscal impacts report will be the establishment of highly effective public/private partnership strategies for Harvard's consideration.
- + **CORRIDOR VISION PLAN.** This pillar encompasses such critical sub-services that we have strategically assembled to address all aspects of the corridor's existing and potential development, as well as infrastructure and environmental conditions. Foundational to this project, each sub-discipline will deliver community-backed findings and phased recommendations for implementation.
- + **ZONING + REGULATORY TOOLS.** With sound market analyses and public input in hand, our team will deliver on the need for form-based code and related zoning regulation updates. These team members will work with our team leadership and the Town to achieve balanced smart growth redevelopment targets and related design guidelines that support and inform future development.

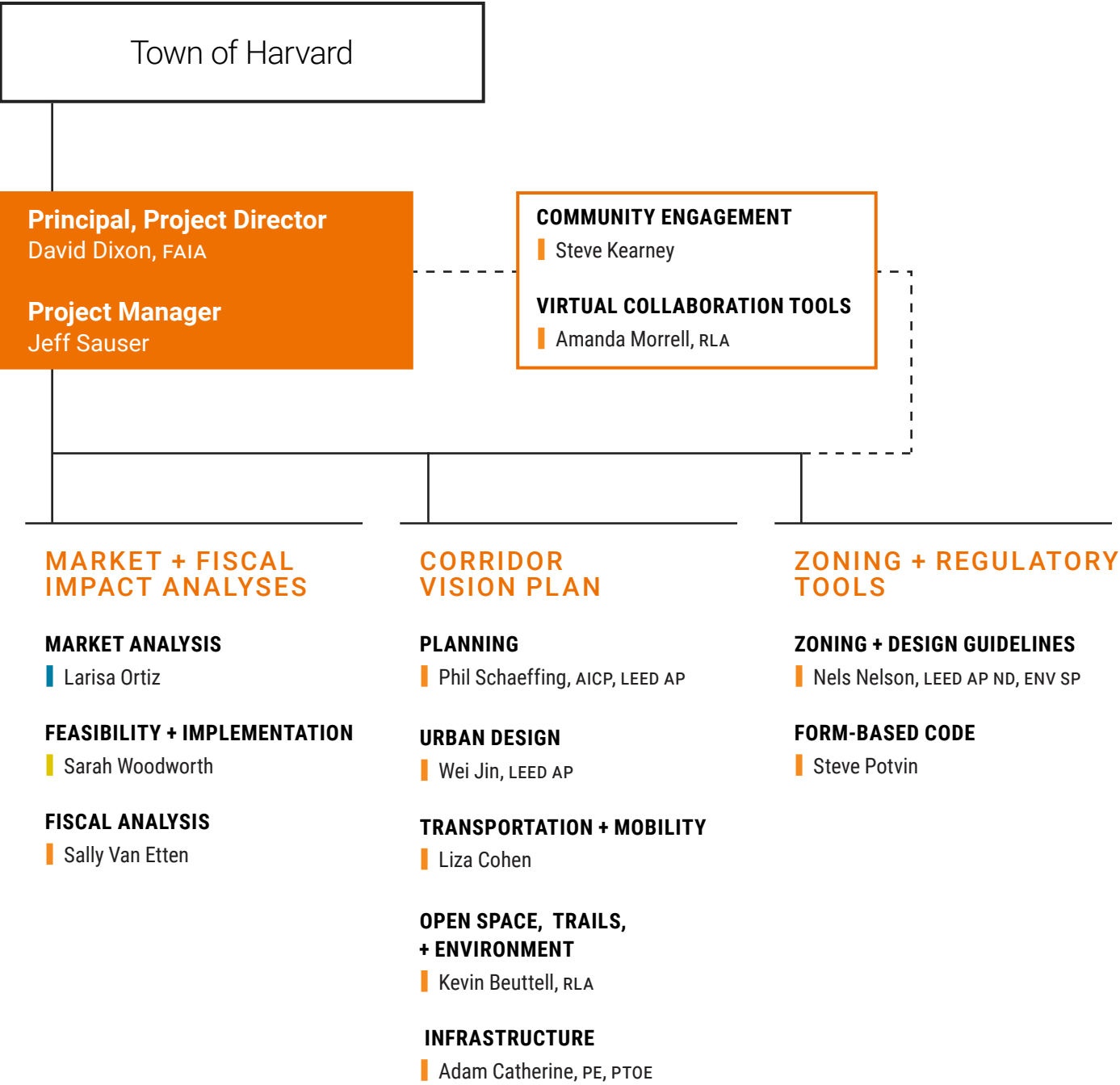
## Resumes

We've provided resumes for all proposed staff on the following pages.



→ Organization Chart

- LEGEND**
- Stantec
  - Streetsense
  - W-ZHA





## David Dixon, FAIA

### PRINCIPAL-IN-CHARGE

Stantec | Vice President, Urban Planner + Designer

7

**YEARS WITH FIRM**

51

**TOTAL YEARS EXPERIENCE**

#### CREDENTIALS

Master of Urban Design. Harvard University, 1974

Master of Architecture, University of Pennsylvania, 1972

Bachelor of Arts, Wesleyan University, 1969

#### MEMBERSHIPS

American Institute of Architects, Former Chair, Regional and Urban Design Committee

American Institute of Architects, Former Co-facilitator, Sustainable Design National Roundtables

Boston Society of Architects, Past President; Director, Civic Initiative for a Livable New England; Chair, Barr Foundation Transportation Planning Initiative

#### SELECT PUBLICATIONS

Suburban Remix: Creating the Next Generation of Urban Places, U Beske, J., Dixon D, 2018.

Urban Design for an Urban Century, Second Edition, written with co-author Lance Brown, FAIA, John Wiley & Sons, 2014.

"Heading downtown... in the suburbs," chapter for Fixing Sprawl: Addressing 70 years of failed urban form, ed. Emily Talen, Island Press, 2014.

David believes that, in the face of an unprecedented "perfect storm" of dramatic demographic, economic, technological and environmental changes, North America is at the cusp of a period of unprecedented urban opportunity—in cities and suburbs alike. He is committed to helping communities and clients manage these changes to create economic, social, and environmental value...for cities and suburbs alike.

Over the past five years he has led planning and urban design initiatives to:

- Launch more than \$12 billion of investment in new and revitalized walkable, mixed-use districts for cities across the U.S;
- Unlock opportunity for downtowns ranging from Memphis TN and Birmingham AL to Albany NY
- Create new downtowns and walkable centers for suburbs surrounding cities such as Atlanta, the District of Columbia, and Dallas
- Launch and expand innovation districts in Cambridge MA, Seattle, and Philadelphia
- Address growing equity and affordability challenges for diverse neighborhoods in many of these same cities. He is particularly proud of leading the post-Katrina Master Plan for New Orleans.

David speaks and writes frequently on the opportunities and challenges posed by an era of rapid change. He is especially known for initiating a national dialogue - through lectures, commentary, and the organization of two national conferences - on creating "walkable density" as an essential tool for achieving the benefits unlocked by the flow of people and dollars into urban environments—in cities and suburbs alike.

#### RELEVANT EXPERIENCE

**Lyndale Avenue Suburban Retrofit Strategy, Bloomington, MN.** The revitalization strategy seeks to transform the Avenue into "a vibrant, walkable, mixed-use neighborhood center" that takes advantage of the urban renaissance reshaping nearby Minneapolis neighborhoods—replacing empty parking lots and older strip retail with a mix of new housing, retail, and limited office—while avoiding the gentrification and displacement that has accompanied similar initiatives across the region.

As principal-in-charge, David is leading a team of planners, designers, and real estate economists in working closely with the city's economic development staff to create an inclusive vision that makes the concept of economic, age, racial and cultural diversity real by insuring that new housing will be balanced to serve a wide economic spectrum, ensure the ability of existing property owners to remain in place in the face of rising housing values, and create opportunities for a variety of minority and community-based businesses.



✓ **Dayton Mall Area Master Plan, Dayton, OH.** Served as the principal-in-charge and urban design director. The project involves a long-range master plan to transform a successful two-square-mile, car-oriented area around the Dayton Mall into an economically competitive, walkable and identifiable “21st Century Urban Village”.

✓ **Northland Needham Master Plan, Newton, MA.** Principal in charge for the plan transforming a low-density suburban site into an authentic urban village that strengthens the surrounding neighborhood and introduces new housing and retail choices into a district long starved for both. Redevelopment will replace the non-historic elements with more than 1,000,000 sf of walkable stores, offices, and multifamily housing. Redevelopment will also leverage the opportunity to enhance multimodal experience for all modes of movement, including bikes, pedestrian ways, vehicles, ample parking and commercial loading areas — fostering a new generation of shared streetscape culture.

**Dublin Bridge Street Corridor Plan \* Dublin, OH.**

Vision and implementation plan for transforming an arterial corridor dominated by traditional suburban-style retail and office development into a series of distinct, walkable mixed-use districts that address “creative class” expectations for high quality of life while honoring Dublin’s traditional neighborhoods, architecture, and landscape.

**Elkhart River District Implementation Plan, Elkhart, IN.**

Principal in charge for the transformation of an older 90-acre industrial/strip retail district into a dense, diverse, urban neighborhood with enhanced livability and economic

opportunity. The downtown-adjacent area's revival was spurred by catalytic investments from both the public and private sectors. The plan is generating significant interest from local investors who will lead the first major phase of construction.

