

AYER ROAD CORRIDOR VISION PLAN AND FORM-BASED CODE

— FOR THE —

TOWN OF HARVARD, MASSACHUSETTS



SEPTEMBER 28, 2020

STATEMENT OF INTEREST AND QUALIFICATIONS

Submitted by:



Prepared by:



Nashville, TN | Rochester, NY

W. Brian Wright, Founding Principal/Owner
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Rochester, NY 14604

SEPTEMBER 28, 2020

September 28, 2020

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

Dear Ms. Sobalvarro,



On behalf of Town Planning & Urban Design Collaborative, LLC (TPUDC), I am very pleased to submit the enclosed Statement of Interest for the Ayer Road Corridor Vision Plan and Form-Based Code for the Town of Harvard, Massachusetts. We are confident that our national experience and New England expertise, customized Team of talented professionals, and innovative approach sets us apart from the field. We are experts in master planning and coding, land use regulations, planning, graphical and illustrative presentation, and document creation. Our public outreach and community engagement processes and successes are the secret to our success.

TPUDC is a national planning, urban design, coding and outreach firm that specializes in the advancement of walkable, compact, mixed-use, sustainable, pedestrian friendly environments and memorable places that withstand the test of time. We have extensive experience balancing business interests, quality of life for residents, transportation decisions, preservation of environmental resources and all the other forces that work to shape a community. The Ayer Road Corridor Vision Plan and Form-Based Code for the Town of Harvard, Massachusetts is the type of project that TPUDC is passionate about. We have the knowledge and expertise to deliver a plan that fulfills the Town's specific goals, incorporates existing initiatives, all while nodding to the Town's heritage. Any successful planning project is about building strong relationships between the consulting team, Town Staff, the local community, and municipal leaders and that is what we intend to do if selected for this project.

A COLLABORATIVE & INTERDISCIPLINARY TEAM

Our interdisciplinary team combines outstanding professional expertise in community planning, coding, land use law, urban design, economic development, multi-modal transportation, and public outreach. We look forward to introducing you to the Team we have assembled specifically for this project, which includes Arnett Muldrow Associates, City Explained, Toole Design, and Zanetta Illustrations. We have collaborated with these firms on a number of projects across the country, and look forward to sharing our unique qualifications and experience, detailed in the Consultant Team section of this Statement of Interest.

EXPERTS IN NEW ENGLAND VILLAGE PLANNING AND CODING

TPUDC has written more Form-Based Codes and Comprehensive Plans in New England than any other firm. These codes have been for larger cities like Portsmouth, New Hampshire and Burlington, Vermont as well as small towns like Jericho, Vermont and Yarmouth, Maine. Our Form-Based Coding work in Yarmouth was undertaken as two separate projects. The first was a Form-Based Code for the Route 1 corridor, followed by a Historic Village Form-Based Code. We have spent years researching and understanding the special character and elegant quirkiness of New England villages. For this reason we are uniquely qualified to undertake the Project.

A DEEP UNDERSTANDING OF PLANNING AND CODING

Planning is about creating a bold, realistic, well-articulated vision and identifying strategies that protect what is most loved in a community; all while fostering transformative change in areas needing improvement. The TPUDC Team is unmatched in developing plans that serve as an anchoring framework into which future growth, conservation, and investment will grow. TPUDC plans are unique in their degree of creativity and sensitivity to existing conditions, context, and character. We understand the customized approach and strategies required to generate renewed interest in communities and the subtleties of fostering great public spaces, complete streets, and buildings that collectively make authentic, vibrant places that attract a diverse population and thriving economy.

In addition to the Vision Plan, we will work with the Town to develop a Form-Based Code that is tailored to Harvard's existing and desired development patterns; encourages investment in preservation and high-quality development; focuses on what the community wants for its future; is simple, understandable, and enforceable; and regulates the manner in which buildings address the public realm, rather than just the uses within the buildings. With our forward-thinking planning and expertise in context-based development, coding and best practices in urban design, we can work collaboratively with Staff and stakeholders to refine Harvard's vision and create a revised a Form-Based Code that is easy to understand and administer, excites the citizens and creates buy in.

TPUDC believes that with the kind of personal attention and quality of service we offer, the Town of Harvard can effectively achieve their hopes and aspirations for this Project. Through a strong public process, unmatched planning and coding, and a focus on project feasibility, the Town will benefit from a tangible and supportable Vision Plan and Form-Based Code that will move the Town and the Ayer Road Corridor toward a successful and vibrant future.

We look forward to the prospect of working with the Town of Harvard on this exciting endeavor. If you have any questions regarding this submittal, please contact me directly. Thank you for your consideration of our proposal.

Sincerely,



Brian Wright CNU-A
Town Planning & Urban Design Collaborative LLC





CONTENTS

TOWN OF HARVARD, MASSACHUSETTS

In our project TPUDC always remained flexible to our ever-changing needs. They collaborated with us - the entire community - and listened to our ideas and requests. Afterwards, they refined our ideas into clear, concrete designs that were neither prepackaged nor borrowed. In other words, their work was genuine, their service the same, and the results speak for themselves. They are the best firm I've ever worked with.

Norman Wright, AICP
Former Grants & Planning Director
 City of Columbia, Tennessee

PROJECT EXPERIENCE



TEAM PROFILE



PROJECT APPROACH & UNDERSTANDING



BUDGET & SCHEDULE





"Our charrette was one of the most incredible experiences of my life."

- John Cogswell, *Developer & TPUDC Client*

PROJECT
EXPERIENCE

CORRIDOR & VILLAGE MASTER PLAN & CHARACTER-BASED CODE YARMOUTH, MAINE



PROJECT DETAILS:

Size:	4 mile corridor
Status:	Unanimously Adopted, In Progress
Type:	Suburban Retrofit, Infill, Form-Based Code
Year:	Planapalooza 2012 & 2014
Budget:	\$145,000
Reference:	Nat Tupper Town Manager, Town of Yarmouth, ME 207.846.9036 ntupper@yarmouth.me.us

Yarmouth, Maine hired TPUDC to conduct a public 'Planapalooza' to reimagine the Route 1 Corridor and the historic Village and to develop character-based codes to make the vision legal. Though the town had just completed a conventional engineering study that primarily considered traffic flow, they wanted to take a more aggressive approach, transforming the high speed arterial into a slow-flow street. With the addition of tree-lined medians and the incorporation of complete street elements such as broad sidewalks, on-street parking, and cycle tracks, the wide right-of-way is narrowed. Proposed buildings are pulled to the street, with parking located in the rear, providing a safer and more interesting pedestrian experience.



Rendering of Village Center and Rail Station



Excerpt from Character Based Code



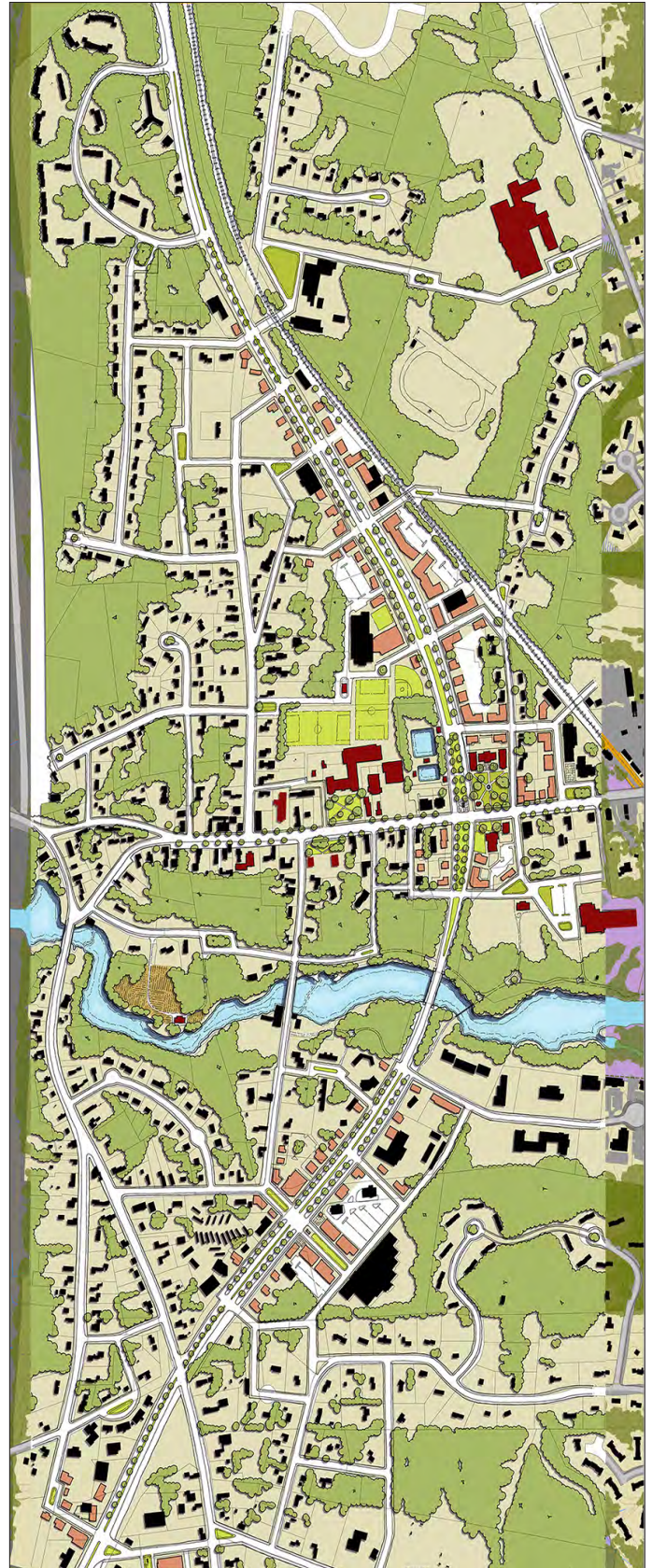
Rendering of suburban retrofit in front of Hannaford Supermarket



Rendering of Route 1 imagined as a complete street with parking in rear



Rendering of Route 1 and Main Street with roads meeting at-grade



Proposed Master Plan



Rural Zone Character



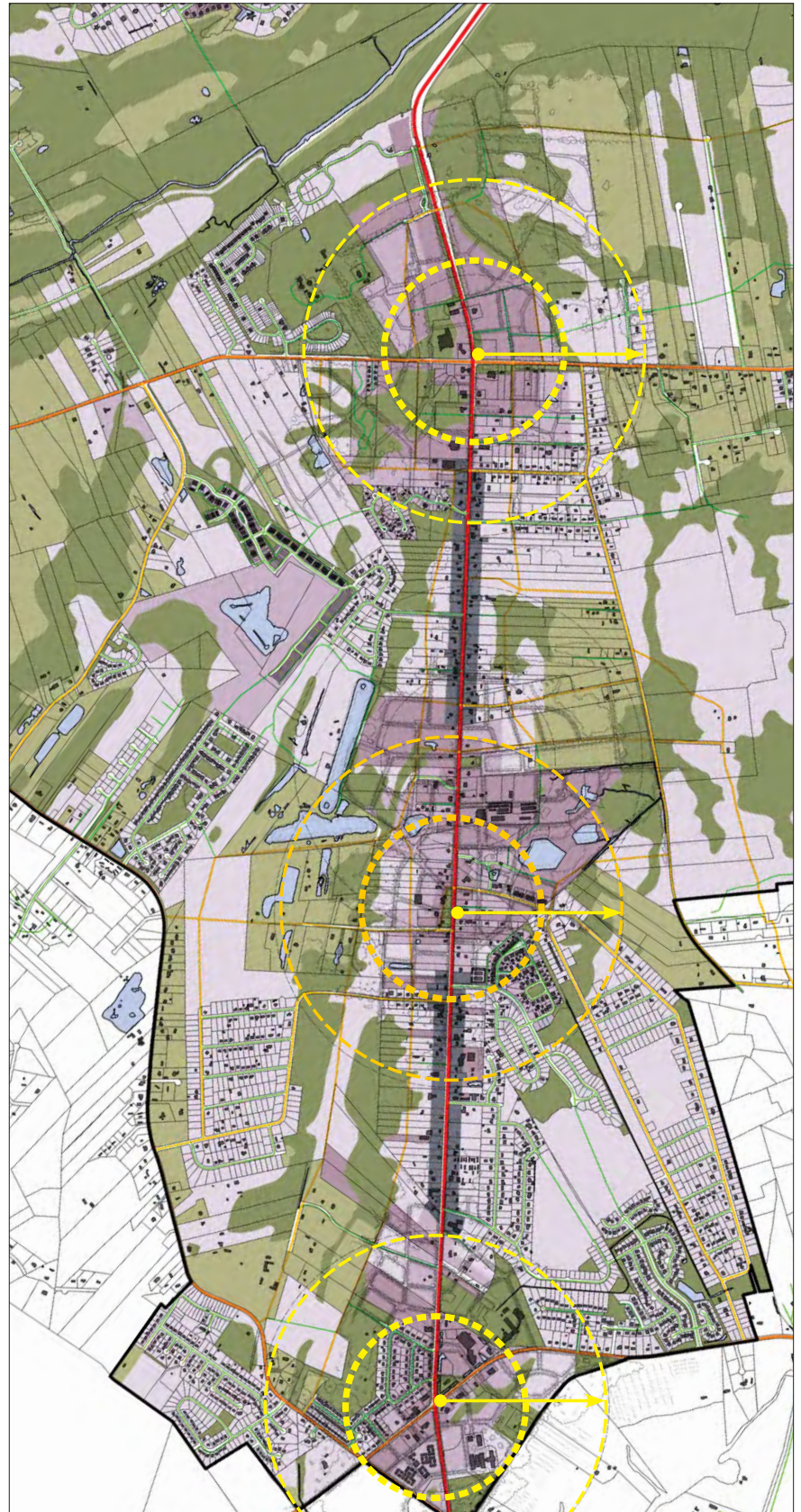
Sub-Urban Zone Character



General Urban Zone Character



Urban Center Zone Character



Corridor Plan Depicting Neighborhood Centers Along the Corridor

JAMES CAMPBELL CORRIDOR MASTER PLAN
CITY OF COLUMBIA, TENNESSEE



TPUDC was hired by the City of Columbia, Tennessee to develop the James Campbell Corridor Master Plan. This plan included economic analysis, transportation improvements and detailed planning that will shape the future redevelopment of the corridor for generations to come. Through the charrette process, the community reinvisioned the multi-lane suburban roadway as a series of nodes, each with unique opportunities for redevelopment and retrofit.

The vision included the redevelopment over time of the Columbia Mall property, which today is recognized for its large single building footprint enveloped by a continuous parking field. The new design shows intensification of the site by installing new buildings in the unused parking fields, followed by additional buildings at the outermost edges to define a strong exterior presence.