**Topeka River South Area-Wide Plan, Topeka, KS.**

Principal advisor. This area is poised to receive renewed interest in redevelopment opportunities. Building on previous area studies and a recent market analysis, the AWP dives into current market conditions and numerous meetings with local property owners and community stakeholders to understand considerations for future redevelopment. When COVID-19 conditions restricted public meetings and stymied stakeholder feedback, our team worked closely with the City to assemble an ArcGIS StoryMap to convey recommendations and renderings and collect stakeholder input.

**Downtown Moorhead Master Plan Moorhead, MN.**

Principal in charge for the development of a community driven master plan that will guide the revitalization needed for economic growth. As part of an ongoing planning process, we have established a shared vision in line with an abundance of community input and have outlined framework with land use, mobility, and open space opportunities and constraints. This framework will help develop a broad strategy to achieve the vision. Next steps are focused on specific strategies to maintain downtown Moorhead’s eclectic culture paired with a compact critical mass of jobs, residents, and animated streets.





# Jeff Sauser

## PROJECT MANAGER

Stantec | Senior Associate, Urban Planner + Designer

7

YEARS WITH FIRM

10

TOTAL YEARS EXPERIENCE

### CREDENTIALS

Master of Architecture and City  
and Regional Planning, Georgia  
Institute of Technology, 2010

Bachelor of Arts, Metropolitan  
Studies, New York University, 2006

Boston Society of Architects,  
Member

*\*Denotes project completed with  
other firms*

Jeff is a planner and urban designer whose work centers on the relationships between markets, community, sustainability, and urban form. Jeff has played a central role on a range of design and planning projects in cities and suburbs across the country, with particular focus on creating compact, walkable, mixed-use redevelopment in transitioning neighborhoods and emerging communities. His experience includes large-scale comprehensive plans, downtown master plans, private development district plans, brownfield plans and neighborhood revitalization plans.

### SELECT EXPERIENCE

**Lyndale Avenue Suburban Retrofit Strategy, Bloomington, MN.** Serving as an urban planner, this revitalization strategy seeks to transform a corridor into a walkable, mixed-use neighborhood center—reshaping nearby Minneapolis neighborhoods with the replacement of empty parking lots and older strip retail for a mix of new housing, retail, and limited office. This work is being done with great caution to avoid the gentrification and displacement that has accompanied similar initiatives across the region.



**Northland Needham Street Master Plan, Newton, MA.** Plan for transforming a low-density suburban site into an authentic urban village that strengthens the surrounding neighborhood and introduces new housing and retail choices into a district long starved for both. Redevelopment will replace the non-historic elements with more than 1,000,000 sf of walkable stores, offices, and multifamily housing.

**Dayton Mall Area Master Plan, Dayton, OH.** Served as an urban planner and designer responsible for urban design development, community engagement and GIS analysis. The project involves a long-range master plan to transform a successful two-square-mile, car-oriented area around the Dayton Mall into an economically competitive, walkable and identifiable “21st Century Urban Village”.



✓ **Elkhart River District Implementation Plan, Elkhart, IN.** Project manager for a 90-acre downtown-adjacent area transforming into a walkable neighborhood spurred by catalytic investments from both the public and private sectors. The plan is generating significant interest from local investors who will lead the first major phase of construction.

✓ **Blatchford West District Architecture and Urban Design Guidelines, Edmonton, AB.** Comprehensive urban and architectural design guidelines for a large-scale mixed-use redevelopment. The design guidelines promote best practices for active streets, accessory units, winter cities, and low impact development.

**Pawtucket Street Corridor Study, Lowell, MA.** Managed and provided planning and design leadership for a plan to dramatically improve the Pawtucket Street corridor which connects multiple UMass-Lowell campus and defines a key edge of Lowell's historic Acre neighborhood from a traffic-clogged arterial dangerous for and unwelcoming of pedestrians and bikes into a fully walkable, attractive, safe, and inviting "complete street". Recommendations included "tactical" and long-term programming and public realm interventions as well as land use and regulatory changes.

**Long Hill Vision Plan, Trumbull, CT.** Vision plan and public engagement process to upgrade Trumbull's Long Hill village center into a cohesive, walkable, and vibrant community destination. Strategies focused on strategic public realm investment, streetscape retrofits, and regulatory amendments to bring the center to life and promote pedestrian-oriented land uses and activities.

**A Guide to Placemaking for Mobility, Public Realm Plan, Boston, MA.** Working with a foundation and a downtown business alliance, we developed guidelines for improving the design and quality of the public spaces—streets, sidewalks, plazas and greenways—that make up Boston's mobility system. In a time of dwindling public resources, Placemaking for Mobility offers a blueprint for imagining innovative treatments of public spaces and forming public-private partnerships to fund them. The guidelines received a 2017 Charter Award from the Congress for the New Urbanism. A follow-up contract recently applied the guide's methodology to a high-profile block in Boston's Chinatown neighborhood and with close collaboration with residents and stakeholders, creating a long-term streetscape plan with short-term, tactical preliminary implementation that the City plans to build in 2017-18.





# Steve Kearney

## COMMUNITY ENGAGEMENT

Stantec | Senior Associate, Urban Places

7

**YEARS WITH FIRM**

16

**TOTAL YEARS EXPERIENCE**

### CREDENTIALS

Master of Landscape Architecture,  
State University of New York, 2005

Bachelor of Arts, English, Skidmore  
College, 1995

Member, Alpha Sigma Lambda  
National Honor Society

Member, American Planning  
Association

As a project manager and senior planner within Stantec's Urban Places team, Steve is focused on developing urban revitalization plans at both neighborhood and district levels. Steve has led multiple downtown revitalization initiatives across Upstate New York, suburban mall redevelopment master plans, HUD Choice Neighborhood mixed-income plans, and an arts and innovation district plan that was awarded a 2014 APA National Excellence Award. In all projects, Steve structured and led the community engagement process; coordinated the work of multi-firm teams; and wrote and developed the final planning documents.

Steve's experience also includes the public sector, where he was the deputy director of planning for the City of Syracuse. While working for the city, he developed a fundamental knowledge of municipal planning and operational issues and gained significant experience in city/regional comprehensive plan development, design guidelines and land use planning, brownfield redevelopment, and effective implementation strategies. Steve most enjoys the aspect of community and stakeholder engagement in his work, highlighted by his exemplary skills in public workshop and meeting facilitation, community engagement and consensus building.

### SELECT EXPERIENCE

**Route 419 Town Center, Roanoke, VA.** Project manager for a freshly completed plan to rethink a suburban corridor anchored by a struggling mall as a walkable, mixed-use town center. The plan improves quality of life for area residents, protects existing cultural assets, and outlines a complete streets redesign for the corridor.

**Dayton Mall Area Master Plan, Miami Township, OH.** Leading the development of a long-range master plan to transform a successful two-square-mile, car-oriented area around the Dayton Mall into an economically competitive, walkable and identifiable "21st Century Urban Village."

#### **Delhi Pike Strategic Redevelopment Plan, Delhi Township, OH**

Leading the development of a 10-year master plan to transform a two mile corridor of aging strip-retail commercial development into "Main Street" environment with new public gathering spaces.

**Downtown Revitalization Initiative (DRI) Plans, Multiple communities, NY.** Led the development of strategic, implementation-focused downtown plans for four cities in New York. Each plan included a comprehensive community engagement process and identified specific projects for funding that could improve the public realm, increase density and vibrancy through mixed-use development, and improve connectivity/walkability. Each city was awarded \$9.7 million in funding to initiate the revitalization efforts.

**Friendship Court Master Plan, Charlottesville, VA.** Led the development of a master plan that transforms a housing development into a new connected, mixed-use, mixed-income neighborhood in the heart of downtown.





# Amanda Morrell, PLA

## VIRTUAL ENGAGEMENT TOOLS

Stantec | Landscape Architect, Urban Places

5  
YEARS WITH FIRM

14  
TOTAL YEARS EXPERIENCE

### CREDENTIALS

Bachelor of Landscape  
Architecture, Clemson University

Registered Landscape Architect  
#1723, North Carolina

Landscape Architect #1146, South  
Carolina

Member, American Society of  
Landscape Architects

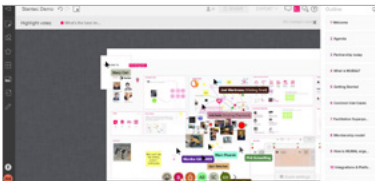
Amanda is a registered landscape architect with 14 years of professional experience. Throughout that time, her focus has been planning and urban design projects executed through intense public involvement and outreach processes. Her experience in downtown planning, corridor planning, comprehensive planning, neighborhood planning, and public realm design makes her a valuable and versatile team member.

Amanda strives to give everyone a voice and find relevant ways to incorporate that input into the final deliverables for our clients. She believes that building consensus through the design process gives a plan political will and the ability to move from vision to reality sooner. Her passion for involving stakeholders of all ages, from youth to retirees, can be seen throughout her work in a career that includes over four dozen public design charrettes.

Amanda is leading our team in the execution of innovative virtual engagement during the current pandemic. With an updated toolbox of virtual meetings, online open house experiences, and interactive digital workshops, Amanda will help the team tailor an inclusive approach to stakeholder input.

### RELEVANT EXPERIENCE

- + Waccamaw Neck Corridor Study, Georgetown County, SC
- + Rivers Avenue Corridor Connectivity Study, North Charleston, SC
- + Rolesville Corridor Study, Rolesville, NC
- + Beaufort Corridor Study, Beaufort, NC
- + Lafayette Corridor Complete Streets Study, Shelby, NC
- + Whiskey Road Complete Streets Corridor Study, Aiken, SC
- + O'Fallon Main Street Corridor Study, O'Fallon, MO
- + Highway 76 South Master Plan, Clemson, SC
- + Downtown Morganton Visioning and Master Plan, NC
- + Public Realm & Streetscape Master Plan, Albemarle, NC
- + Downtown Waxhaw Vision Plan, NC \*
- + The Renaissance Plan (Decker Boulevard/Woodfield Park Area), Richland County, SC\*
- + Highway 16 Corridor Plan, Waxhaw, NC\*
- + US 1 Corridor Study, Aiken, SC \*
- + Route 2/4 Master Plan, Prince Frederick, MD\*
- + Natural Bridge Corridor Study, St. Louis, MO\*
- + Fifth Street Corridor Study, Saint Charles, MO\*
- + Boundary Street Vision & Implementation, Beaufort, SC\*





#### **SELECT LEADERSHIP POSITIONS**

- Commissioner, New York City Planning Commission
- Co-Chair, Mayor's Sustainability Advisory Board, One New York Plan
- Board Member, Coro NY Leadership Center
- Board Member, International Downtown Association (IDA)
- Advisory Committee Member, National P3 Retail Program, International Council of Shopping Centers (ICSC)

#### **EDUCATION + CREDENTIALS**

##### **Massachusetts Institute of Technology, Boston, MA**

Master in City Planning  
Certificate of Urban Design  
2003

##### **Wesleyan University, Middletown, CT**

Bachelor of Arts with Honors,  
College of Social Studies  
1997

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#### **Larisa Ortiz**

301.652.9020 main  
lortiz@streetsense.com

#### **streetsense.**

114 east 25th street  
new york, ny 10010  
streetsense.com

# Larisa Ortiz

## **MARKET ANALYSIS**

### **Streetsense | Managing Director**

Larisa brings over 20 years of experience advising public, private, and non-profit sector clients on retail real estate strategy in urban environments.

Prior to joining Streetsense, Larisa founded Larisa Ortiz Associates, leading award-winning projects including The City of Cambridge Massachusetts Retail Strategy, The City of New York's Commercial District Needs Assessment, and the formation of the first Business Improvement District in Latin America. Larisa is the author of Improving Tenant Mix, published by the International Council of Shopping Centers, and currently serves as a Mayoral Appointee to the NYC Planning Commission. She also serves on the Boards of the International Downtown Association, the Coro New York Leadership Center, the National Advisory Committee of the ICSC P3 Retail Program and is Co-Chair of the City of New York's OneNYC Plan Advisory Committee.

A Fulbright Scholar and Watson Fellow, Larisa has traveled the world studying successful downtown and mixed use environments. She holds an undergraduate degree from Wesleyan University and a master's in city planning with a certificate in urban design from the Massachusetts Institute of Technology.

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#### **KEY PROJECTS**

##### **Puerto Rico Regional Destination Plan**

Puerto Rico, PR

##### **New Haven Union Station Re-Merchandizing Plan**

New Haven, CT

##### **Port Chester Neighborhood Revitalization Strategies**

Port Chester, NY

##### **City of Cambridge Strategic Retail Plan\***

Cambridge, MA

##### **East Farmingdale Form Based Code\***

Babylon, NY

*\*Work completed as Larisa Ortiz Associates*





### EDUCATION

Master of Science, University of North Carolina-Chapel Hill

Bachelor of Arts, Middlebury College

## Sarah Woodworth

### FEASIBILITY + IMPLEMENTATION

W-ZHA, LLC | Managing Member

As Managing Member of W-ZHA, LLC, Sarah Woodworth concentrates primarily on redevelopment strategies, feasibility analyses for various land uses, and structuring equitable financial structures on public/private development projects. In her 25 years of experience, Sarah has helped to craft development strategies for numerous towns and cities including Wichita, KS; Providence, RI; Greenville, SC; Norfolk, VA; Chattanooga, TN; Charleston, SC; Cincinnati, OH; Lexington, KY; Pittsburgh, PA; Ephrata, PA; Appleton, WI; and Corpus Christi, TX. In performing redevelopment analyses, Sarah has conducted market analysis, financial feasibility analysis, gap financing identification, transit-oriented development analysis, developer solicitation packaging and evaluation. In addition, Sarah is fully aware of alternative regulatory strategies to enhance development potential and land use profitability.

### PROJECT EXPERIENCE

Sarah's relevant commercial market feasibility research has benefited the below similar plans and projects. Those marked (\*) were completed alongside our principal-in-charge:

- Lyndale Avenue Suburban Retrofit Strategy\*, Bloomington, MN
- Route 419 Town Center Planning Study\*, Roanoke, VA
- Delhi Township Redevelopment Plan\*, Delhi, OH
- Dayton Mall Area Master Plan\*, Miami Township, OH
- Downtown Revitalization Initiative Plans\*, Albany Elmira Hudson, Oneonta, Oswego, + Schenectady, NY
- Downtown + Bridge Street Development Strategy\*, Dublin, OH
- Downtown Memphis Master Plan\*, Memphis, TN
- Birmingham City Center Plan\*, Birmingham, AL
- East Franklinton Creative Community District\*, Columbus, OH
- Financial Analysis and Proffer Negotiations, City of Alexandria, VA
- Near East Community Blueprint\*, Columbus, OH
- White Flint Sector Plan, North Bethesda / Montgomery County, MD
- Gallery Place, Transit-Oriented Development Project, Washington, DC

*\*Denotes projects completed with Stantec team members*





# Sally Van Etten

## FISCAL ANALYSIS

Stantec | Managing Consultant

1  
YEARS WITH FIRM

20  
TOTAL YEARS EXPERIENCE

### CREDENTIALS

Master of Business Administration,  
Mills College, 2015

Master of Community and Regional  
Planning, University of New Mexico,  
1989

Bachelor of Arts, Political Science,  
Stanford University, 1983

*\*Denotes project completed with  
other firms*

Sally is a proven project manager with strong strategic planning, analysis, implementation, and communication skills. She has researched and written over 60 economic studies for use by local government clients. Her specific past expertise includes financial modeling and documentation of development impact fees, rate studies, municipal fiscal analysis, economic studies done in conjunction with environmental impact reports, and other analyses pertaining to infrastructure funding. She excels at public presentations and explaining study findings in a way that effectively informs decision-makers. Sally combines her public finance consulting experience and business analysis skills to help improve service provision and to help solve pending infrastructure challenges from aging facilities to changing environmental challenges.

### SELECT EXPERIENCE

**Fiscal and Infrastructure Funding Study \* City of Oakland, CA.** Sally assisted with an economic and facilities funding analysis for Oakland's Broadway-Valdez Specific Plan. The funding plan analysis included projected net calculations of property and sales tax proceeds to the city based on proposed new mixed-urban development in a portion of the city previously dominated by a relatively economically successful "auto row." The analysis included potential funding strategies for proposed infrastructure improvements. Transportation improvements on traffic efficiency and multi-modal alternatives balanced against a perceived need for increased parking facilities traditionally viewed as needed to stimulate and support new retail uses.

**Impact Fee Program \* Riverside County, CA.** Sally served as a project manager for the update of a large and multi-faceted impact fee program for Riverside County. The fee update involved significant revision from the prior consultant's methodology to increase the perceived defensibility and equity of the impact fee program. Project challenges included training staff members from various departments and reconciling differing internal policy goals involving General Plan facility standards, CEQA documentation, and available alternative funding. Presentations were made to an advisory committee which included county staff from numerous departments and representatives of the building industry.

**Study Update Transportation Impact Mitigation Fee (TIMF) \* San Benito County, CA.** Project manager leading a team of subconsultants updating the TIMF Study for the Council of San Benito County Governments. Results from an updated mobility model were used to determine existing and projected future transportation levels of service and to provide a basis for fair share allocation of proposed transportation improvement costs between existing and projected new development and between the county and its two constituent cities. Given the widespread patterns of development within the county a zone analysis was used for fee calculations. Regular progress meetings were held with a committee of agency stakeholders including representatives of the Council of Governments, San Benito County, City of Hollister, and CalTrans. The final fee schedule was adopted and implemented by the City of Hollister and County of San Benito.





# Phil Schaeffing, AICP, LEED AP

## PLANNING

Stantec | Senior Planner/Urban Designer

4  
YEARS WITH FIRM

12  
TOTAL YEARS EXPERIENCE

### CREDENTIALS

Masters of City and Regional Planning,  
Georgia Institute of Technology, 2012

Bachelor of Architecture, University of  
Notre Dame, 2007

Certified Planner #026494, American  
Institute of Certified Planners

LEED Accredited Professional

Member, American Planning  
Association

Member, Urban Land Institute

Phil is a planner and urban designer focused on strengthening communities, neighborhoods, and cities. He integrates urban design with market economics, transportation, and public policy to create forward-thinking yet achievable plans tailored to the unique circumstances of each community. He manages neighborhood revitalization and master planning projects that combine community input, data-driven insights, and market realities. Phil's experience includes downtown and neighborhood revitalization, transit-oriented development, campus planning, mixed-use and mixed-income neighborhood planning, and private development planning.