PROJECT DETAILS:

Size:	4 miles
Status:	Master Plan Complete
Type:	Corridor Redevelopment Plan, Mall Redevelopment Plan, Suburban Infill
Year:	Charrette 2011
Budget:	\$250,000
Reference:	Norman Wright Former Planning Director, City of Columbia 720.523.6986



Existing Conditions



Proposed Master Plan



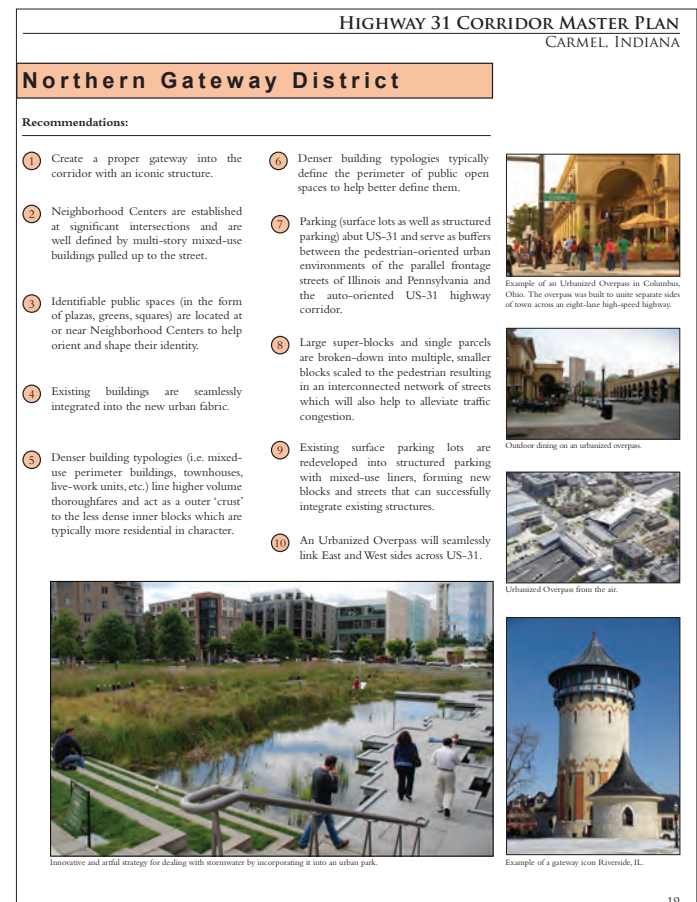
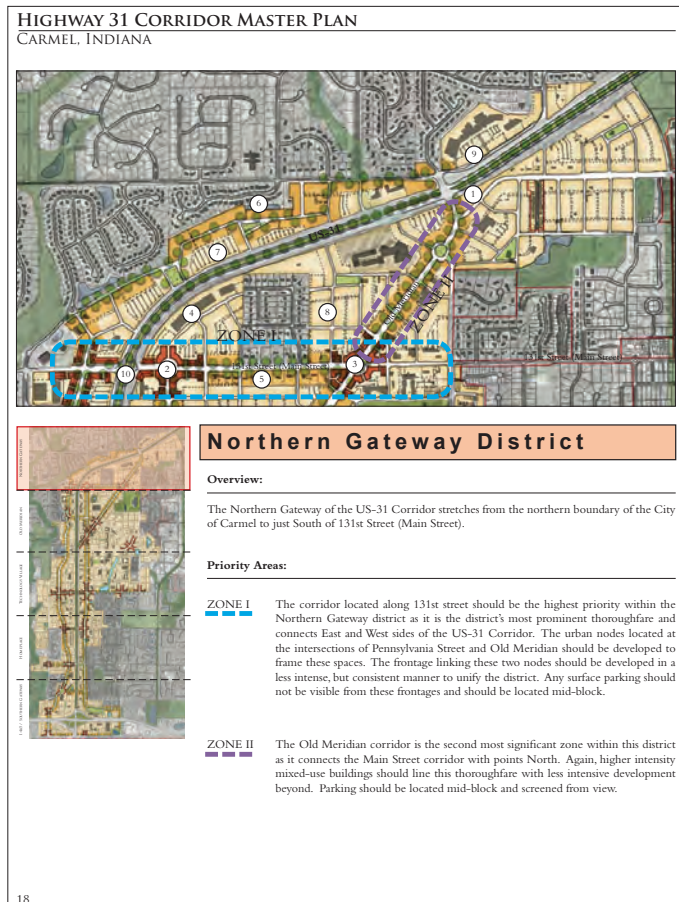
US HIGHWAY 31 CORRIDOR PLAN CARMEL, INDIANA

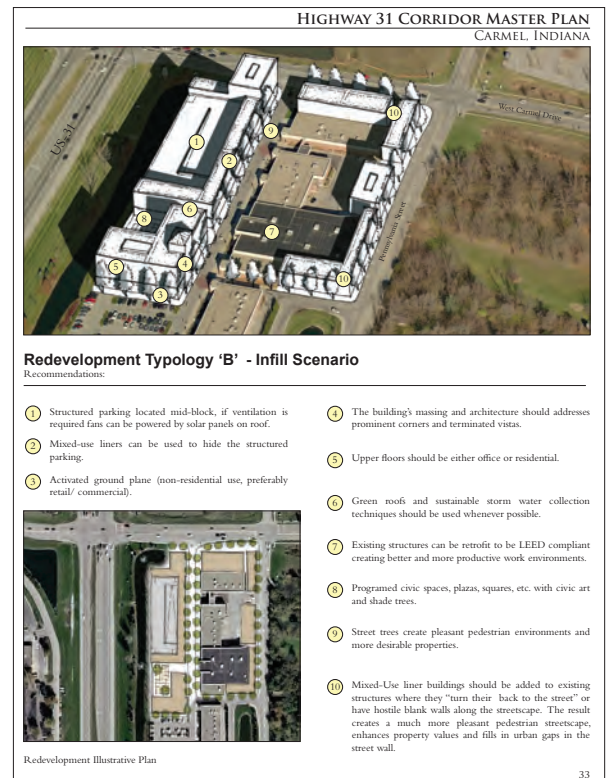
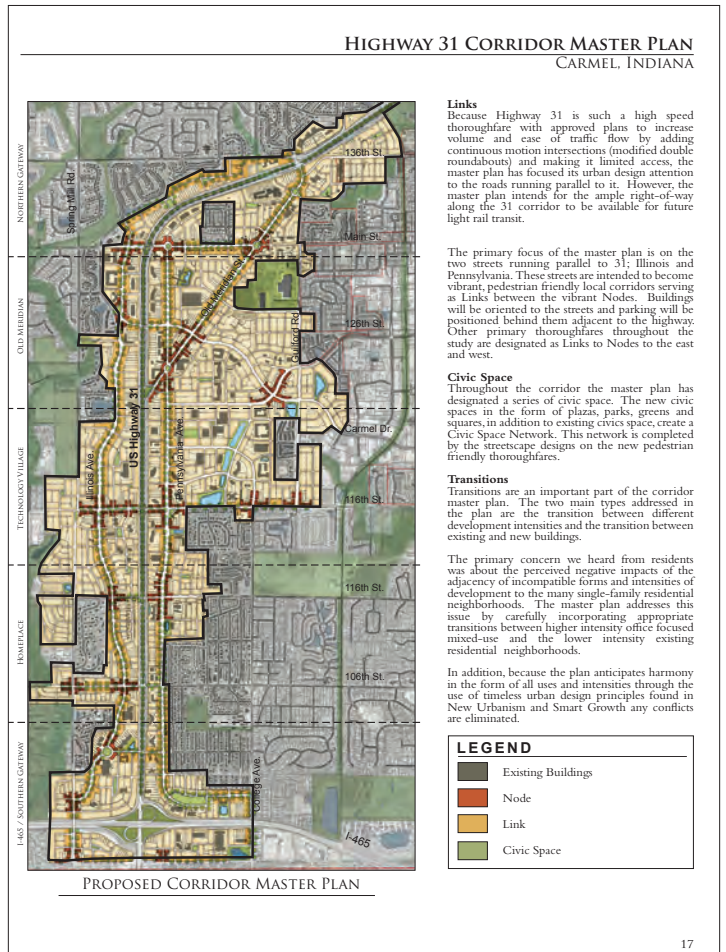
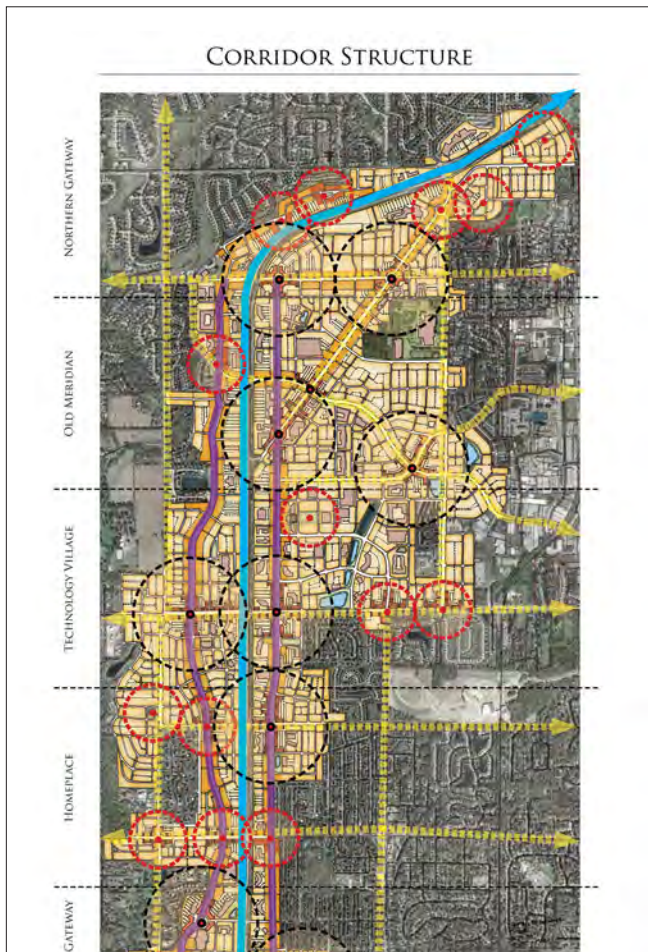


TPUDC was hired by the City of Carmel, Indiana to develop the Carmel US Highway 31 Corridor Master Plan. Its purpose is developed to guide community, private, and public sector investments in expanding and reshaping this important regional corridor over the next fifty to one-hundred years. Many stakeholders, including residents, merchants, tenants, property owners, and officials provided input towards the development of this plan. This seven mile long corridor is the economic engine behind the wealth and prosperity of the City, so our work was particularly important to ensure that the Corridor could compete with the changing market preference for mixed-use campus style office, commercial, and residential uses.

PROJECT DETAILS:

Size: 7 mile section of Highway
Status: Study Complete
Type: Corridor Plan, Redevelopment, Suburban Retrofit
Duration: 2009, Charrette 2010
Reference: Mike Hollibaugh
 Director of Community Services
 317.571.2417
 mhollibaugh@carmel.in.gov





VILLAGE OF PINEHURST LONG-RANGE COMPREHENSIVE PLAN & ROI PINEHURST, NORTH CAROLINA

TPUDC and City Explained were hired by the Village of Pinehurst, North Carolina to lead “Envision The Village” an update to the Village’s Long-Range Comprehensive Plan. The public outreach and engagement process included an open house kickoff event, a Visioning Workshop, and a 5-day Planapalooza™. A golf-themed public engagement process was an appropriate approach for a Village built around a golf resort. Through this process, the team led the community in the identification of goals related to future growth and development and created a document that will help the Village achieve those goals. The Long-Range Comprehensive Plan includes strategic recommendations related to the local economy, transportation and mobility, infrastructure, housing, land use, redevelopment, and historic and natural resources.

As part of the process, TPUDC created a number of conceptual plans and renderings intended to spur conversation about future changes. One particularly innovative part of this project is the Wellness District Plan created for a 180 acre parcel of land anchored by the First Health Moore Regional Hospital. Past growth in suburban development patterns consumed much of the land needed for the expansion of the medical campus. Fortunately, large amounts of property are underutilized and suitable for retrofit development. TPUDC created a master plan to densify the property and move it beyond a medical campus, to create a cutting-edge Wellness District. The Wellness District is envisioned to incorporate not just healthcare providers and associated facilities, but also places and activities that promote healthy living as a preventative measure. This mixed-use district anchored by the hospital features recreational trails, outdoor exercise facilities, community gardens, healthy restaurants, a farmers market, sustainable stormwater, green buildings, a local transit circulator, residential uses and other elements to support wellness. The hospital and doctors’ offices should be the last stop in the Wellness District. Everything is designed to people keep well rather than treating the sick.

PROJECT DETAILS:

Size:	Entire Village (population approx. 16,000)
Status:	Adopted
Type:	Long-Range Comprehensive Plan
Charrette:	September 2018
Timeline:	April 2018 - October 2019
Budget:	\$194,530
Website:	www.envisionthevillage.com



Village Center Conceptual Parking Lot Redevelopment



Rural Innovation District



Mixed Use Development



Historic Village Expansion

Focus Area 2: Highway 5 Commercial Area

Focus Area 2: Highway 5 Commercial Area

New investment in the existing employment center on NC Highway 5, near the intersection of Blake Boulevard, provides interesting options to expand job opportunities in Pinehurst and increase access to facilities and services needed by residents. Approximately 290 acres in the Highway 5 Commercial Area Focus Area are represented by 145 different parcels. 47% of the land was identified as undeveloped in 2018, and additional land may be appropriate for redevelopment or infill development.

During Envision the Village, residents voiced concerns about how development of this Focus Area may impact traffic volumes on NC Highway 5 and Monticello Drive. Despite this, there was a recognition that current development in some portions of this Focus Area is not necessarily in keeping with the character of the Village and could be enhanced as redevelopment occurs.

This Plan recommends the Village consider creating a small area plan for this Focus Area with additional public input to ensure high quality development in keeping with the character of Pinehurst in the future. As discussed in the "Taking Care of Business" section of the Plan, the Village recognizes the need for the medical community to expand and the need to provide co-working and creative entrepreneurial spaces in the Village. With limited land designated for non-residential uses in the Village, this Focus Area may be a suitable area to provide adequate office space to support the local economy with an eye toward the workforce of the future. However, strict requirements for

scale, density, and buffering requirements would need to be evaluated and considered. This can be accomplished by creating a small area plan, similar to the 2008 New Core Master Plan, which creates one connected master planned area with a primary focus on office, medical, life science, and research facilities with small-scale supporting retail services to create an "Innovation Hub". It could also include a residential component as well.

Implementation Strategies:

- 2.3 Create a small area plan for the NC Highway 5 Commercial Area depicted in Focus Area 2 to facilitate redevelopment as an "Innovation Hub" with office, medical, life science, and research facilities supported with small-scale retail services and residential uses.

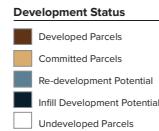
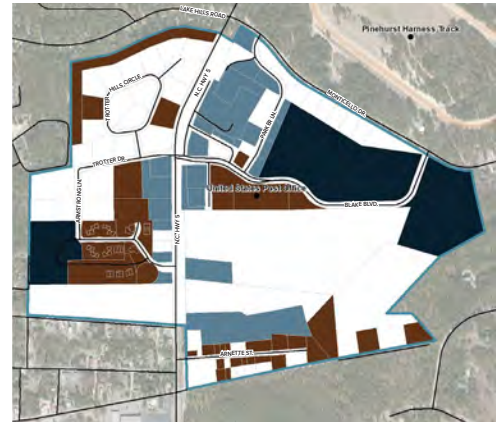
Also see Implementation Strategies 2.10, 2.11, 2.12, 2.13, 2.15, 2.16, 2.17, 2.18, and 2.20 in this section of the Plan.

Also see Implementation Strategies 4.2, 4.3, 4.6, 4.13, 4.14, and 4.15 in the "Moving Around the Village" section of the Plan.

Also see Implementation Strategies 5.12 and 5.13 in the "Taking Care of Business" section of the Plan.

Also see Implementation Strategies 6.1, 6.11, and 6.12 in the "Supporting Infrastructure & Facilities" section of the Plan.

Also see Implementation Strategy 7.14 in the "All Things Green" section of the Plan.



Scenario Planning and ROI



Village Center Conceptual Streetscape Transformation

ISLINGTON STREET CORRIDOR PLAN & FORM-BASED CODE PORTSMOUTH, NEW HAMPSHIRE



TPUDC returned to the Town of Portsmouth, New Hampshire to conduct a third form-based code planning charrette for the Islington Street Corridor in 2015. Priorities of the corridor project included allowing appropriately scaled infill to restore gaps in the streetscape while preserving each area's unique character, improving connectivity and focusing on safe alternative transportation networks.

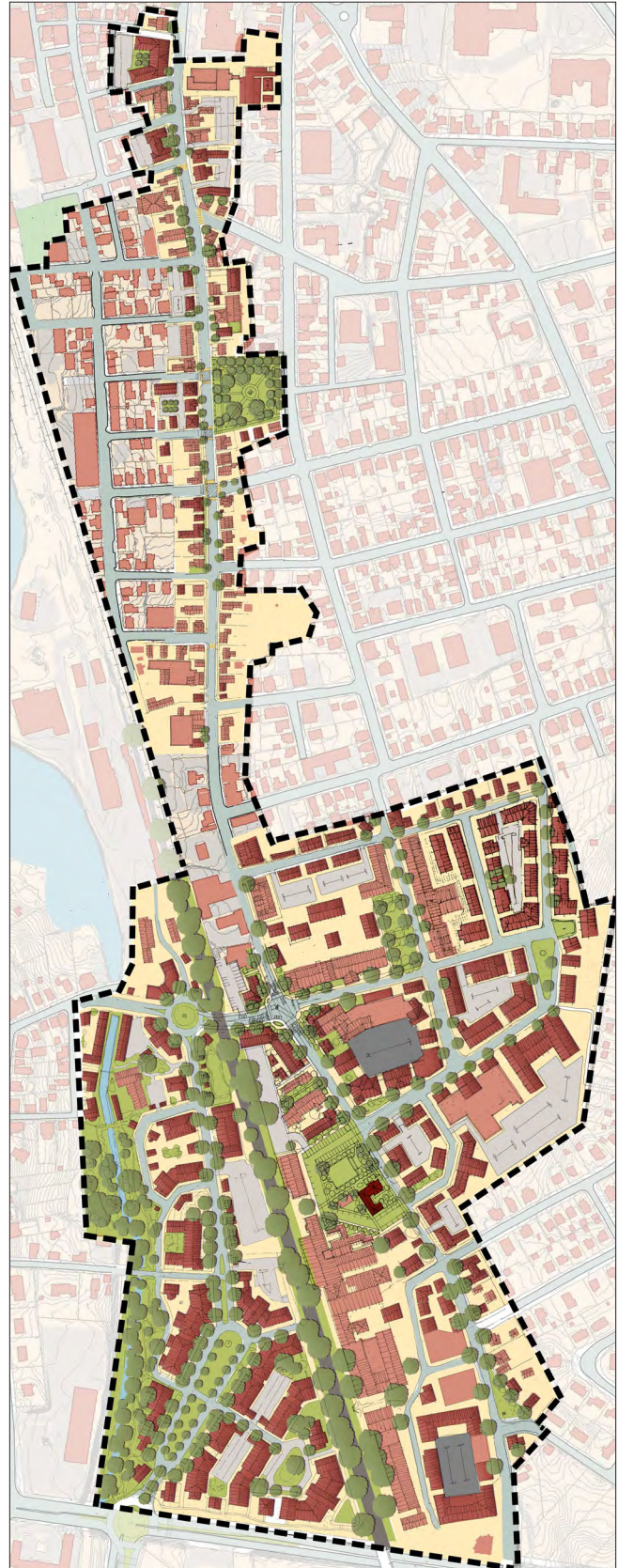
TPUDC conducted a third charrette in Portsmouth and continued many of the discussions that had begun in previous Town charrettes including building scale and design, workforce and affordable housing, and redevelopment of historic industrial sites.

PROJECT DETAILS:

- Size:** Approximately 20 blocks
- Status:** Approved
- Type:** Corridor Master Plan, Historic preservation, Infill, Form-Based Code, Public Outreach
- Code Type:** Mandatory for corridor
- Duration:** 2015-2016
- Reference:** Nicholas Cracknell
Principal Planner, Town of Portsmouth
978.270.4789
njcracknell@Townofportsmouth.com



Mixed-use, transit-ready development with activated civic space



Islington Street Master Plan

HISTORIC DOWNTOWN MASTER PLAN & FORM-BASED CODE PORTSMOUTH, NEW HAMPSHIRE

TPUDC was retained by the Town of Portsmouth, New Hampshire to develop the Town's first form-based code for the historic heart of the Town. Widely considered one of the most quintessential downtowns in the region, which is facing increasing development pressure as part of the greater Boston market, the stakes were high for protecting the Town's assets while allowing for appropriately scaled infill to restore gaps in the streetscape and keep the downtown strong. The master plan generated during the process as well as before and after renderings helped to build consensus around the new zoning approach.

The Plan Portsmouth project included a multi-day public charrette that offered opportunities for the community to learn about form-based coding and to participate in the public process.



PROJECT DETAILS:

Size:	80 acres (Downtown)
Status:	Approved
Type:	Downtown Master Plan, Historic preservation, Infill, Form-Based Code
Code Type:	Mandatory for specific Downtown area
Duration:	Charrette 2013
Reference:	Nicholas Cracknell Principal Planner, Town of Portsmouth 978.270.4789 njcracknell@Townofportsmouth.com



Downtown Portsmouth Master Plan

NORTH END MASTER PLAN & FORM-BASED CODE PORTSMOUTH, NEW HAMPSHIRE

After a successful form-based coding project in the Town of Portsmouth, New Hampshire's historic Downtown, TPUDC returned for Phase 2 in the Town's historic North End.

As in Phase 1, the public charrette included several presentations, a hands-on citizen workshop, a public pin-up, and a number of round-table discussions with various interest groups including land owners, developers, business owners, and citizens interested in building scale and design. Of particular interest to participants in the North End charrette were the topics of building height and connectivity.



PROJECT DETAILS:

Size:	Approximately 12 blocks
Status:	Approved
Type:	Master Plan, Infill, Form-Based Code, Public Outreach
Code Type:	Mandatory for specific North End area
Duration:	Charrette 2014
Reference:	Nicholas Cracknell Principal Planner, Town of Portsmouth 978.270.4789 njcracknell@Townofportsmouth.com



North End Preliminary Vision Plan

CHARACTER-BASED CODE MUNSTER, INDIANA

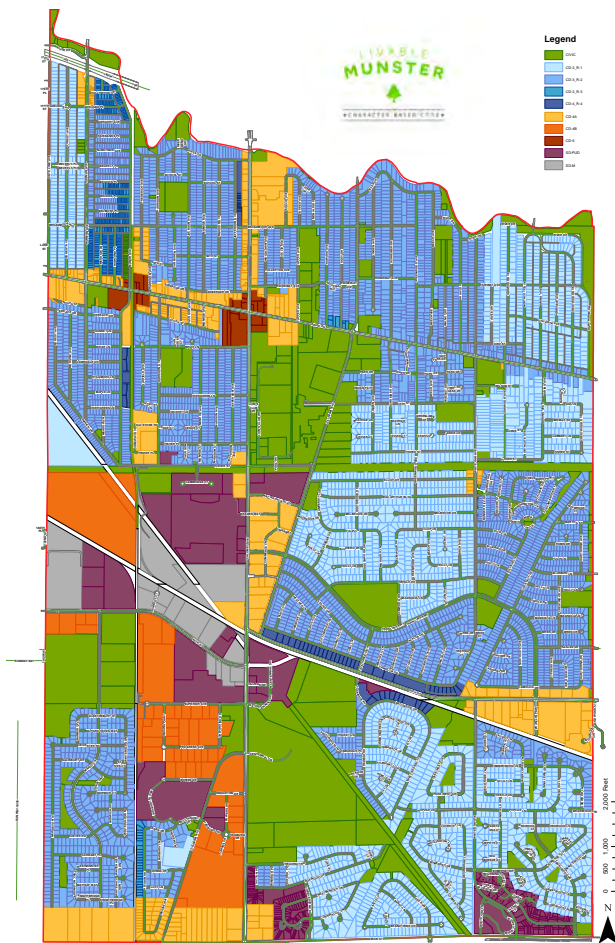
The Town of Munster hired TPUDC to conduct a town-wide character-based zoning code update. The public process included a number of community meetings designed to educate citizens about the zoning code and to solicit input on the future character of the Town. One of the primary goals of the zoning update is to reduce the Town's reliance on PUDs as a means to achieve desired character. The updated code will be easier to use and will allow for more predictability in the development process.

As part of this project, the team contemplated the future expansion of a regional transit line into the Town. Two potential future TOD locations were studied, and the code and regulating plan were revised to protect adjacent single-family neighborhoods while allowing for higher intensity development in these areas.



PROJECT DETAILS:

Size: Entire-Town
Status: Adopted
Type of Code: Character-Based
Schedule: March 2018 - July 2019
Budget: \$150,000
Reference: Thomas Vander Woude
 Planning Director
 1005 Ridge Road
 Munster, IN 46321
 P: (219) 836-6995
 E: tvanderwoude@munster.org



Regulating Plan



CD-3 R-3: Neighborhood - 60' Lot One and Two Family Residence



CD-4 B: General Urban B



CD-5: Urban Center

DEVELOPMENT REGULATION ASSESSMENT & REPORT KEENE, NEW HAMPSHIRE

The City of Keene, NH engaged TPUDC to work with City Staff, elected and appointed officials, and the community at large to perform a comprehensive Development Regulatory Diagnosis. This Project consisted of assessing the City's existing regulatory context, developing a number of code revision strategies and alternative regulatory approaches, auditing current regulations against the City's Comprehensive Plan, providing recommendations for improvements to the City's development code and regulations, and preparing a report covering those topics.

PROJECT DETAILS:

Size: Entire City
Status: Completed
Type: Development Regulation Assessment & Report
Year: 2016
Reference: Rhett Lamb
 Planning Director



KEENE, NEW HAMPSHIRE

CODE+KEENE

DEVELOPMENT REGULATORY DIAGNOSIS



UNDERHILL FLATS PLANAPALOOZA & FORM-BASED CODE TOWN OF JERICHO, VERMONT

The Town of Jericho, Vermont hired TPUDC to develop a Master Plan, Character-Based Code and public outreach plan that would reach citizens that had a high level of “planning fatigue”. There had been many failed efforts to develop a plan for a large piece of property in the center of the village. To reengage residents and break down long-held barriers, TPUDC used aggressive marketing to pull people into the conversation around a new vision for the village.

The plan envisioned and the Form-Based Code requires a walkable mixed-use future for the Underhill Flats area. A new town common was created at a key intersection to serve as the heart of the Village. This space will not only provide new areas for gathering and recreation but will also function as a part of the septic system since this rural context does not yet have sewer service.

As a result, the master plan successfully galvanized support from previously opposed groups and individuals, marking new progress and setting the stage for the form-based code. A new grocery store has since been developed and other new projects have been submitted to the town.

PROJECT DETAILS:

Size: 30 acres
Status: Adopted
Type: Village Master Plan & Form-Based Code
Year: Planapalooza 2013
Reference: Jennifer Murray
Former Planning & Development Coordinator
 518.847.1893



DOWNTOWN & WATERFRONT MASTER PLAN & FORM-BASED CODE BURLINGTON, VERMONT

TPUDC was hired by the City of Burlington to develop a master plan for the downtown and waterfront as well as a form-based code to implement the vision. The project used a number of creative outreach methods to generate public involvement, including an art contest, a speaker series, targeted communication with key stakeholders groups, Facebook marketing, and other social media tools. The community engagement efforts culminated in a 7-day charrette during which the master plan was produced, working closely with the community and the City planning staff. The final document is a graphics-heavy “magazine” style plan that is already being implemented and has won multiple awards.



Proposed Master Plan

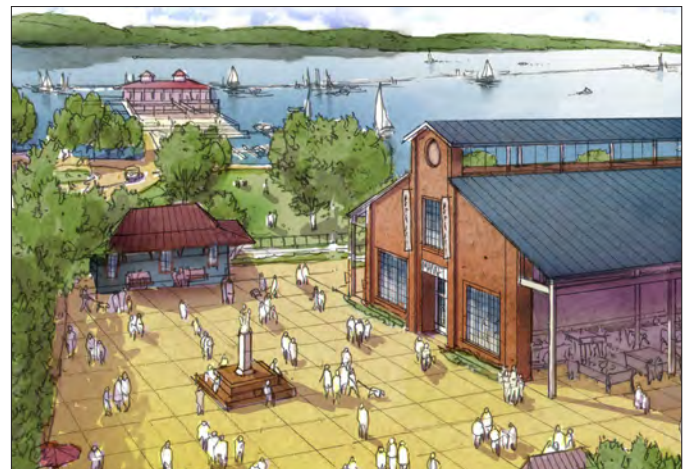


PROJECT DETAILS:

Size: 58 Blocks and the Downtown Waterfront
Status: Master Plan Adopted in 2013
 Form-Based Code Adopted in 2017
Type: Downtown & Waterfront Redevelopment Plan, FBC
Year: Charrette 2012
Website: www.burlingtonvt.gov/PlanBTV
issuu.com/tpudc/docs
Reference: David White
 Director of the Community and Economic Development, City of Burlington
 (802) 865-7144



Eye-level view of a pedestrian center



Rendering of Burlington Waterfront.