### SELECT EXPERIENCE

**Real Estate Development Advisory Services, Stafford County, VA.** Phil is working with the project team to assist the County in leveraging county-owned land for private development or a public-private partnership to create a new walkable, mixed-use downtown center that the county currently lacks. As part of a downtown master plan for the 25-acre area, Phil developed concept plans that have been tested against development economics and market realities to ensure the vision is both practical and aspirational. Several hundred units of housing will bring life to streets lined with dining, entertainment, and shops organized around a town square that will become the new gathering place for Stafford residents and visitors.

**Downtown Revitalization Initiative (DRI) Plans, Multiple communities, NY.** Urban designer for the development of strategic, implementation-focused downtown plans for four cities in upstate New York. Each plan included a comprehensive community engagement process and identified specific projects for funding that could improve the public realm, increase density and vibrancy through mixed-use development, and improve connectivity/walkability. Each city was awarded \$9.7 million in state funding to initiate the revitalization efforts.

**Norwalk City-wide Plan, Norwalk, CT.** Urban designer for a comprehensive plan update for this thriving city of 89,000. A robust community engagement program guided development of a vision, goals, strategies and actions to enhance the city's downtown and corridor revitalization projects, neighborhood improvement program, connectivity and alternative transportation networks, and economic development. Phil led a series of neighborhood meetings and a community design workshop during the process, and developed land use and urban design recommendations for the final document. The Plan was adopted in 2019.

✓ **onMain: Dayton's Imagination District, Dayton, OH.** Phil is coordinating the urban design and landscape architecture aspects of the site plan development for the transformation of the former Montgomery County Fairgrounds. This includes mixed-use building layout and massing options, establishing the overall program mix, writing development standards for the rezoning process, creating streetscape types that integrate mobility and sustainability, and developing conceptual designs for the variety of communal open spaces.





## Wei Jin, LEED AP

### URBAN DESIGN

Stantec | Urban Designer

7  
YEARS WITH FIRM

17  
TOTAL YEARS EXPERIENCE

#### CREDENTIALS

Master of Urban Planning and Master of Urban Design, University of Michigan, 2003

Bachelor of Architecture, Wuhan Urban Construction Institute, 1995

LEED Accredited Professional

*\*Denotes project completed with other firms*



Wei has experience on a variety 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 produce physical design solutions that integrate physical constraints with social and natural systems. In addition to the work shown here, 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.

#### SELECT EXPERIENCE

**Dayton Mall Area Master Plan, Miami Township, OH.** Created a range of development options for a long-range master plan designed to improve the economic competitiveness of a two-square-mile, car-oriented area around the Dayton Mall. The plan harnesses unmet market demand to power the creation of two million SF of “21st-century urban village.”

**Delhi Pike Strategic Redevelopment Plan, Delhi Township, OH.** Led the urban design component of a 10-year master plan that will transform a two-mile corridor of aging strip retail into a “Main Street” with housing, public gathering spaces, and a new emphasis on walkability. Developed demonstration plans showing how denser redevelopment on three catalyst parcels can spur other redevelopment and tie isolated activity centers into a coherent whole.

**Northland Needham Development Design Guidelines and Master Plan, Newton, MA.** Provided planning and urban design analysis for a 30-acre mixed-use redevelopment that will transform aging suburban retail and a historic mill building into a walkable village center with integrated transit connections and more than 1,000 housing units and diverse retail and office spaces. With the plan approved by the City and voted on by the public, our landscape architects and architects are now leading the design development phase towards implementation.

✓ **Dublin Bridge Street Corridor Plan \* Dublin, OH.** Helped develop a vision and implementation plan for transforming an arterial corridor dominated by sprawl-form strips and office parks into a series of distinct, walkable, mixed-use districts that promote a high quality of life, create an iconic new park, and introduce a wide range of new housing types designed to appeal to educated young knowledge workers.

**Design Guidelines, Everett, MA.** Responsible for developing 3D models and diagrams to illustrate potential development scenarios that are interpreted for three area types in Everett: preserve, upgrade and transform. These models and diagrams help to establish the design and planning standards as the basis for the site plan review process.

✓ **Downtown Revitalization Initiative (DRI) Plans, Multiple communities, NY.** Each community's plan identified specific projects for funding that could improve the public realm, increase density and vibrancy through mixed-use development, and improve connectivity/walkability.





## Liza Cohen

### TRANSPORTATION + MOBILITY

Stantec | Senior Associate

3  
YEARS WITH FIRM

8  
TOTAL YEARS EXPERIENCE

#### CREDENTIALS

Master of Arts, City and Regional Planning, University of Pennsylvania, 2012

Bachelor of Arts, Urban Studies, Bowdoin College, 2008

*\*Denotes project completed with other firms*

Liza is a multimodal transportation planner with a deep understanding of the user experience in complex transportation networks. Her work ranges from town- and city-wide mobility planning to parking management plans to developing innovative and flexible solutions to unique circulation challenges. In each of these, Liza's approach is to synthesize data and community and stakeholder feedback to provide better transportation options. Liza is currently leading several projects in Massachusetts that are deploying quick-build materials and designs to create more space for people walking, biking, taking transit, and generally using streets in a socially distanced manner.

#### SELECT EXPERIENCE

**Main Street Complete Streets, Hartford, CT.** Development of a concept plan for the core of downtown and regional bus service. We conceptually designed more space for transit via floating bus stops, incorporating a projected cycle track and allowing for appropriate vehicle movement on the corridor.

**North Adams Pilot Woonerf and Street Design, North Adams, MA.** As part of an interdisciplinary team, Liza worked with the City to develop a rapid build pilot of a long-planned woonerf to create a downtown street that catered to people who might want to walk, shop, bike, or dine, instead of simply driving through. We also supported material sourcing and cost estimating for immediate deployment.

**Beacham / Williams Street Corridor Resdesign, Chelsea, MA.** Liza created the planning narrative for this project, which pulled together several technical analyses to tell a compelling story about the need for multimodal accommodations along this key freight corridor. Her work created a final report that simplified key findings in support of final street design recommendations.

**Envision Cambridge Master Plan Mobility Component, Cambridge, MA.** Lead project analyst for metric development and a detailed build-out analysis around Alewife Station. This included a syntheses of Cambridge-specific data to model accurate modal impacts of new development and translating those to preferred parking ratios, transit access, and pedestrian and bicycle infrastructure needs.

**Middleton Bicycle Trail and Traffic Calming, Middleton, MA.** Project manager for the development of a successful grant application to fund the conversion of an existing rail and electric right-of-way to a bicycle path. Liza also worked with the town to couple this improvement with traffic calming on a local street; overall both projects improved school access. Both projects were designed to be quick launch to qualify for a grant program, and were ultimately funded by MassDOT.

✓ **Everett Transportation Master Plan, Everett, MA.** Project manager for the analysis team on this rapid implementation project in a growing Boston metro area city. The Stantec team is developing recommendations for how the City can easily capitalize on new Bus Rapid Transit service opening nearby, explore establishing a Transportation Management Association, adjust its zoning to prepare for current and future transportation trends, and better facilitate walking and bicycling connections to large local developments.





## Kevin Beuttell, RLA, LEED AP

### OPEN SPACE, TRAILS, + ENVIRONMENT

Stantec | Senior Associate, Landscape Architect

13

YEARS WITH FIRM

21

TOTAL YEARS EXPERIENCE

#### CREDENTIALS

Master of Landscape Architecture,  
University of Michigan, 1999

Bachelor of Arts, Washington  
University, 1994

Registered Landscape Architect  
#1627, Massachusetts

LEED Accredited Professional

*\*Denotes project completed with  
other firms*

Kevin has over 21 years of design and management experience developing design solutions for a variety of public and private projects for parks, open spaces and streetscapes including facilitating public engagement and participation processes. Kevin also has experience in developing sustainable design solutions from streambank and shoreline restorations to green roofs and porous pavement solutions.

Kevin is currently a member of the Lexington Conservation Commission, and has served as a faculty member of the Boston Architectural College, lecturing on site design and sustainable stormwater management.

#### SELECT EXPERIENCE

**Downtown Streetscape Improvements, Orleans, MA.** Landscape Architect responsible for streetscape improvements, including pedestrian sidewalks, landscaping, signage, and improved connections to commercial properties.

**Burlington Great Streets, Burlington, VT.** Landscape Architect in support of streetscape improvements that upgraded connections within the downtown area that provided balanced access for people on bikes, walking, and taking transit, creating a seamless flow common to old New England downtowns.

**MarketStreet Lifestyle Center, Lynnfield, MA.** Landscape architect in support of 200-acre mixed-use development aimed at bringing in economic development.

**Centre Street Marketplace, Rutland, VT.** Landscape Architect responsible for infiltration-based stormwater management strategies during conceptual design.

**Armenian Heritage Park, Boston, MA.** Landscape Architect for the design of a memorial park located on the Rose Fitzgerald Kennedy Greenway. Park spaces include a calming lush park, labyrinth with a reflecting pool, and a sculpture.

**Franklin Park Pathways III and IV, Boston, MA.** Project Manager for completed pathway improvement assignments in an historic Olmstead parkway.

**Clipper City Rail Trail Phase I and II, Newburyport, MA.** Landscape Architect for final design and construction of a one mile rail-to-trail, which includes a 10-foot wide path, two at-grade street crossings, railroad bridge conversion for pedestrian use, and a new 80-foot long pedestrian bridge over Low Street. The project included design reviews by the City and MassDOT, and was primarily funded by the state through the use of a Congestion Mitigation Air Quality (CMAQ) grant.