The techniques and methods used in this project exemplify TPUDC's commitment to best practices in planning, our unique and creative outreach methods, and our outstanding graphic design and rendering abilities. Not every project has the budget and time frame to allow for this level of graphic response, but the TPUDC Team is committed to providing high-quality deliverables commiserate with each project's scope and budget.



Sample page layout from PlanBTV magazine.

SEWANEES VILLAGE IMPLEMENTATION MASTER PLAN & PATTERN BOOK

UNIVERSITY OF THE SOUTH, SEWANEES, TENNESSEE

TPUDC was retained by the University of the South to conduct a public planning workshop and to finalize a Master Plan for the Village adjacent to campus. A robust public outreach and engagement process ensured that the final plan considered not only the needs of the University, as owners of the entire Domain, but the students and residents who call Sewanee home. The completed Village Implementation Plan focuses on creating a lively, sustainable, and economically thriving downtown area, with new businesses and civic spaces linked to the University and surrounding neighborhoods with a network of pedestrian paths, trails, and bicycle facilities. TPUDC developed a Pattern Book in 2016 of architectural styles, details, and signage standards in order to preserve and enhance the unique character of the Village and updated it in 2020. TPUDC's relationship with the University is ongoing throughout the duration of the Village redevelopment. In the role of Village Planner, TPUDC conducts design and architectural review services for leaseholds within the Village boundary.

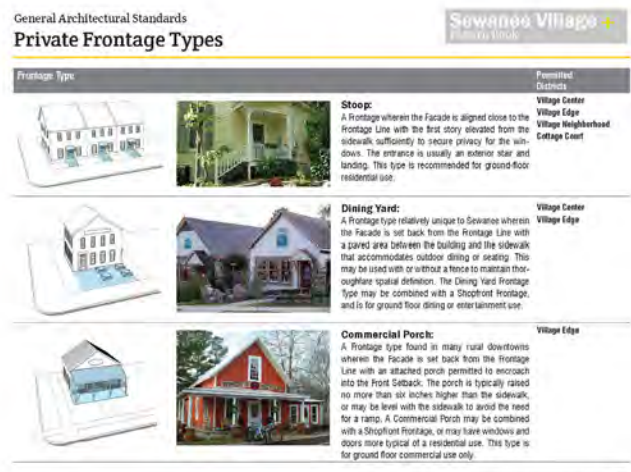


Re-design of highway as a Main Street as it passes through the Village.



PROJECT DETAILS:

Size: ~5,000 acres
Status: Complete
Type: Village Master Plan, Zoning Update & Pattern Book
Timeline: August 2015 - October 2016
Budget: \$
Website: <http://www.sewanee.edu/village/>
Reference: Frank Gladu; *Special Assistant to the Vice Chancellor*
 fxgladu@sewanee.edu



Frontage Type page from Sewanee Village Pattern Book



Proposed Master Plan showing the addition of new leaseholds, redesigned Highway 41 intersection and village infill.

HYBRID ZONING ORDINANCE FRANKLIN, TN



TPUDC was hired by the City of Franklin to assist in updating their zoning ordinance. The primary goal of the update was to better align the ordinance with Envision Franklin, the City's long-range plan. The ordinance, set to be adopted in late 2019, will be more streamlined and user-friendly for both staff and citizens.

As part of this project, TPUDC conducted a code testing Planapalooza, during which the team created conceptual master plans for several focus areas. These plans were then tested using the parameters set forth in the draft zoning ordinance. The public was invited to participate in a hands-on workshop that helped the team hone in on the types of development character desired in different parts of the City. Public meetings on various topics were held throughout the week, and additional public engagement opportunities were provided via an interactive website.

PROJECT DETAILS:

Size: Entire-City
Status: Adopted
Type of Code: Hybrid Code
Schedule: October 2018 - December 2019
Budget: \$136,680
Reference: Kelly Dannenfelser, AICP
 Assistant Director
 P: (615) 550-6735
 E: kellyd@franklin.tn.gov
 W: www.zonefranklin.com



COMPREHENSIVE MASTER PLAN & ZONING ANALYSIS LONDONDERRY, NEW HAMPSHIRE

The Town of Londonderry, determined to take a unique approach to their Comprehensive Master Plan, selected TPUDC after a rigorous RFP selection process. The plan is intended to replace their existing conventional Master Plan and establish a new course for environmental, economic, and cultural sustainability, while keeping intact the character that the community dearly loves. During the week-long Planapalooza™, TPUDC addressed the Elements of the Comprehensive Plan while also preparing vision plans for specific areas where the community was comfortable with walkable, mixed use growth. The process allowed TPUDC to gain consensus in a deeply divided community where none could be reached before. Based on broad interest in addressing the Town's existing unpredictable zoning ordinance, the Team set up the Master Plan and the Future Land Use Map to accommodate character-based zoning in the future. This project was completed on time, within budget, and to the complete satisfaction of the community.



Recreation village with new housing is envisioned around existing schools



Conventional industrial park is reimagined as a mixed-use village



PROJECT DETAILS:

Size:	42 square miles
Status:	Adopted
Type:	Comprehensive Master Plan
Year:	Planapalooza 2012
Website:	issuu.com/tpudc/docs
Reference:	Andre Garron Former Director of Economic Development linkedin.com/in/andre-l-garron-b2319b16



Conservation & Growth Map prioritizes character as guide for land use



Existing common is activated with new low density retail and housing

TOWN OF HARVARD, MA - AYER ROAD CORRIDOR VISION PLAN AND FORM-BASED CODE

MASTER PLAN & FORM-BASED CODE

VILLAGE OF PINGREE GROVE, ILLINOIS



Situated in the picturesque rural Illinois countryside, Pingree Grove is less than an hour from downtown Chicago. With its close proximity to some of the richest agricultural lands in the country as well the potential for a transit rail stop that would link it with downtown Chicago, Pingree Grove is well positioned to capitalize on these unique assets.

The heart of the Village will consist of a mix of retail (such as boutique shops and farm-to-table restaurants), flex-office space, artesian light industrial space as well as residential. The Village will be designed to incorporate the latest sustainable and innovative practices such as agricultural tourism, community gardens, edible landscapes, green infrastructure and rainwater collection.

PROJECT DETAILS:

Size: 300+ Acres (Specific Plan)
2,800+ Acres (Regional Plan)

Status: Plan Adopted

Type: Regional Plan, Village Revitalization, Suburban Retrofit, Urban Infill, Redevelopment, Historic Preservation & Conservation, Heritage District

Year: Charrette 2010

Website: www.villageofpingreegrove.org

Reference: Clint Carey
Former Mayor
847.970.0596
wyman_carey@hotmail.com



CITY CENTER MASTER PLAN & TOD STUDY CARMEL, INDIANA



A burgeoning city on the northern edge of Indianapolis, Carmel boasts the largest employment center in Indiana. TPUDC was hired by the City to organize the numerous planning studies, ordinances, and overlay districts currently present in Carmel into an integrated and simplified master plan and form-based code that was user friendly. Suggested interventions ranged from proposed transit routes (light rail and trolley) to link a network of TODs with downtown Indianapolis, to new incubator campuses for education and business, to a master open space plan to link together a network of civic amenities among numerous others.

PROJECT DETAILS:

Size: 18 Square Miles (Regional Sector Plan)
3,200 Acres (Downtown Master Plan)

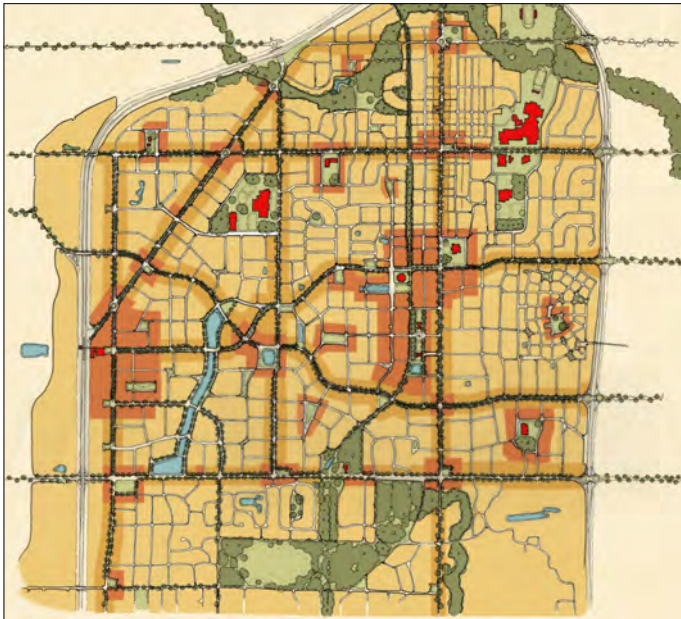
Status: Approved

Type: Regional Plan, Suburban Retrofit, Urban Infill, Redevelopment, Historic Preservation & Conservation

Year: Charrette 2009

Fee: \$210,000

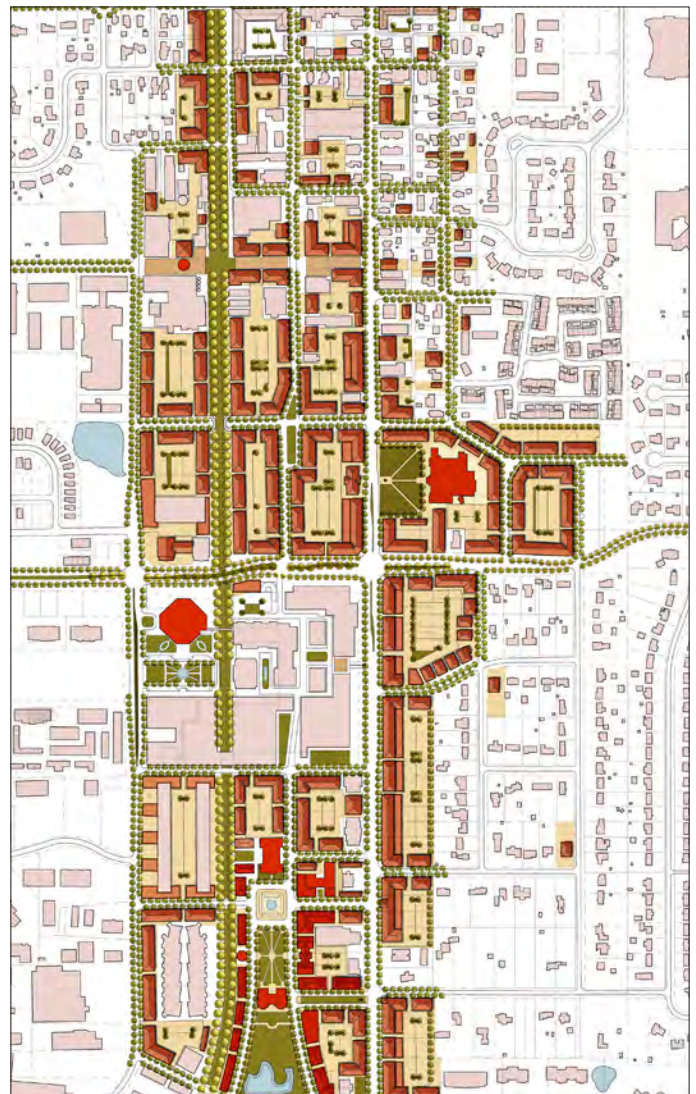
Reference: Mike Hollibaugh
Director of Community Services
317.571.2417
mhollibaugh@carmel.in.gov



Proposed Illustrative Master Plan for the City of Carmel



An illustration of the proposed Rangeline Road



Proposed transit-oriented development plan for commercial center

VILLAGE-WIDE FORM-BASED CODE, CORRIDOR & DOWNTOWN PLANNING, IMPACT ANALYSIS

PORT CHESTER, NY

The Village of Port Chester hired TPUDC to conduct a Village-wide zoning update that includes an in-depth zoning diagnosis, an update of the existing code that incorporates form-based code elements, specific area planning, and build-out analysis. TPUDC worked with the Village to brand the project “Plan The Port,” and to develop a logo and marketing material, including content in Spanish for Port Chester’s large Latino population. An eight-day Planapalooza was conducted in March 2018, during which TPUDC worked to create plans and illustrations for several of Port Chester’s future redevelopment areas, and to develop the updated zoning code.

PROJECT DETAILS:

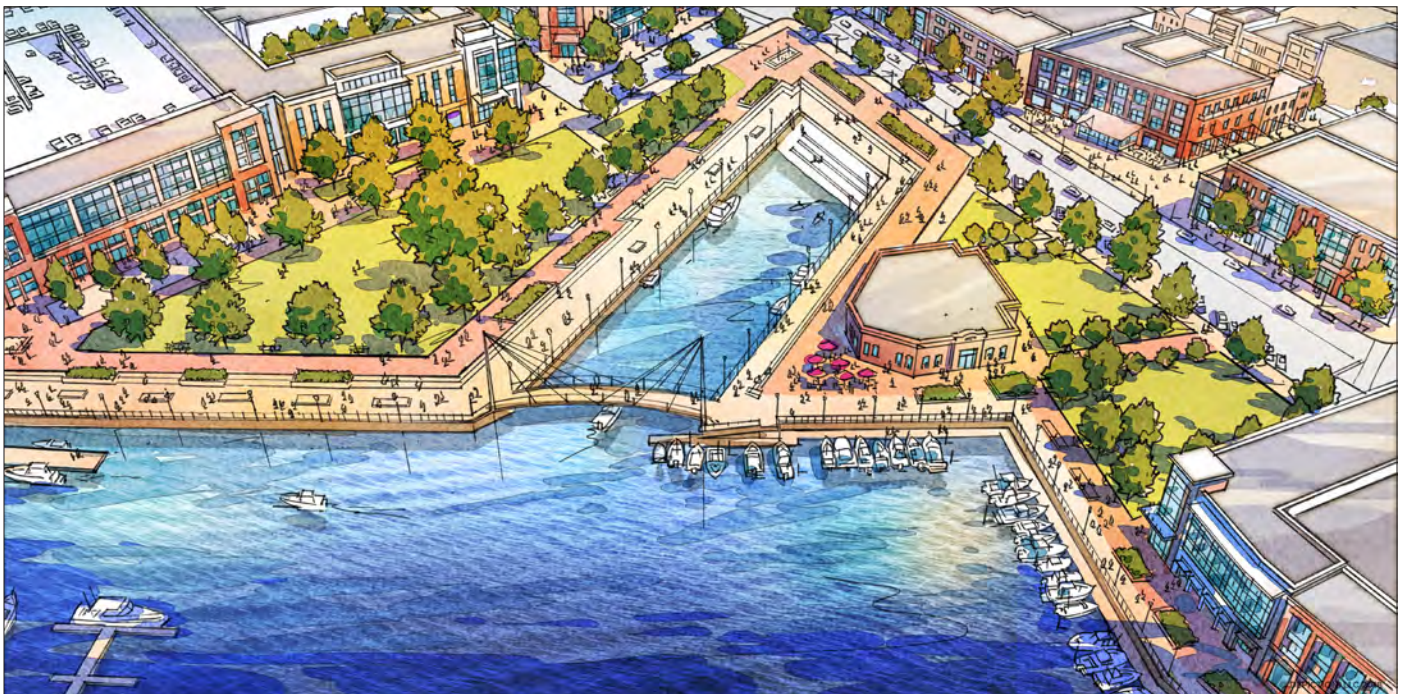
Size: Entire Village
Status: Adopted
Type: Form-Based Code, Public Outreach; Suburban Retrofit, Small Area Plans, Corridor Plan
Code Type: Mandatory
Year: Planapalooza 2018
Reference: Eric Zamft, AICP
 Planning Director
 P: (914) 937-6780
 E: ezamft@PortChesterNY.com
Budget: \$641,675



Proposed transit-oriented development around existing train station

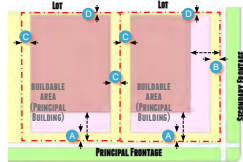


General Urban Character District illustration



Proposed waterfront redevelopment

ARTICLE 4: BUILDING AND LOT PLANS & STANDARDS

CD-3 TABLE 345.405.A-1 DISTRICT STANDARDS:
NEIGHBORHOOD CHARACTER DISTRICT

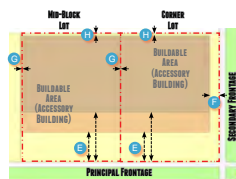
Setbacks – Principal Building	
Front Setback, Principal Frontage	10 ft. min, 40 ft. max A
Front Setback, Secondary Frontage	10 ft. min, 20 ft. max B
Side Setback	10 ft. min C
Rear Setback	6 ft. min, or 15 ft. from center line of Rear Alley D

Setbacks – Accessory Building	
Front Setback, Principal Frontage	20 ft. min + Principal Building Front Setback E
Front Setback, Secondary Frontage	10 ft. min F
Side Setback	0 ft. min G
Rear Setback	3 ft. min or 5 ft. min if Garage door faces Rear Alley H

LEGEND
The following notations are utilized in this table.

P Permitted	NP Not Permitted	NA Not Applicable	R Required	NR Not Regulated
--------------------	-------------------------	--------------------------	-------------------	-------------------------

345 VILLAGE OF PORT CHESTER, NEW YORK | CHAPTER 345 ZONING CODE ©2020 Town Planning & Urban Design Collaborative LLC



Building Standards	
Building Height*	
Principal Building	2 Stories max
Accessory Building	2 Stories max
*Stories do not include Attics and Basements	
Facade	
Frontage Buildout	40% min
Entrances	Main Entrance must be in Facade of Principal Frontages
Location of Building at Frontage	Parallel to Frontage Lines
Facade Position	Parallel to straight Frontage Line or to tangent of curved Frontage Line
Blank Walls	NP at Frontage
Facade Glazing	20% – 60% of total Facade area
Finished Floor Level	If Residential: 18"-36" above avg. grade at Facade
Facade Window Sill Height	If Residential: 5 ft. min above avg. grade at Facade

ARTICLE 4: BUILDING AND LOT PLANS & STANDARDS

CD-3 TABLE 345.405.A-1 DISTRICT STANDARDS:
NEIGHBORHOOD CHARACTER DISTRICT

Building Standards (continued)	
Roof Type & Roof Pitch	
Flat	NP
Shed	P at rear only and if ridge is attached to an exterior Building wall; except for dormers which may have a shed roof anywhere on the Building
Hip	P
Gable	P
Pitch	8:12 – 14:12, except for shed roofs which may be 3:12 – 14:12 and that roof pitch may match the primary roof pitch of an existing building that is less than 8:12

Building Types	
Cottage	P Commercial NP
House	P Shop House NP
Estate House	P Mixed Use NP
Duplex	NP Flex NP
Townhouse	NP Mid-Rise NP
Multifamily	NP High-Rise NP
Live/Work	NP Civic NP
Jewel Box	NP

See Table 345.405.J-1 (Principal Building Types – Summary) and Table 345.405.J-2 (Principal Building Types – Specific Standards)

LEGEND
The following notations are utilized in this table.

P Permitted	NP Not Permitted	NA Not Applicable	R Required	NR Not Regulated
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ARTICLE 4

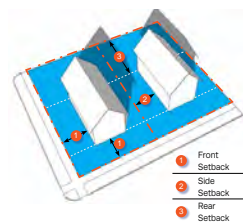
ARTICLE 4: BUILDING AND LOT PLANS & STANDARDS

D. Building Placement & Number.

1. Building Placement

- Every Building shall be located on a Lot. Buildings shall be located in relation to the boundaries of their Lots and shall comply with the Setback standards.
- Within each District according to Tables 345.405.A-1 – 345.405.A-10 (District Standards) and
- Within each Civic District, according to the applicable standards set forth on Table 345.405.B (Civic District Standards)
- To accommodate slopes over ten (10) percent, relief from front Setback requirements may be granted by Waiver of the Planning & Economic Development Zoning Administrator.

ILLUSTRATION 345.405.D-1 SETBACK DESIGNATIONS



2. Principal Buildings

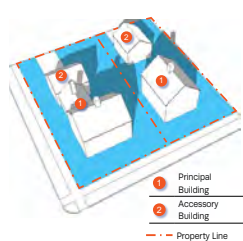
Within each District and Civic District:

- The number of Principal Buildings on each Lot shall not exceed that indicated in Tables

345.405.A-1 – 345.405.A-10 (District Standards) and Table 345.405.B (Civic District Standards); and

- Principal Buildings must be oriented and situated as specified in Tables 345.405.A-1 – 345.405.A-10 (District Standards) and illustrated in Illustration 345.405.D-2 (Principal Building / Accessory Building)

ILLUSTRATION 345.405.D-2 PRINCIPAL BUILDING / ACCESSORY BUILDING



3. Accessory Buildings & Accessory Structures

- Within each District and Civic District:
 - The number of Accessory Buildings on each Lot must not exceed that indicated in Tables 345.405.A-1 – 45.405.A-10 (District Standards) and Table 345.405.B (Civic District Standards); and
 - Any such Accessory Buildings must be located as specified in Tables 345.405.A-1 – 45.405.A-10 (District Standards) and Table 345.405.B (Civic District Standards)

- Except within Civic Districts, Accessory Buildings or other Structures may not be erected on a Lot on which there is no Principal Building.

- Where Accessory Buildings and Structures are permitted:

- Except within Civic Districts, the footprint of a detached Accessory Building shall not exceed the greater of ten (10) percent of the gross area of the Lot or 440 square feet, and shall not exceed sixty (60) percent of the habitable square footage of the Principal Building on the Lot;
- Any Accessory Building shall be located in the Lot Layer indicated in Tables 345.405.A-1 – 345.405.A-10 (District Standards);
- Transmitting and/or receiving towers or antennas and wind turbines shall not be located in the First Lot Layer or Second Lot Layer; and
- Gay wires or any other structural supports shall not Encroach upon any right-of-way, Adjoining property, Easements, or Yard areas.
- An Accessory Building or Accessory Structure may be detached from or constructed as a structural part of a Principal Building, including those attached by means of a breezeway or a roofed passageway with open or latticed sides. If constructed as a structural part of a Principal Building, its walls shall be regarded as walls of the Principal Building in applying the standards and requirements of this Article.
- Where more than one (1) Building exists or is proposed to be constructed on a single Lot,

all zoning requirements applicable to Principal Buildings or Accessory Buildings, respectively shall be applicable to each of such Buildings.

E. Building Facades.

1. General.

Within each District, Building Facades shall conform to Tables 345.405.A-1 – 45.405.A-10 (District Standards) and Table 345.405.B (Civic District Standards)

2. Frontage Buildout.

In each Character District, the Facade of the Principal Building shall be built along the minimum percentage of the Front Lot Line width at the Setback, specified as Frontage Buildout on Tables 345.405.A-1 – 345.405.A-10 (District Standards). A Streetcreeper may be substituted for a Facade for up to twenty (20) percent of the applicable Frontage Buildout requirement.

3. Security Grills.

- Solid metal Security Grills are prohibited in the Village.
- Open-grated Security Grills are permitted in all Districts, subject to compliance with all applicable Building Code requirements.
- Security Grills that existed as of the Effective Date of this Chapter, but which do not comply with this Section 345.405.E.3 must be removed, provided that an owner or occupant of premises may apply to the Planning Commission for additional time to achieve compliance on proof of hardship due to any one (1) or more of the following factors:
 - The premises has special security concerns (e.g. financial institution, pharmacy, alcoholic beverage retail sales);

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ARTICLE 4

COMPREHENSIVE PLAN

WEST FARGO, NORTH DAKOTA

TPUDC was hired by the City of West Fargo, North Dakota to lead “West Fargo 2.0: Redefining Tomorrow,” an update to the City’s Comprehensive Plan. The public outreach and engagement process included an open house kickoff event as well as a week-long public Planapalooza™. The team led the community in the identification of nine “Guiding Principles,” that built on the City’s goals of sustainability and prosperity, and provided implementation strategies to help the City achieve those goals. As part of the process, TPUDC created conceptual plans and renderings for three specific locations in the City, including the downtown, a residential neighborhood, and the area currently occupied by the City’s wastewater treatment lagoons.

Strategic recommendations were made about how to grow the local economy, how to strengthen neighborhoods and expand housing choices, how to promote transportation choices and mobility, how to protect and enhance cultural and natural resources, how to increase community resiliency and how to work on establishing a “true” downtown in West Fargo.



Conceptual plans for downtown redevelopment



PROJECT DETAILS:

Size:	Entire City
Status:	Adopted
Type:	Comprehensive Plan
Year:	Planapalooza April 2017
Budget:	\$242,560
Reference:	Tim Solberg Planning Director City of West Fargo P: (701) 433-5321 E: Tim.Solberg@westfargond.gov



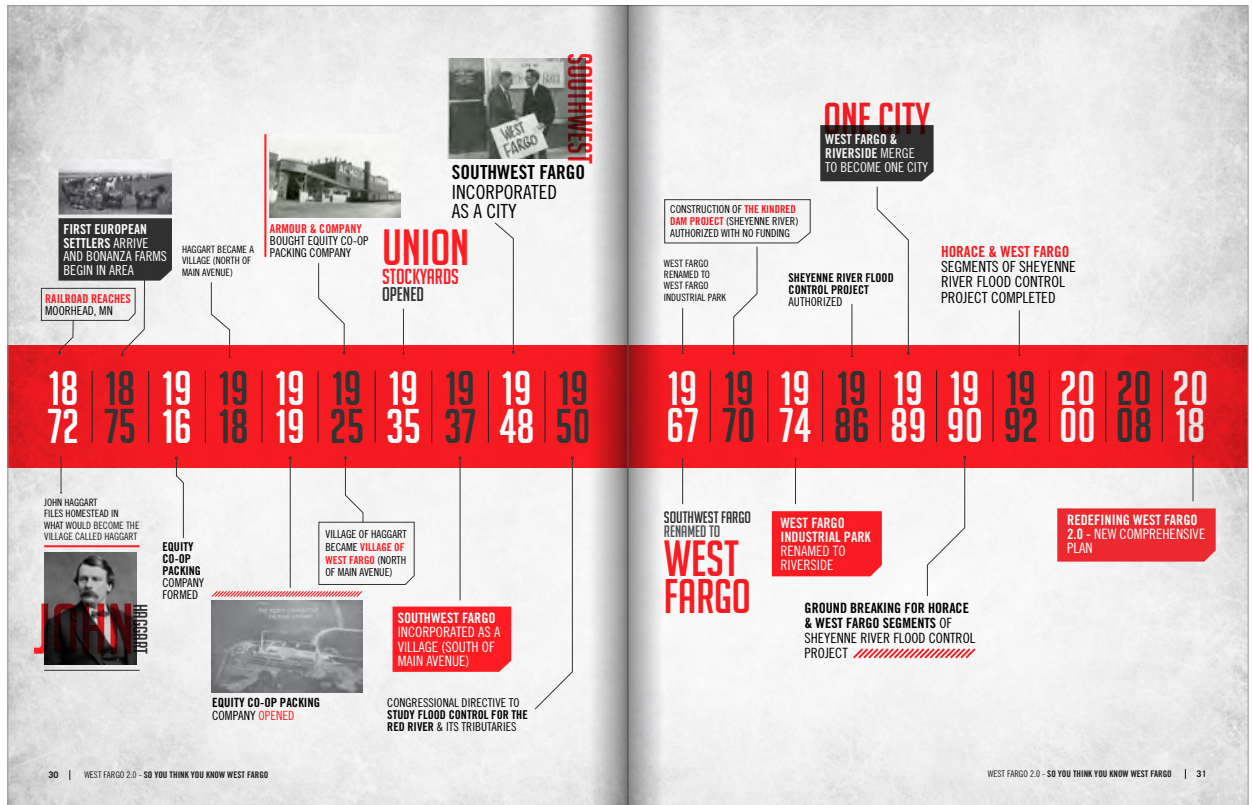
Conceptual plans for downtown redevelopment



Conceptual plans for mixed-use redevelopment



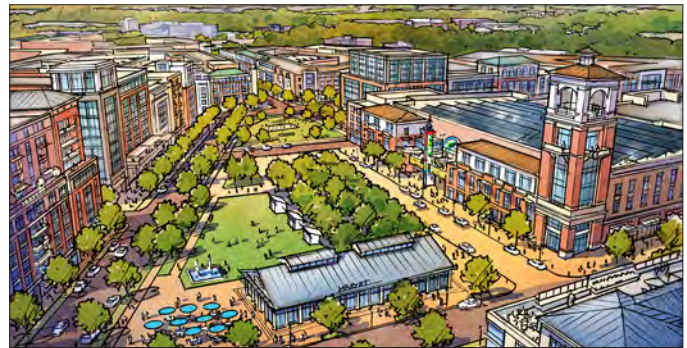
Conceptual plans for neighborhood redevelopment



COMPREHENSIVE PLAN CHESTERFIELD, MO

TPUDC and City Explained were hired by the City of Chesterfield, Missouri to lead “Envision Chesterfield,” an update to the City’s Comprehensive Plan. The robust public planning process included a Community Kick-Off, a Planapalooza™, and a one-month series of “On The Table” discussions. The 7-day Planapalooza event included public focus discussions on transportation, mobility and parking; Chesterfield’s Downtown; business and the economy; utilities and supporting infrastructure; neighborhoods and housing choices; open spaces and natural resources; and character and authenticity. Residents who were unable to attend the scheduled events were able to contribute their ideas using the “Envision Chesterfield” online web tool. The “On The Table” engagement process was an opportunity for residents to gather with family, friends, neighbors and colleagues to discuss ways to improve the quality of life and economic vitality of the City of Chesterfield. An estimated 35 meetings were held across the community, in homes, schools, coffee shops, neighborhood associations, hotels, and the YMCA. The information gathered during these meetings and those conducted as part of Planapalooza were used to inform the updated Comprehensive Plan.