#### Additionally:

- + Nelson Memorial Park Rehabilitation, Plymouth, MA
- + Rehabilitation of Nahant Beach, Nahant, MA
- + Chicago Botanic Garden \* Glencoe, IL
- + Marquette Park \* Chicago, IL
- + DCR Discovery Park \* Cambridge, MA
- + Humboldt Park \* Chicago, Illinois





# Adam Catherine, PE, PTOE

## INFRASTRUCTURE

Stantec | Principal, Planning

13

**YEARS WITH FIRM**

14

**TOTAL YEARS EXPERIENCE**

### CREDENTIALS

Master of Civil Engineering,  
Transportation Concentration,  
University of Delaware, 2007

Bachelor of Science, Civil Engineering,  
Transportation Concentration,  
University of Delaware, 2005

Professional Engineer  
#24GE04900000, New Jersey

Professional Engineer #080769,  
Pennsylvania

Professional Engineer #18358,  
Delaware

Certified Professional Traffic  
Operations Engineer #3941,  
Transportation Professional  
Certification Board Inc.

Adam applies his experience in traffic engineering and transportation planning to develop community-sensitive solutions that are focused on achieving maximum results through the diligent application of traffic engineering, transportation planning and modeling practices. He is a part of a successful and productive team that inspires trust and confidence in clients and colleagues alike. His project experience includes corridor planning, freeway and interchange analyses, alternatives analyses, traffic impact studies, facility safety assessments, pedestrian and bicycle studies, master plans, transit system planning and operations, transit facility planning, ITS plans, ADA accessibility assessments, toll facility modeling and operations, signal optimizations and parking assessments. He is well-versed in a variety of traffic and planning tools that include VISSIM, Synchro/ SimTraffic, HCS and ArcGIS.

### SELECT EXPERIENCE

**East River Road Corridor Plan, Rochester, NY.** Project engineer for the traffic and transportation planning component of a congestion management study to evaluate alternative improvement options and mitigate existing/projected future traffic demand on the East River Road corridor. The study included data collection; future projections of traffic generated by planned site-specific traffic growth forecasting for developments; intersection operation capacity analyses; identification of deficiencies; documentation; and the development of concept plans.

**Pittsburgh Strip District Network and Parking Management Plan, Pittsburgh, PA.** Traffic modeling specialist for the study of a neighborhood district that is truly mixed use because of its abutments to both a central business district and a predominantly residential neighborhood.

**East Hanover Avenue Corridor Traffic Study, Morris County, NJ.** Task Manager for the traffic and transportation planning component of a congestion management study. The study involved data collection; the analysis of traffic flow, including turning movements, a weaving analysis and signal timing studies; future projections of traffic generated by planned site-specific traffic growth forecasting; intersection operation capacity analyses; the identification of deficiencies; alternatives analyses; the development of revised signal timing plans; documentation; the development of concept plans; and stakeholder meetings. The study also identified opportunities to improve transit, pedestrian and bicycle operations.

**Raymond Boulevard Pedestrian Access and Circulation Study, Newark, NJ.** Project Manager for a planning-level study of pedestrian improvements along Raymond Boulevard in order to provide access to a proposed riverfront park. The work included data collection, a capacity analysis and the development of a report. The specific challenges included balancing pedestrian and vehicle needs in order to improve pedestrian safety, limiting impacts to peak hour vehicular traffic flow and accommodating special event pedestrian traffic for those accessing the nearby Red Bull Arena in Harrison.



# Nels Nelson, LEED AP ND, ENV SP

## ZONING + DESIGN GUIDELINES

Stantec | Senior Planner

6

YEARS WITH FIRM

11

TOTAL YEARS EXPERIENCE

### CREDENTIALS

Executive Education Certificate,  
Harvard University Graduate  
School of Design, 2017

Master of Urban Environmental  
Management, Wageningen  
University, 2010

Bachelor of Arts, Art and Visual  
Culture, Bates College, 2007

LEED AP Neighborhood  
Development

ENV SP #18561, Envision  
Sustainability Professional

### RELEVANT EXPERIENCE

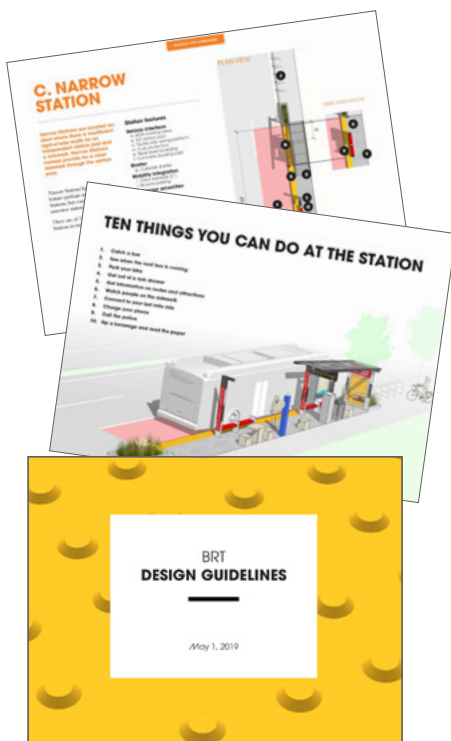
**Route 419 Town Center Planning Study, Roanoke, VA.** Planner. Our plan for the redevelopment of a suburban strip mall style district on the edge of Roanoke creates a vibrant new center for community life. The proposed town center mixes diverse new housing options; job opportunities; shopping, dining, and entertainment choices; chances to enjoy art and music—all within a short walk.

**Delhi Pike Plan, Delhi, OH.** Planner. This plan established a shared vision for the Delhi Pike across the townships elected and appointed officials, administration, residents, developers and business operators. Recommendations support future needs regarding land use and the best strategies for ensuring a successful and strong economic future for the township. As a result of the plan, three sites were identified as focused catalytic redevelopment sites based on their availability, visibility, analysis of market realities and urban design opportunities.

**Everett Design Guidelines, Everett, MA.** Lead planner for the development of comprehensive urban design and architectural design guidelines for the rapidly transforming community. The adopted guidelines educate the public and help the planning board steer future development towards creating high quality, walkable, and mixed-use places. The document is richly illustrated and is intended to clearly establish a system of practice from the perspective of a developer or architect.

**Riverside Transit-oriented Development Master Plan, Newton, MA.** Planner for the development of thorough design guidelines as part of the entitlement process for a transit oriented development connected to light rail in Greater Boston. Supported creation of the master plan that the guidelines were incorporated into, which has been a centerpiece of the developer's strategy towards achieving an ambitious and community-focused project. The design guidelines specifically address establishing locally sensitive architecture and an active public places.

**Dayton onMain, Dayton, OH.** Planning lead for the creation of regulatory design standards for a new large-scale district in the heart of Dayton. The resulting document was approved by the planning board and has paved the way for the development of a mixed-use project with millions of square feet of housing, office, and retail uses. The design standards create a flexible framework that addresses walkability, sustainability, wellness, open space, transportation, and other key concerns of the City staff and community at large. Implementation is underway.





# Steve Potvin

## FORM-BASED CODE

Stantec | Urban Design Director

3  
YEARS WITH FIRM

18  
TOTAL YEARS EXPERIENCE

### CREDENTIALS

Master, Urban Studies, INRS-UQAM

Bachelor, Urban Planning, University of Quebec

Diploma of Collegial Studies in Humanities, Cegep of Chicoutimi

Steering Committee Member, Form-Based Code Institute

Member, American Planning Association

*\*Denotes project completed with other firms*

Steve has been working in the fields of urban planning and architecture since 2002. His academic and professional experience have enabled him to develop expertise in the fields of planning by-laws, built heritage, urban design, project management, and commercial/international development.

As a subject matter expert in form-based code, Steve is actively serving as a steering committee member for the form-based code institute—a program of Smart Growth America. Within this role, he helps establish best practices and advocates for wide-spread adoption of well-crafted and effective codes.

### SELECT EXPERIENCE

**Greater Cleveland Regional Transit Authority, West 25th Street Transit Oriented Development (TOD) Plan, Cleveland, OH .** Planner. Through public input, the project aims to provide recommendations for the design of the new bus stops and for the policy and design guidelines that will impact new TOD along the corridor. The mandate includes creating a BRT design vision for the entire corridor, creating a foundational policy and urban design toolkit to implement new TOD along West 25th Street, reviewing current market conditions and financial tools available to provide TOD opportunity, and identifying factors that will provide equitable housing opportunities along the corridor.

**Form-Based Code of Village Valois, City of Pointe-Claire, QB.** Project Manager. The form-based code is intended to bring together both the regulatory provisions applicable to private land, as well as guidance for the public realm. The Form Based Code provides more than twenty specific objectives concerning urban planning, public space, landscape design and affordable housing. Our work also included a series of co-design workshops and a public engagement workshop.

**Taschereau Boulevard TOD Corridor Study, Longueuil, QB.** Project manager. Studying the development potential along this 6.2-mile corridor. The study area connects three communities. The transformation possibilities of this corridor could connect regional and locally serving transit operations from one community to the next, as well as open up the possibilities of new housing opportunities and job centres along major transit investments. Our team is evaluating opportunities and constraints as well as maximum development potential. This study will begin the conversation with Provincial Ministries to help fund a transit investment.

**Edmundston Management Master Plan, Edmundston, New Brunswick.** Project manager. Preparation of multiple master plans, including the 2018 Edupôle campus Master Plan, the 2018 Downtown Edmundston Master Plan, master plan for the development of the Moncton University Campus.

**\*City of Bromont Master Plan and Form Based Code, City of Bromont, Quebec.** Project Manager. The plan includes a thorough analysis of the built environment in order to identify the main architectural types as well as the major landscape components. This analysis was essential to establish the transect zones of the territory and to create a transect-based Master Plan and Form Based Code for the City.



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# REFERENCES









# CLIENT REFERENCES

## OUR CLIENTS SAY IT BEST

We've provided contacts of similar project scopes and scale. These clients can attest to our relevant and recent past record of performance, our attention to cost control, quality of our work, and commitment to successful plan approvals, adoption, and implementation, where applicable.

We encourage you to learn first-hand from our references how our plans have helped communities aspire to their shared visions with actionable blueprints guiding the way.

**PHILIP THOMPSON, DIRECTOR OF PLANNING  
COUNTY OF ROANOKE**

Roanoke, VA  
540-772-2029  
[pthompson@roanokecountyva.gov](mailto:pthompson@roanokecountyva.gov)

*RE: Roanoke 419 Town Center*

**BARB WOLFF, SPECIAL PROJECTS MANAGER  
CITY OF BLOOMINGTON**

1800 West Old Shakopee Road, Bloomington, MN  
952-563-4706  
[lyndaleretrofit@bloomingtonmn.gov](mailto:lyndaleretrofit@bloomingtonmn.gov)

*RE: Lyndale Avenue Corridor Retrofit Strategy*

**CHRIS SNYDER, COMMUNITY DEVELOPMENT DIRECTOR  
MIAMI TOWNSHIP-DAYTON MALL JEDD**

2700 Lyons Road, Miamisburg, OH  
937-433-3426  
[csnyder@miamitownship.com](mailto:csnyder@miamitownship.com)

*RE: Dayton Mall Area Master Plan*

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# PROJECT APPROACH







# PROJECT APPROACH

## General approach

The Stantec Urban Places Group has developed a strong reputation for innovative and achievable planning visions, with a particular emphasis on redevelopment to create communities of great and lasting value for private and public stakeholders alike. We identify the key means to leverage the economic, community and environmental value possible in walkable, mixed-use downtowns and other urban settings. Clear understanding of market-driven investment opportunity provides an essential foundation to our plan and policy recommendations. We present concepts with rich visual imagery to help people understand and choose what the future can look like. Our approach to planning centers on six points that we feel are especially important to the success of the Ayer Road corridor:

### **CONSTRUCTIVE COMMUNITY PARTICIPATION, EDUCATION, DIALOGUE, + CONSENSUS BUILDING**

- + Bold, sustained outreach to the full range of stakeholders ensures the planning process will conclude with strong community backing and nobody claiming “we weren’t consulted.” We routinely use a variety of media—from interactive websites and social networking tools, to traditional flyers, newspaper articles and announcements, television and radio coverage, storefronts, and direct outreach in-person to representative organizations—to draw diverse stakeholders into the process at a variety of levels and keep them informed on its progress.
- + We believe in arming stakeholders with the knowledge they need in key areas—from brownfield remediation issues to development finance—to understand and make informed decisions on complex urban planning issues. To do this, we frequently supplement our own background with guest speakers of national prominence and/or specific local expertise, and would recommend both for this process.
- + Directly engaging community members in task forces, event facilitation and other planning process tasks not only enriches input, but creates an important platform for implementation. We create real opportunities for stakeholders to contribute leadership and take ownership of vision plan ideas and results. In many cases, developers and other stakeholders are able to advance projects during the course of the planning process, providing valuable opportunity for the plan and those projects to inform each other, and to give the plan forward momentum as it is launched.
- + Facilitating constructive, respectful dialogue among people and organizations of multiple viewpoints is essential to developing a shared community vision, and this is particularly true for the development of truly diverse urban environments. We work hard to ensure fair representation of all voices so that no one voice dominates nor fades. In most of our public events we divide the audience into small facilitated groups so that everyone has opportunity to be heard, and to discuss opposing views directly.
- + We build consensus through emphasizing areas of common interest. A successful plan must earn the endorsement of local stakeholders, often with many different perspectives, to build a strong political will for implementation. It may not offer everyone 100% of their wishes, but it will provide something very desirable for all. We work carefully with stakeholders to identify and build on the opportunities for win-wins.

**ADDITIONAL INFORMATION REGARDING OUR COVID-19 RESPONSE TO PUBLIC ENGAGEMENT CAN BE FOUND ON PAGES 54-56. WE WILL WORK WITH THE TOWN OF HARVARD TO RIGHT-SIZE ANY ENGAGEMENT WITH CAREFUL OBSERVATION OF CURRENT RECOMMENDED SAFETY GUIDELINES.**



## **INTEGRATING MULTIPLE TECHNICAL PERSPECTIVES**

- + Urban environments are shaped by a complex array of economic, social and environmental factors. An effective corridor plan depends on a comprehensive understanding of the critical relevant factors affecting its opportunities and challenges. Stantec, with its highly interdisciplinary team of experts, brings together the necessary perspectives on these factors with a combination of local and national expertise
- + Effective communication among team member perspectives is critical. We organize a series of team workshops throughout the planning process, some in-person and others using online meeting software, to efficiently gain understanding of interconnected issues and develop strategies that address them all.

## **VISUALIZATION TO HELP PEOPLE UNDERSTAND OPPORTUNITIES + CHOICES**

- + The big changes possible through this plan can be as daunting as they are exciting. Apprehensions and misunderstandings about potential change can be a major obstacle to effective planning. Our strong visualization and conceptualization capabilities address this by making abstract ideas real. We make sense of real estate economics by charting the workforce and demographic trends that influence where people choose to live, work, shop and gather. We then provide examples of the land uses and building typologies these trends translate into. We diagram qualities of urban character, illustrate zoning envelopes in three dimensions, and provide photographs and local examples of relevant precedents. Our vision renderings pull together urban design, architecture, development economics, culture and other central factors into compelling illustrations of real opportunities. We clearly diagram different choices available and the contrasts among them. All this will help make opportunities in the corridor palpable, its decisions objective, and its trajectory predictable.
- + An iterative process of providing visual information most effectively builds on stakeholder input and lends the vision portion of this plan important detail and nuance. For instance, we can manipulate three-dimensional computer models and poll participants on important questions in real time during meetings to explore and refine alternatives.

## **EVALUATION OF ALTERNATIVES + NEW APPROACHES USED AROUND THE COUNTRY**

- + Our team offers diverse national and international knowledge of best practices and instructive precedents. Clear illustrations of concepts and their successes and failures elsewhere strongly contribute to informed and efficient decision-making.
- + Expanding stakeholder familiarity with state-of-the-art approaches helps a vision plan be both bold and practical.
- + A broad perspective on alternative approaches must not exclude local knowledge and success. It is important to draw upon local approaches that are proven and that stakeholders well understand. We welcome the opportunity to engage partners who have deep familiarity with the corridor, as well as other local professional and community organizations that can play specific roles in the community education and visioning process, and in ultimate plan implementation.

## **BEING BOLD + INCREMENTAL—IDENTIFYING EARLY ACTIONS FOR EARLY SUCCESSES**

- + Successful plans offer both far-reaching goals to muster determined efforts, and regular interim milestones delivering near-term rewards and affirming the process working toward those goals.

## **BUILDING IN IMPLEMENTATION FROM THE BEGINNING**

- + A plan “with legs” depends on a planning process that develops those legs from the start. During the planning process, we repeatedly seek and integrate input from elected leaders, economic advisors, community management organizations and others familiar with local keys to success.
- + During community visioning sessions, we ask people to dream big, but constantly translate those dreams into achievable goals.



## A focus on our approach to implementation

Successful implementation requires a flexible planning and design framework to coordinate investment that can evolve and adapt over time. Synthesizing our objective analysis, community and stakeholder engagement, and ongoing collaboration with the Town, we will establish a conceptual framework plan to guide both public and private improvement and redevelopment. The plan will designate priority catalytic redevelopment sites, emphasize a walkable and distinctive urban environment, and strengthen connections to the community's existing heritage and surrounding neighborhoods.

We approach the development of implementation strategies from three perspectives: the investor's, the strategist's, and the implementer's. Although related, each perspective requires a different set of skills. We believe that applying these perspectives collectively to the planning goal creates meaningful and sustainable development.

### THE INVESTOR'S ANALYSIS

The investor wants to capture market opportunities in order to earn a financial return. Investors take an objective and short-term view, analyzing data to reach informed decisions. By studying existing trade areas; target markets; the character of the competition; what product types are viable; and how products that capitalize on the opportunity can efficiently be brought to market, the investor finds his/her way into questions of supply, demand, economics, absorption and development. In the end, the investor wants to determine whether the opportunity exists to make money in the study area.

### THE STRATEGIST'S ANALYSIS

An investor reacts to market; a strategist creates the market. Many older urban/suburban areas have been denied investment based on analysis of "market trends" (such as population out-migration, suburban development and investment models, and urban social-economic complexity). But trend analysis often overlooks opportunities (or misses them entirely). A savvy market analysis adds a strategic evaluation that tests the status quo and frequently adds to a regional or national

perspective to the local one. Revitalization often requires that some thinking occur "out-side the box" in order to develop a creative, yet tailored, targeted market approach.