As an additional part of the process, TPUDC created conceptual plans and renderings for specific locations in the community that were identified as areas for development or redevelopment, including Chesterfield’s mall site and waterfront. The mall site redevelopment plan calls for a mix of uses including retail, office, research and development, residential and civic space, which combine to form an innovative a live-work-shop-play environment. The adjacent city park is embraced by the plan as a vital part of the development. Government offices, the YMCA, the library, and other employment opportunities in the “Innovation District” are among the anchors included in the mix of uses. The plan used the challenging topography of the site as a feature to add interest to the experience, mitigate impacts of changes in scale, and minimize the view of parking structures. In order to accommodate the change in elevation from the existing mall property down to the City Park and the adjacent property, grand staircases with hillside development would provide a gradual transition that incorporates seating areas, water features and small civic spaces.



PROJECT DETAILS:

Size:	Entire-City (population approx. 48,000)
Status:	Adopted
Type:	Comprehensive Plan
Charrette:	March 2019
Timeline:	October 2018 -2019
Budget:	\$210,905
Reference:	Justin Wyse Planning Director jwyse@chesterfield.mo.us 636-537-4798

THE PEOPLE

The people who call Chesterfield home include long-time residents, including some who farmed "Gumbo Flats" before the city was incorporated. The city is also home to some relative newcomers who have relocated to Chesterfield in the last decade for employment with one of the many corporations in Chesterfield. Drawn to the quality of life the city offers as well as access to healthcare services, cultural events and programs, and attractive neighborhoods, a high percentage of people that reside here have chosen Chesterfield for retirement.

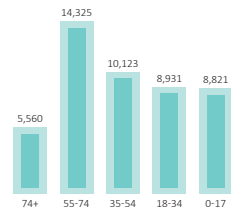
Chesterfield residents are generally much older (48.5 median age) compared to the Metro population (39.7) and they are more affluent. The median household income in Chesterfield in 2019 was estimated to be \$110,778 while St. Louis County is just \$58,534. Just 2.8% of Chesterfield families are living below poverty level. They have achieved higher levels of education. In fact, 67% of Chesterfield residents age 25 or older have a bachelor's degree or higher, compared to just 33% in the Metro.

CHESTERFIELD PROJECTED TO GROW BY

7%
OVER NEXT YEARS

MEDIAN AGE
48.5

CHESTERFIELD AGE DISTRIBUTION (2019)



MHI IN CHESTERFIELD

\$110,778

MHI IN COUNTY

\$68,383

MHI IN METRO

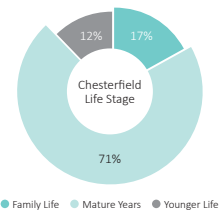
\$64,534

Envision Chesterfield Comprehensive Plan 2020

MHI - MEDIAN HOUSEHOLD INCOME

About Chesterfield

The largest segment of residents who have chosen to live in Chesterfield fall into the "Gray Power" category, representing about 17% of the total population. People in these households are white collar professionals or retired. Most are over the age of 65. They live in comfortable homes, enjoy travel and golf, and have high incomes and income-producing assets. In fact, 71% of Chesterfield households are considered to be in their "mature years."



Family Life Mature Years Younger Life

SOURCE: CLARKSON PRISM PREVIEW & SCENE VISION

GRAY POWER
17%
WEALTHY MATURE MOSTLY WITHOUT KIDS

Gray Power consists of upscale older couples typically living just beyond the nation's beltways. This segment is a haven for white-collar professionals drawn to comfortable homes and apartments within a manageable commute to downtown jobs, restaurants, and entertainment. They enjoy traveling and watching golf on television.



SOURCE: CLARKSON PRISM PREVIEW & SCENE VISION

Envision Chesterfield Comprehensive Plan 2020

Design streets to enhance the community.

Whereas the Complete Streets policy will outline the approach and process for designing context-sensitive streets that enhance Chesterfield, the City should also develop guidelines for how it wants the various types of streets in the community to be designed (whether the streets are owned by the City, County, or DOT).



Envision Chesterfield Comprehensive Plan 2020

Arterial Streets (e.g., Clarkson and Olive)

Major multilane arterial streets—such as Clarkson Road, Olive Boulevard, and Chesterfield Airport Road—will continue to emphasize the efficient movement of auto traffic. However, they should be designed to improve safety for all modes and provide consistent accommodations for people walking, biking, and using transit. Features that should be included on all arterial streets are lower speed limits (30 to 40 miles per hour, depending on context), continuous shared use paths for biking and walking, crosswalks and pedestrian signals at every signalized intersection, and

medians with left turn lanes and pedestrian refuge. Where feasible, roundabouts—which more efficiently convey traffic, reduce crash severity, and are more cost-efficient than traffic signals—should be considered.

As previously discussed, widening these streets is not a viable solution to reduce traffic congestion. Rather, solutions that address traffic congestion will revolve around improving intersection operations and reducing conflict points.



Arterials Streets Illustration

Envision Chesterfield Comprehensive Plan 2020

COMPREHENSIVE PLAN AND DOWNTOWN ACTION PLAN LEWISTON, MAINE

TPUDC was hired by the City of Lewiston, along with sub-consultant Matt Noonkester, to develop a comprehensive plan, introducing a cutting edge, graphics-heavy approach to make the document easy to read and support. The project used a number of innovative outreach methods to generate public involvement, including the construction of a tactical urbanism parklet, t-shirts, and Facebook. The community engagement efforts culminated in a 6-day Planapalooza during which time area plans were produced for a number of designated growth areas identified during the charrette to clearly articulate the goals of the community. The plan also incorporates progressive recommendations related to economic development, historic preservation, and housing, which address deep local barriers to change and provide a clear path forward for the City.

Despite strong initial skepticism by both City leadership and a community divided by extraordinary socioeconomic differences, the “Planapalooza” process won over even the most resistant individuals. This type of strategy provides meaningful civic engagement, a strong turn-out, and high quality work products produced in a short time period of time.

PROJECT DETAILS:

Size:	Comprehensive Plan & 4 Area Plans (population approx. 36,000)
Status:	Adopted
Type:	Park Plans, Downtown Redevelopment, Transportation Strategy, Housing Strategy
Charrette:	June 2013
Timeline:	March 2013 - January 2017
Budget:	\$90,000
Reference:	David Hediger Planning Director 207-513-3125



Re-design of civic plaza to activate the space



Suburban retrofit of outer Lisbon Street with park and mixed-use



Plan for repairing gap in the street with civic plaza and new buildings



Retrofit of suburban intersection to a new center of activity

Population & Demographics



While Lewiston's population is expected to remain relatively stable at between 35,000 and 40,000 through 2030, the City's demographics have shifted over the last decade as a result of immigration and increasing diversity, a trend enhanced by the City's many educational and medical institutions. Today, Lewiston is one of the most diverse communities in Maine. Since "demography is destiny," a review of the City's population and its characteristics can provide insight into not only its present, but its future.

Lewiston is the second largest city in Maine with a 2010 population of 36,592. After an early period of relatively rapid growth tied to the rise of industrialization and an influx of French Canadian and Irish immigrants, Lewiston's population has fluctuated between 35,000 and 42,000 since the 1930s. Since the 1980s, Lewiston's rate of growth has lagged behind the state's rate by between 2% and 10% per decade. While the City matched the state's 2.4% rate in the 1970s, it lost over 10% of its population during the 1990s while the state grew by 3.8%.

These changes reflect a number of trends including industrial competition, first from the American South and then overseas, the growing suburbanization of the region, and a continuing

drop in household size as the number of children per family has fallen and the traditional nuclear family has been augmented by a wider range of household types.

Over the first decade of this new century, the trend reversed as the City saw a steady 2.5% annual rate of population growth. This is particularly welcome given the 15% population decline experienced between 1970 and 2000. Countervailing forces emerged to bend the population curve upward, including the influx of new immigrants, the increasing age of the population with older individuals and empty nesters desiring to live in close proximity to urban services, and the growing interest of younger people in settling, at least initially, in an attractive urban core.

It should be noted that Lewiston does not see significant seasonal population variation. While a home to educational institutions, most students, other than those attending Bates, are commuters, and Bates' 1,750 students represent only about 4.7% of the population. Similarly, while the City is a gateway to Northwestern Maine, it is not home to many seasonal residents, further limiting seasonal fluctuations. As the downtown and Riverfront island areas are redeveloped, the City may find itself becoming a popular "main street" and cultural destination for visitors from the surrounding region including nearby cities like Portland and Augusta.

Overall, the City's population is projected to grow an additional 5% by 2030 to about 40,000, a 1.8% annual growth rate. If this projection holds, Lewiston will have nearly returned to its 1970 record high of 41,800 residents. At this rate, 2030's population density will rise by 95 people per square mile, reaching a total density of 1,125, just 36% of Portland's density of 3,106 inhabitants per square mile.

What We Heard . . .

The people of Lewiston love their uniquely and richly diverse population.

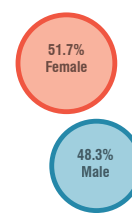
Diversity includes Old Mainers counting those with French-Canadian ancestors and New Mainers which includes a significant Somali and Bantu population.

Tapestries of color walking down the street.

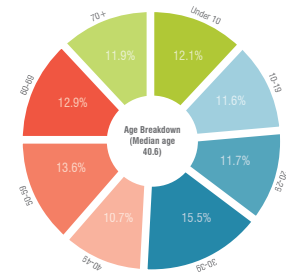
Plan for Lewiston needs to be inclusive of all residents who represent Lewiston.

"We need a plan inclusive of all residents who represent our city to nurture our most vulnerable or those perceived to be weak. This is a human right."

Lewiston Gender Breakdown



SOURCE: 2013 ACS



SOURCE: 2013 ACS

2017 Comprehensive Plan

26 Lewiston, Maine

Environmental Constraints

is for the Sunset Gardens mobile home park at 2161 Lisbon Street.

Agricultural Resources

Lewiston contains large tracts of agricultural land, primarily located in South Lewiston near the Interstate and the Androscoggin River. There are two large commercial farms, including Bell Farms on Ferry Road and Belanger Farms, a third generation family farm, located on Cotton Road. Bell Farms and Belanger Farm are major contributors to local food production. There are also two orchards operating in South Lewiston, Benoit's and Stukas Farms.

Most of the City's agricultural lands are in the Rural Agriculture zone, which allows for low-density residential growth while also encouraging the retention of forest and agricultural lands. This zone is where the majority of large lot subdivisions are located. There are currently no provisions in place to effectively protect agricultural land. To date, the proximity of new homes or other incompatible uses have not affected farming operations.

Lewiston has a number of community gardens that use vacant lots as garden space. Lots to Gardens, a community program of St. Mary's Nutrition Center, has built more than a dozen gardens in four neighborhoods within Lewiston. Since 1999, the organization has used sustainable urban gardening to provide access to fresh food, and build a healthful community.

There is a summer farmers market from June through October one day a week in both Kennedy Park and at the Bates Mill's parking lot. A monthly winter market is held at the St. Mary's Nutrition Center adjacent to Kennedy Park from November through April. These markets provide locals with an opportunity to purchase locally grown, seasonal produce.

Forest Resources

Forestry and timber harvesting are allowed uses in Lewiston. However, this is not a significant local industry with most harvesting done to clear land for development or for firewood. Nine parcels (535

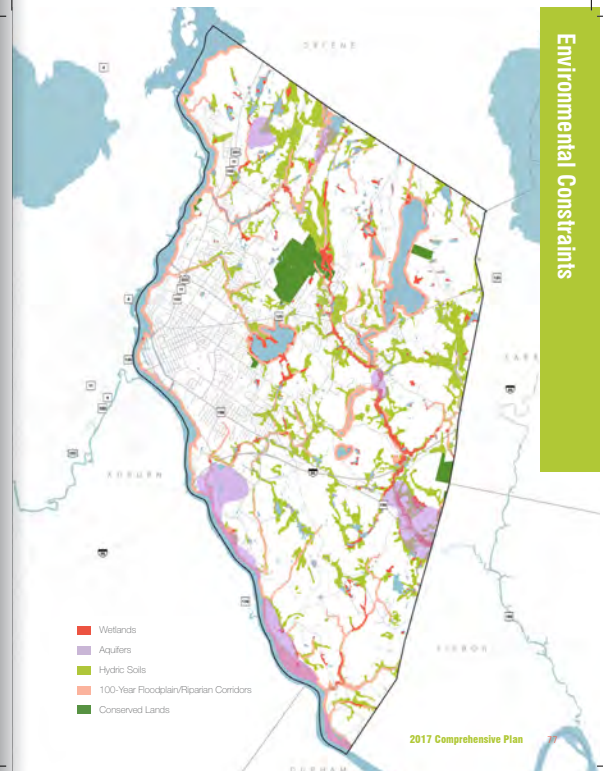
acres) are enrolled in the state Tree Growth Tax program. In the last ten years, five taxpayers have enrolled a total of 346 acres in the program. The City has established forestry management plans on a number of municipal properties, including some associated with schools. In recent years, selective harvesting has begun on these properties to promote healthy forest growth, provide a source of income, and open these areas for recreational uses. The Lewiston/Auburn Forestry Board advises the City Arborist on forest management and other public tree issues. The City also oversees an active inventory of street trees maintained by the City.

The majority of forest lands are in the Rural Agriculture zone, which allows for low density residential growth while encouraging the retention of forest and agricultural lands. Lewiston has a timber harvesting ordinance that offers some environmental protection, but is primarily in place to provide the City with advance notice of timber cutting. Maintaining large tracts of undeveloped land in appropriate areas in Lewiston is vital to supporting habitat and the existing rural nature of the City's edge.

The National Recreation and Park Association recommends between 6.25 and 10.5 acres of park land, per 1000 residents, Lewiston has 11.6 acres per 1000 residents

Resource Protection

Many regulatory and non-regulatory measures have been taken to protect critical and important natural resources. There are two organizations working to protect critical resources in the City. These include the Androscoggin Land Trust, the stewards of a large 180 acre City owned Garcelon Bog conservation easement, and the Stanton Bird Club, which manages over 460 acres at the Thorncrag Bird Sanctuary. At an elevation of 510 feet, the highest point in the city, this sanctuary sits as a green capstone, a forested oasis surrounded on



2017 Comprehensive Plan

76 Lewiston, Maine

SPRING GROVE MASTER PLAN & FORM-BASED CODE

CHARLESTON & DORCHESTER COUNTIES, SC



Spring Grove is an approximately 78,000 acre mixed use development in Dorchester and Charleston Counties, South Carolina. Bill Wright and TPUDC were hired to work with landowner and developer WestRock (formerly Meadwestvaco) in developing Form-Based sector, settlement, community, and lot and building development ordinances and Master Plan Regulations for the project. This work has included preparing a series of master plans that exemplify the owner's commitment to stewardship of the land and sustainable development. These ordinances, regulations, and the plans and development implemented over time will preserve and protect natural resources and rural character and prescribe development based on smart growth principles.



PROJECT DETAILS:

Size: 78,000 acres
Type: Master Plan, SmartCode





BREAKAWAY NEW TOWN PLAN

ASHEVILLE, NORTH CAROLINA



Breakaway is a picturesque hillside New Urban ski village located just outside Asheville, North Carolina featured in *New Urban Living Magazine*. After completing the Master Plan, TPUDC was retained to oversee all of the implementation services for the project. These services entail everything from reviewing engineering details, architecture, site work, material selection, etc. Upon completion there will be a vibrant mixed-use village center and approximately 450 residential units within walking distance that range in size from 500 SF to well over 3,000 SF.

PROJECT DETAILS:

Size: 80 Acres
Type: Greenfield Ski Village



Simpler Times Village Master Plan & Form-Based Code MADISON COUNTY, INDIANA



A rural traditional neighborhood development, the Simpler Times Village is an innovative agriculturally-based and environmentally-sensitive community planned on 127 acres of land in Madison County, Indiana. The design of the development is based on Smart Growth, New Urbanist, and LEED-ND principles. The village will contain a range of housing opportunities and choices within a walkable distance of a mixed-use village center. Progressive storm water management systems were developed to contain, store, and reuse rainwater for irrigation. A highly customized Ordinance was also developed for the project to ensure the unique character envisioned would be preserved.

PROJECT DETAILS:

Size: 127 acres
Type: Greenfield, Rural Urbanism



THRIVEBHM FORM-BASED CODE & SPECIFIC PLANS BIRMINGHAM, ALABAMA

The Greater Birmingham Regional Planning Commission hired TPUDC as the prime consultant to work with the Commission and the City to develop a Form-Based Code Template that will be implemented in different Mixed-Use areas throughout the city. In conjunction with the Form-Based Code template development, existing urban design guidelines are being refined to ensure seamless enforcement. A charrette was held in August 2015 to allow public participation in the planning process and to create illustrative vision plans for two specific Mixed-Use areas.

As part of the planning process, TPUDC developed and conducted a multi-day educational event designed to inform those who will be involved in the approval or administration of the Code, or those who will be affected by the Form-Based Code, about the purpose of the Code, its legal standing, its value, and (an overview of) administrative processes.

PROJECT DETAILS:

Size: Entire City
Status: Completed
Type: Form-Based Code Template, Public Outreach; Suburban Retrofit, Small Area Plan
Code Type: Template to be applied to specific areas
Year: Charrette 2015
Reference: Mikhail Alert, Regional Planning Commission
 Former Senior Planner
 P: (205) 264-8427



Proposed Master Plan for the Crossplex Redevelopment



Proposed infill demonstrating Mixed-Use buildings and complete streets

Cameron Village & Hillsborough Street Small Area Plan

City Explained, Inc.



Location: Raleigh, NC
 Client: City of Raleigh (subconsultant to Stantec Consulting Services Inc.)
 Reference: Ms. Bynum Walker, Planner II, Long Range Planning Division, 219 Fayetteville Street, Raleigh, NC 27601, 919-996-2178, bynum.walker@raleighnc.gov
 Project Dates: 2015 to 2016
 Project Cost: \$20,000 (CommunityViz Model Work/Decision Analytics Task)

General Services: Scenario Planning (CommunityViz), Community Engagement, Master Planning, Systems Level Planning (Transportation, Parks, Open Space & Schools), Policy-Maker Briefings & Dispute Resolution

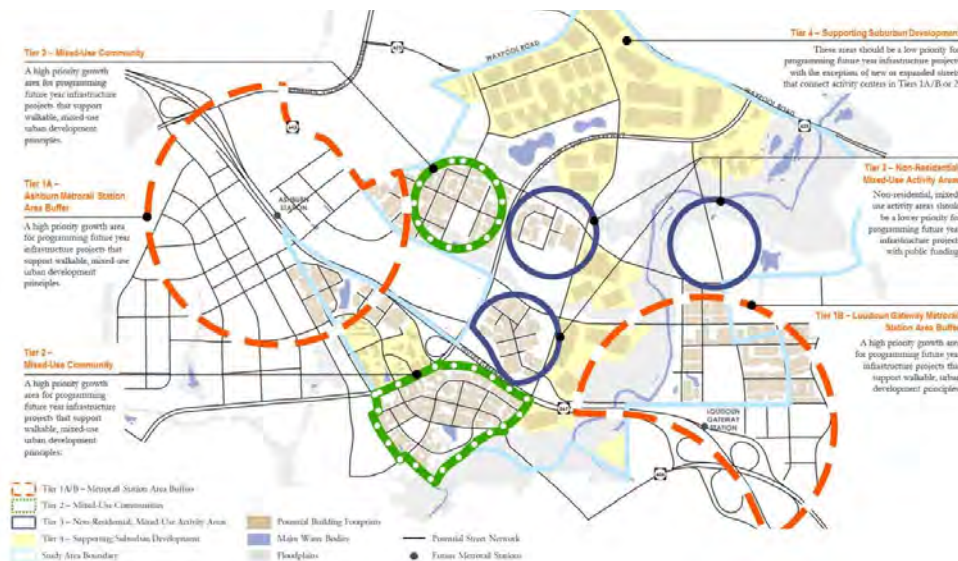
Matt Noonkester (first as an employee of Stantec Consulting Services, Inc. and then as owner of City Explained, Inc.) was one member of a multi-disciplinary consultant team charged with evaluating alternative development scenarios for a high-growth area in Raleigh, North Carolina (immediately adjacent to downtown and NC State University). The scenario planning effort generally sought answers to three important questions:

1. Which sites are most likely to see significant redevelopment?
2. What is an appropriate scale and character for future development given existing development patterns and road network?
3. What roles do transportation and parking play in future development?

CommunityViz software was used to measure and evaluate four alternative growth scenarios for the study area: trend development, moderate intensity growth, high intensity growth, and the preferred growth recommendation. A suite of community indicators (performance measures) distinguished key differences between the scenarios for group discussions, including: build out population, build out employment, build out square feet by development category (retail, office, institutional and industrial), average building heights, average density, available home choices, trip generation, student generation and utility generation.

Loudoun County Land Use Scenario Planning Study

City Explained, Inc.



Location: Loudoun County, VA
Client: Loudoun County Government (subconsultant to Stantec Consulting Services Inc.)
Reference: Mr. Rich Klusek, Senior Planner, Department of Planning & Zoning, 1 Harrison Street SE, Leesburg, VA 20175, 703-737-8814, richard.klusek@loudoun.gov
Project Dates: 2014 to 2015
Project Cost: \$200,000

General Services: Scenario Planning (CommunityViz), Community Engagement, Master Planning, Systems Level Planning (Transportation, Parks, Open Space & Schools), Policy-Maker Briefings & Dispute Resolution

The Loudoun County Land Use Scenario Planning Study provided an opportunity to contemplate alternative futures for a subset of the Dulles Metrorail Service Districts, and measure the impacts of those decisions to evaluate the trade-offs associated with competing scenarios. Information from the scenario planning study — including the *Consultant Recommended Development Scenario* — was combined with recommendations from the *Market Analysis and Best Practices Study for Loudoun County's Metrorail Station Areas* and considered by County staff as they complete a comprehensive plan amendment process.

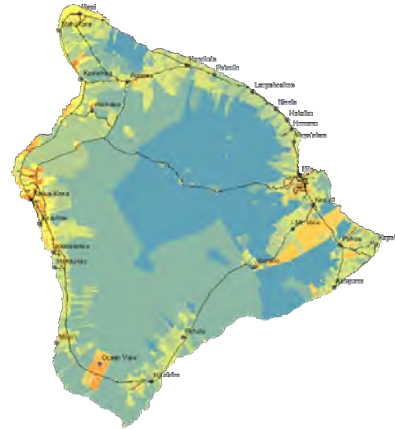
City Explained, Inc. was responsible for all phases of the scenario planning process; including: project schedule, model architecture, performance measures, community engagement, alternative scenario development and a consultant recommended growth scenario (i.e., guiding principles, growth concept map, priority areas for growth, supporting infrastructure recommendations, urban street design principles and key development and design standards) that maximized return on investment for all four objectives stated by the Board of Commissioners: 1) prompt realization of tax revenues to support future Metrorail operations, 2) maximum future employment generation, 3) a desirable land use pattern, and 4) minimum demands on the county's transportation infrastructure.

County of Hawaii General Plan Update

City Explained, Inc.



EXPERIENCE

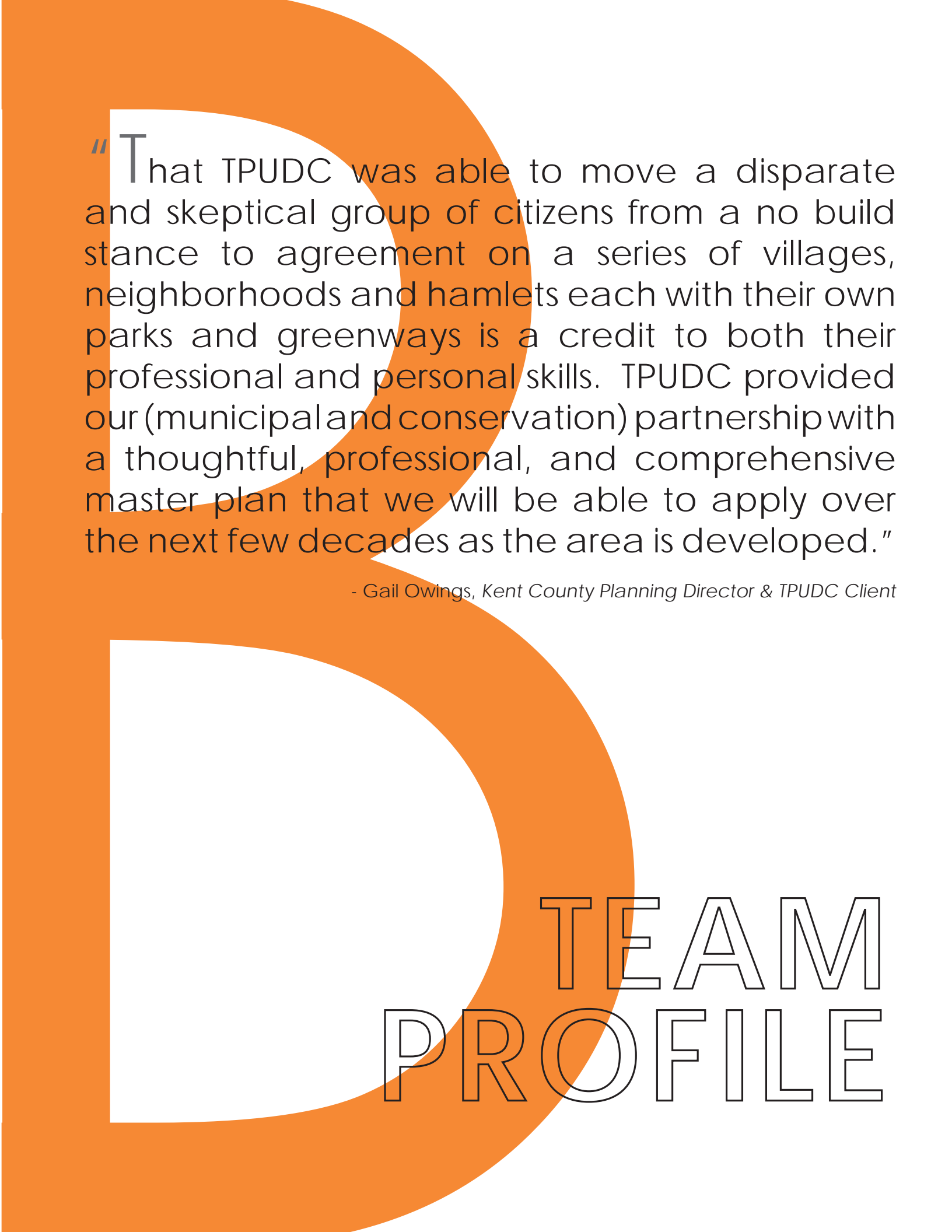


Location: Hawaii County, HI
Client: County of Hawaii
Reference: Ms. Bethany Morrison, Long Range Planner, Hawaii County Planning Department, 808-961-8138, bethany.morrison@hawaiiicounty.gov
Project Dates: 2016 to 2020
Project Cost: \$258,300
General Services: Scenario Planning (CommunityViz), Alternative Growth Scenarios, Build-Out Capacity Analysis, Community Outreach (Public, Stakeholder & Technical)

The County of Hawaii has a population of almost 200,000 living in a wide range of conditions, including busy tourist areas and rural agricultural areas. Once dominated by a sugar industry that has left, the island is full of contradictions and conundrums as it steers its course into the future. For example, how can it preserve and promote productive agriculture in the face of already-platted low-density rural subdivisions? How can it develop high-density transit nodes in the face of slow growth? For the 2017 General Plan Update, County planners set out to do a thorough, analytical, scenario-based study of the island's options and opportunities. Partnering with City Explained, Inc. to bring CommunityViz-based GIS analysis and scenario planning to bear, among the many studies performed were:

- Capacity analysis for over 140,000 parcels, taking into account detailed zoning rules, existing development, and more;
- Forecasting future development patterns according to trends and under alternate scenarios using Allocator 5, looking at historic development trends as far back as 1975; and
- Comprehensive indicator modeling with almost 100 measures in over a dozen categories.