The strategic perspective occurs on many levels. There is the market level, which asks what could these attributes create? On the leadership level s/he asks how firms, institutions, organizations and people can collaborate to create opportunities. On the implementation level, s/he asks how local, state, and national resources can best be leveraged to achieve desired results. The strategist also considers political and social factors—how, for example, could we harness community sentiment to create positive momentum and long-term economic development? The strategist ultimately wants to know how to create and sustain a "game changing" concept.

### THE IMPLEMENTER'S ANALYSIS

The implementer understands economic development from a resource allocation and time perspective. Their first question is what is the objective of the revitalization strategy (tax base, employment, quality of life, near-term investment, etc.)? The second question is whether benefits are shared among the various stakeholders so there is support? The third question is what are the initiatives employed to achieve the objective, the timing of these initiatives, and how is success measured? The fourth question is who is accountable for each initiative and what resources are necessary to mobilize? The bottom line from the implementer's perspective is consensus, accountability and progress.

With each of these perspectives in mind, our team can deliver implementation strategies that are fully achievable without leaving any potential value and benefits on the table. Each member of the Team is known for our rigorous analysis, depth of national experience to create value-added creative solutions, development expertise, planning guidance and concise communication. We are confident our approach to this project will help Harvard realize its community building and economic development goals.

We are pleased to lead a team offering state-of-the-art national expertise on urban environments, market analysis, transportation, and community engagement. It is a team well-suited to deliver a corridor plan with an achievable vision and a focus on implementation.

# Public engagement in the COVID era

The COVID-19 pandemic has shifted the balance of our approach to public engagement to lean more heavily on virtual outreach. While we still greatly value face-to-face interactions with both our client and client communities, we are now operating under a unique set of circumstances. The ability to use Microsoft Teams and/or Zoom for focus group meetings still allows us to gather small groups of stakeholders together in a virtual space. That said, we anticipate a highly collaborative and interactive public engagement process regardless of whether or not we can meet in person during the course of the project. The following activities and events can be executed successfully in either circumstance.

## STAKEHOLDER INTERVIEWS

We will work with the Town to conduct a series of interviews and small focus groups with key representatives from downtown and surrounding communities, Town, transit agency, area businesses, local developers, and other individuals and organizations who can provide insight to inform the planning process.

We consider it critical to engage these folks early in the process and may check back in with some periodically as the plan progresses to test our developing ideas and maintain support for the effort and its eventual result.

## VISIONING WORKSHOP

At our first major engagement event, we would like to interact with the Harvard community to share their vision for the future of downtown with us. Depending on the

state of the pandemic, we are prepared to conduct this workshop in-person or virtually, such as by creating a “virtual tent” within which we can conduct digital interactive activities. We would also envision other ways to reach the portions of the population that may not have internet access including direct mailings or drop-in events where individuals or families can sign-up for times to review the ideas in-person in a safe manner.

We will craft the event’s programming and logistics details in collaboration with the Town, in response to what we learn during previous analytical tasks, and per any limitations imposed by COVID-19 policies.

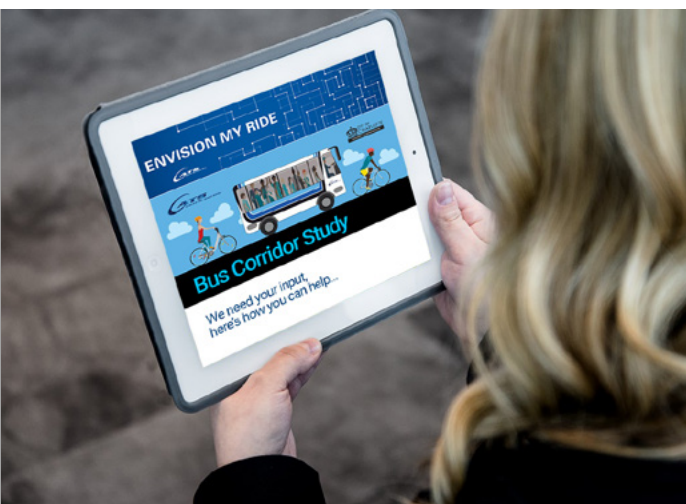
The session may involve activities and address topics such as:

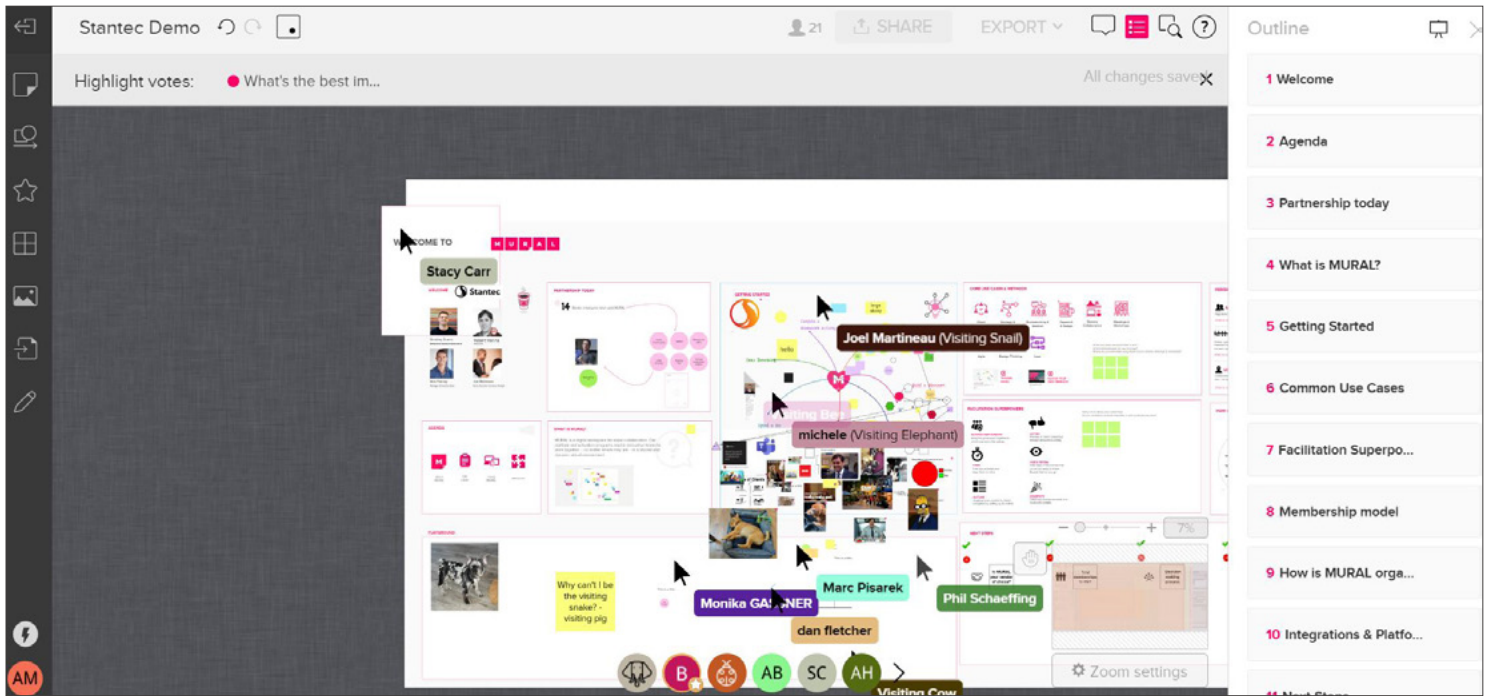
- + An introductory presentation by the Stantec team summarizing the planning process and providing context and background information to help inform subsequent activities.
- + 5-word statement summarizing residents’ vision for the future of downtown.
- + Voting boards capturing and ranking shared priorities for key downtown features such as architecture and public park design.
- + Interactive site maps documenting assets and challenges in and around downtown.
- + Interactive route maps allowing residents to illustrate where they typically go downtown and how they get there (such as jobs, shopping, school, etc.)

## Public Engagement Toolbox

For engagement in the social distancing era  
we will work with you to craft the right  
engagement strategy

LIVE VIRTUAL POLLING • TACTICAL URBANISM  
EVENTS • VIRTUAL FACILITATOR EXERCISES •  
BUBBLE BOARDS • VISUAL PREFERENCE SURVEYS  
• DOOR HANGERS • TARGET POPULATION  
WORKSHOPS • GRAFFITI IDEA WALLS • WALK + BIKE  
TOURS • DRIVE-THRU SURVEYING •  
PHONE INTERVIEW



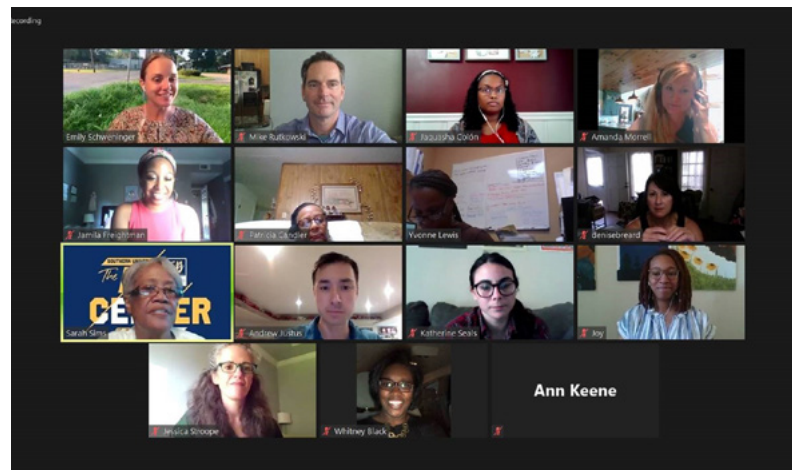
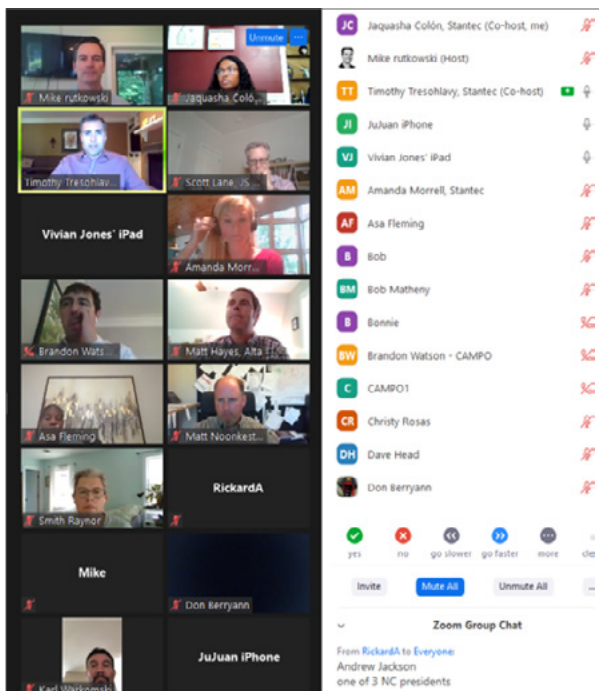


REAL-TIME  
SHARED DIGITAL  
WORKSPACE

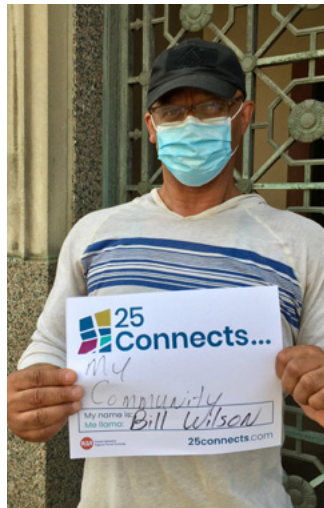
WORKING TOGETHER,  
APART!

VIDEO FOCUS  
GROUPS

VIRTUAL  
PIN-UP / EXHIBIT  
SHOWROOM







The workshop will culminate with the collaborative formulation of a shared vision and unifying goal for the continued renaissance of downtown. This vision and goal will inform subsequent design and planning work as well as the plan's final recommendations.

## DESIGN WORKSHOP

We will lead a public workshop to develop the master plan's key design strategies in collaboration with the Town, downtown stakeholders, and the broader Harvard community.

The session's primary goal will be to collaboratively translate the community's vision and unifying goal for downtown into more specific and detailed design concepts for the final plan.

The session will begin with a presentation by the Stantec team reviewing results from the visioning session and emerging ideas and concepts under development by the technical team. This will be followed by multiple interactive, hands-on individual and group design exercises such as:

- + "Image board" sticker exercise allowing participants to "design their own community" with representative options to choose from for architecture, open space, streetscape, and other key design features.
- + Visual preference surveys collecting votes for different aesthetic and experiential features such as architectural style, open space programming, and streetscape design.

- + Block or Lego modeling exercise to test different height and massing configurations with a focus on priority redevelopment sites.

The workshop will include opportunities to test working ideas that would benefit from community review, feedback, and insight before crystalizing into planning strategies and recommendations.

## DRAFT PLAN OPEN HOUSE

To support the plan's public release and review, we will lead an open house session with the community to present a summary of the plan's contents and concepts, answer questions, and gather comments for consideration in the final draft.

The open house will begin with a presentation of the draft's key components and working recommendations. The events will include numerous exhibits from the draft plan and include several members of the planning team who can engage both formally and informally with members of the community and gather feedback on the plan and its key concepts and features.

We will summarize the results of the community engagement process in a concise memo possibly tailored to eventually become a chapter in the final deliverable.

## Typical Engagement Deliverable

- + Community engagement summary memo



# BUDGET + SCHEDULE









# BUDGET + SCHEDULE

## Budget estimate

With the information available at the RFI phase, we propose a lump sum fee of \$300,000 to complete this scope of work. The provided budget is inclusive of time, travel, and related expenses required to complete each phase.

In the event circumstances change regarding the COVID-19 pandemic and our ability to travel or otherwise complete portions of the work as planned, we will remain flexible and will work with you to reallocate funds between the tasks as needed.

### → Lump sum cost by task

#### Scope of work tasks

Phase 1: Market analysis + fiscal impact analysis  
Phase 2: Corridor vision plan  
Phase 3: Zoning tools to implement vision plan

#### Total cost

\$ 100,000  
\$ 125,000  
\$ 75,000

#### TOTAL

**\$ 300,000**

### → Hourly rates

#### Stantec

Principal	\$ 250
Project Manager	\$ 195
Senior Associate	\$ 185
Associate	\$ 175
Planner / Technical Staff	\$ 145
Junior Staff	\$ 110

#### Streetsense (Market + Feasibility)

Managing Director	\$ 300
Senior Analyst	\$ 200
Analyst	\$ 165

#### W-ZHA, LLC (Market + Implementation)

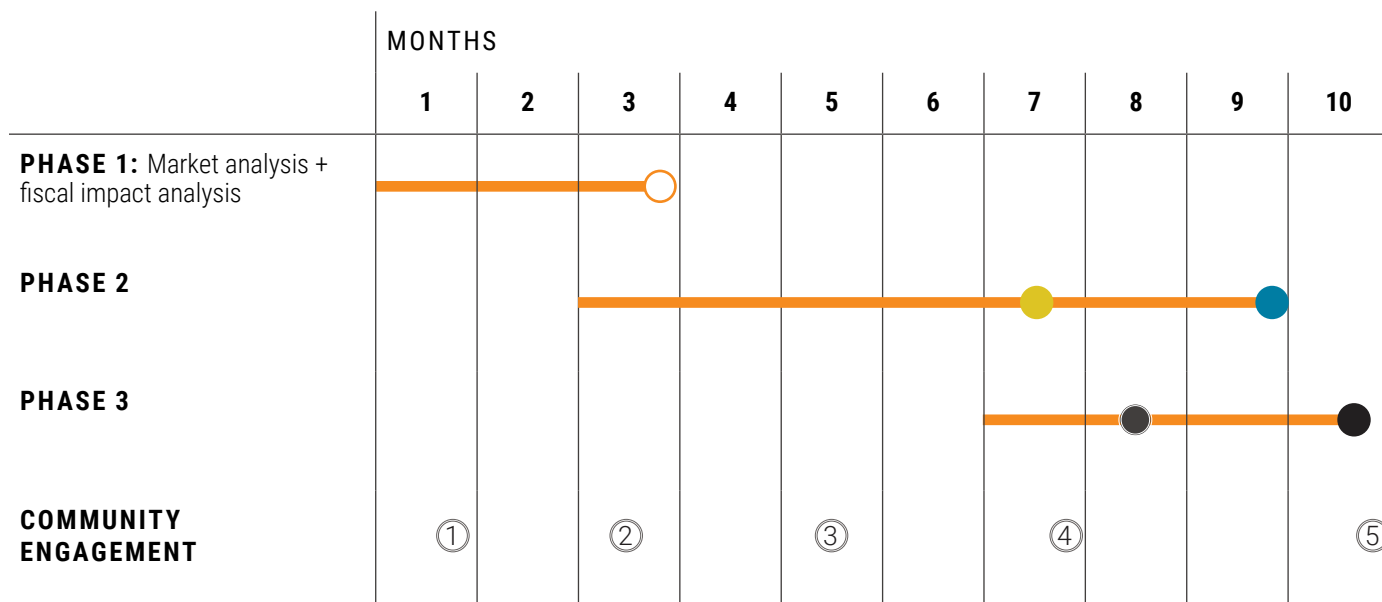
Principal	\$ 240
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## Example schedule

The following schedule reflects an overall 10-month project schedule. Restrictions related to COVID-19 may affect the ability to hold meetings in-person and collect data. Across our network, we are right-sizing engagement needs for each community with unprecedented levels of consideration. Meetings and workshops noted in the below may be virtual or in-person pending current COVID-19 recommendations from the federal CDC, local and state authorities, as well as the Town.

We are holding large-scale virtual meetings and collecting data via Bluetooth technologies such as StreetLight and implementing virtual spaces for live work-sharing, interviews and engagement activity, draft plan review, and all other aspects of our work. Stantec is determined to adhere to the project schedule and budget and will institute internal controls to ensure each task item has defined deliverable due dates and staff responsibilities.

We look forward to working with the Town on refining the schedule to meet your needs and those of the community and area stakeholders.



- Summary memo
- Draft plan
- Final plan
- Draft regulations
- Final regulations

- # Engagement
  - 1—Stakeholder interviews
  - 2—Visioning workshop
  - 3—Design charrette
  - 4—Draft plan open house
  - 5—Final plan and regulations presentation