The project included a series of stakeholder and public workshops in which the alternative future scenarios are compared using live CommunityViz displays and keypad polling. Throughout the study, CEI staff worked closely with County staff to train them on the use of CommunityViz and give them practice working with the tool using interim deliverables. The County will continue to use the versatile capabilities of CommunityViz for further projects and studies (independent of the consultant) once the project is completed.



"That TPUDC was able to move a disparate and skeptical group of citizens from a no build stance to agreement on a series of villages, neighborhoods and hamlets each with their own parks and greenways is a credit to both their professional and personal skills. TPUDC provided our (municipal and conservation) partnership with a thoughtful, professional, and comprehensive master plan that we will be able to apply over the next few decades as the area is developed."

- Gail Owings, Kent County Planning Director & TPUDC Client

TEAM PROFILE



Town Planning and Urban Design Collaborative (TPUDC) is excited at the prospect of working with the Town of Harvard and its community. The Team's overall approach is to provide exceptional personal attention and high quality services to each planning and coding project, developing a clear and implementable vision, and energizing future investment based on local opportunities and the collective wishes of the community. If chosen to perform this work, we will work closely with Town Staff to craft a strategy specifically tailored to Harvard to provide the Town with a high quality, customized planning process.

Our approach to any project is based upon authentic and direct collaboration. We partner with the local Staff, a customized sub-consultant Team and the local community to provide the Town with added capacity and skills that supplement local expertise. For the Town of Harvard project, we have assembled a multidisciplinary team of experts in their fields.

Town Planning and Urban Design Collaborative LLC (TPUDC), is a national multi-disciplinary firm that specializes in urban design, land use regulations, public process, and transportation planning. We exclusively work on projects that emphasize walkable, compact, diverse, mixed-use, pedestrian-friendly environments and memorable places that withstand the test of time. TPUDC has worked with towns, cities, developers, and non-profit organizations across the country. As our name suggests, TPUDC is based on a model of collaboration, not only among our team members, but also with our clients, other consultants and with the communities in which we work. We believe that the cross-pollination of ideas yields holistic, innovative, and effective solutions. **Brian Wright** is the Founding Principal of Town Planning & Urban Design Collaborative (TPUDC) and will lead the project. Brian's ability to lead a dynamic and successful public engagement process inspires and assists communities in reaching consensus where none could be reached before. **Jessica Buechler** comes to TPUDC from a municipal planning department where she led community planning and design projects. She will be the Project Manager for the team. **Becky Timmons** is the Director of Implementation. Becky's expertise in master plan documentation and illustration will allow her to assess the specific needs of the Vision Plan and create a document that addresses them in a clear and user-friendly way. **Bill Wright** is TPUDC's Director of Coding and has been a land use attorney for over 30 years. Bill is the one of the foremost legal experts in the country in the creation of Form-Based Codes. One of the co-authors of the SmartCode and Manual, Bill will utilize his expertise and experience writing zoning ordinances across the country to create a form-based code that complies with State statutes. **Gorica Zivak** is a talented graphic designer. She will be responsible for the creation of various graphics including public outreach materials, infographics and master documents to ensure that the Vision Plan is both eye-catching and cohesive. **Emily Wright** handles the day-to-day operations of TPUDC, allowing the creative consultant Team to maximize their design and production time. TPUDC was established in 2005 as an LLC headquartered just outside Nashville, Tennessee.

Arnett Muldrow will bring their expertise in market analysis and economic development to the Ayer Road Corridor Vision Plan and Form-Based Code. Arnett Muldrow will study the changes in industry trends, development activity, and demographic shifts that affect the Town's vision for the future. Arnett Muldrow is known for discovering and recommending creative solutions that allow both existing and future businesses to capitalize on existing opportunities. They have extensive experience working in New England including, Ware, MA; Sandy Hook, Canton and Cheshire, CT; and Burlington, Brattleboro, South Burlington, Waterbury, Rutland and St. Albans, VT.

City Explained (CEI) is a national planning and development analytics firm that works with local, regional and state government officials tackle difficult public policy planning and development analysis issues. City Explained's founder, Matt Noonkester, is the owner of the CommunityVIZ software company, thus CEI has extensive world-class experience using geographic information system (GIS) and their powerful CommunityVIZ software platform to measure and analyze the beneficial and negative impacts of future development scenarios. CEI has partnered with staff and elected officials throughout the U.S. to prepare regional growth studies, comprehensive plans, corridor studies, return on investment studies, capital improvements plans, development impact fee ordinances, and other special studies consistent with state law and community context. CEI will work with the Team on the Ayer Road Fiscal Impact Analysis.

Toole Design is an national consultancy of planners, engineers, and creative people who solve some of the most complex transportation challenges. Providing transportation planning, along with traffic and parking services, they design solutions that are cost- and resource-efficient, forward-thinking, and help support and shape communities nation-wide. Toole will work with the Team and the Town's transportation consultant to assure that transportation considerations are aligned with any planning concepts proposed for the Ayer Road Corridor Vision Plan.



TPUDC - W. BRIAN WRIGHT, CNU-A - PROJECT PRINCIPAL / CO-LEADER

Brian Wright is the Founding Principal of Town Planning & Urban Design Collaborative (TPUDC). He began his career at Duany Plater-Zyberk & Company. Over the years, he has led many comprehensive and master planning and zoning projects across the country. Brian is currently leading the creation of a first-of-its-kind, innovation-focused Comprehensive Plan for the City of Manchester, NH; the nation's first equity-focused Comprehensive Plan for Spartanburg, SC; and a new mixed-use village private development project in Jericho, Vermont (the latter being the direct result of a Form-Based Code TPUDC wrote for the Town in 2013). Brian leads internal quality control activities and big picture strategy for our projects. As a highly skilled public speaker, Brian is an expert in public outreach and engagement, a specialty of TPUDC. Brian's ability to lead a dynamic and successful public engagement process inspires and assists communities in reaching consensus where none could be reached before.



TPUDC - WILLIAM S. WRIGHT, J.D., CNU - DIRECTOR OF CODING & LAND USE ATTORNEY

Bill is a Smart Growth land use attorney and consultant who, prior to joining TPUDC, was a partner with the firm, Balch & Bingham LLP for over 30 years, practicing in the areas of real estate and land regulation. He is one of a handful of coding experts in the country having both legal experience in Smart Growth and land regulatory matters, as well as a comprehensive understanding of planning and the interface between the two. Bill's unique understanding of planning and related principles and its relationship with land use regulation can help ensure that the Town of Harvard's Ayer Road Corridor Vision Plan and Form-Based Code will have the desired results. Bill is a co-author of the SmartCode & Manual, a guide to the customization, adoption, and implementation of the SmartCode, a model form-based planning, development, zoning, and subdivision code that enables and encourages Smart Growth development and re-development. He has worked with a number of cities, towns, and villages on their codes and ordinances, including Birmingham, AL; Mt. Pleasant, MI; Yarmouth, ME; Portland, NH; Port Chester, NY; and Columbia and Franklin, TN.



TPUDC - JESSICA BUECHLER, AICP, CNU-A - PROJECT MANAGER

Jessica is an urban designer and planner with experience in community planning, urban and architectural design, and community engagement. She joined the TPUDC team after spending over four years in the Metro Nashville Planning Department Design Studio, where she worked with communities and developers on multiple planning, zoning and urban design projects in variety of areas, from rural to downtown.



TPUDC - BECKY TIMMONS - DIRECTOR OF IMPLEMENTATION

Becky Timmons will work on existing document review, and community character and will lead the creation of the documents. She is a town planner and urban designer with more than ten years of experience in planning and plan documentation. Becky has been involved in projects across the country, most recently developing plans for Snowmass, CO; West Fargo, ND; Village of Pinehurst, NC, and Scarborough, ME. Becky's expertise in master plan documentation and illustration will allow her to assess the specific needs of the Harvard project and create documents that address them in a clear and user-friendly way.



TPUDC - GORICA ZIVAK - DESIGNER

Gorica is a talented graphic designer in TPUDC's Nashville office. She will be responsible for the creation of various graphics including public outreach materials, infographics and plan documents. Gorica recently contributed to the graphic design of the West Fargo, North Dakota and Snowmass, Colorado Comprehensive Plans. Her eye for detail and creative approach ensures that all of the graphics created for the Harvard project will be both eye-catching and cohesive.



TPUDC - EMILY WRIGHT - PRACTICE MANAGER/CHARRETTE COORDINATOR

Emily handles the day-to-day operations of TPUDC. For each project, she coordinates travel and meeting arrangements and assists with administrative duties including Team coordination, scheduling, and other related tasks to ensure that the project runs smoothly and efficiently. As a charrette coordinator, Emily handles on-the-ground logistics, allowing the creative consultant Team to maximize their design and production time.



RESPONSIBILITY: MARKET ANALYSIS

FIRM DESCRIPTION: ARNETT MULDROW & ASSOCIATES

At Arnett Muldrow & Associates, we are committed to making better communities. Based in Greenville, South Carolina, Arnett Muldrow & Associates was created in 2002 to help communities that want to rebuild their aging downtown, reinvigorate their urban neighborhoods, and create economic development opportunities in growing metropolitan areas. Tripp has recently worked with TPUDC on the West Fargo, ND Comprehensive Plan and is currently working on the Manchester, NH Master Plan.



TRIPP MULDROW, AICP - PRINCIPAL

Tripp Muldrow is an accomplished economist and urban planner with seventeen years experience in a broad range of areas in the planning profession. Tripp's focus has been linking planning and urban design projects with successful economic development and community revitalization strategies in small and medium sized communities. Tripp has authored downtown market studies, neighborhood master plans, tourism development plans, economic development strategies, and community marketing plans for over 100 places in eighteen states. He has also worked "on the ground" implementing these plans as an urban economic developer working for cities, redevelopment authorities, and Main Street programs. Tripp is a skilled public facilitator and talented writer. He is equally comfortable conducting public meetings, facilitating community groups, writing technical reports, and distilling complex technical information for general audiences.



RESPONSIBILITY: FISCAL IMPACT ANALYSIS

FIRM DESCRIPTION: CITY EXPLAINED

City Explained, Inc. is national leader in Fiscal Impact Analysis and Return on Investment (ROI) studies for cities and towns across the country with an unwavering commitment to clients and quality projects. It was started because 'business' was getting in the way of 'projects' and we identified a real need to be more creative, more flexible and more entrepreneurial in our project-thinking and project-execution. We replaced overhead and administration with production and innovation.

City Explained, Inc. (CEI) actively seeks to align itself with cities, counties and regions that appreciate and uphold the virtues of community-based planning. Our team emphasizes a process-driven approach to sustainable development and town-building; always with an eye toward sound technical analysis, meaningful public involvement, and creative solutions for realizing a community's vision. We rely on our creativity and national experience to provide clients with plans that are bold, achievable and fiscally-responsible.

CEI's flagship software product - CommunityViz - is widely used throughout North America and the world for scenario planning, decision analytics and visualization. As the company behind this CommunityVIZ, our experience in its uses and applications for community planning and modeling is literally unmatched.



MATT NOONKESTER, AICP - PRINCIPAL

Matt Noonkester has 20 years of planning experience managing projects that help local, regional and state government officials tackle difficult public policy planning issues. He has extensive experience using geographic information system (GIS) software to measure the built environment and leading community groups through a comprehensive planning process. Mr. Noonkester is the owner of CommunityViz® software company, a GIS extension that provides a framework for planners and citizens to learn and make choices about the future of the places they love. He has also partnered with Staff and elected officials throughout the United States to prepare regional growth studies, comprehensive plans, small area plans, corridor studies, capital improvements plans, land development regulations, urban design guidelines, development impact fee ordinances, and other special studies consistent with state law and community context.

TOOLE DESIGN

RESPONSIBILITY: TRANSPORTATION & MULTI-MODAL PLANNING
FIRM DESCRIPTION: TOOLE DESIGN

Toole Design is the nation's leading planning, engineering, and landscape architecture firm specializing in bicycle and pedestrian transportation. As a firm, our mission is to create livable communities where walking and bicycling are safe, convenient, and enjoyable for everyone. We focus on developing cost-effective and implementable solutions that move people efficiently while also improving health, quality of life, and economic vitality. Unique in the industry, Toole Design creates sustainable communities through livable transportation systems. We believe that the transportation system is the backbone of all infrastructure, and that the key to creating vibrant places lies in how well people can get around. Our keen understanding of context sensitivity, placemaking, and safety shines through in each of our projects. Starting from the earliest planning stages and working all the way through project completion, we consider all modes of transportation, environmental impacts, and urban design to create functional, inviting public spaces for all. Toole's Boston office has worked on some of the most innovative transportation projects in New England.



LUCY GIBSON - SENIOR ENGINEER

Lucy is a transportation engineer who has worked on projects across the country, focusing on street planning and designing streets, corridors, and networks to be safe and vibrant places. She has worked on right-sizing projects around the U.S., and she frequently speaks at conferences and workshops. She enjoys working on both long-range planning efforts and focused design projects that can really make a difference in a community or neighborhood.



**ZANETTA
ILLUSTRATION**

RESPONSIBILITY: ILLUSTRATIONS AND RENDERINGS
FIRM DESCRIPTION: ZANETTA ILLUSTRATION

J.J. Zanetta, owner of Zanetta Illustration, is a valuable member of the design Team, testing concepts through three-dimensional drawing. Through a design loop process incorporating computer modeling, hand drawing, and digital enhancement, his illustrations evolve throughout the charrette, responding to feedback and design changes in real time. The final product will be a series of professional renderings that will excite the community and serve as a tool for the implementation of the community plan. J.J. has experience participating in dozens of charrettes across the United States and contributed the three-dimensional renderings for many of the TPUDC projects included in this Statement of Interest and Qualifications.





W. BRIAN WRIGHT, CNU-A PRINCIPAL

RECENT PROJECT EXPERIENCE

Comprehensive Planning //

Cedar Hill Next Comprehensive Plan, Cedar Hill, TX 2019
Plan Manchester Comprehensive Plan, Manchester, NH 2019
Envision Chesterfield Comprehensive Plan, Chesterfield, MO 2019
Downtown Action Plan, Holly Springs, NC 2018
Blueprint Bedford - Master Plan Update, Bedford, NH 2018
Village of Pinehurst Long-Range Comprehensive Plan, Pinehurst, NC 2018
Comprehensive Plan, Scarborough, ME 2017
Comprehensive Plan, West Fargo, ND 2017
Comprehensive Plan, Snowmass Village, CO 2017
Lewiston Comprehensive Plan, Lewiston, ME 2013
Londonderry Comprehensive Plan, Londonderry, NH 2012

Transportation Planning //

Chittenden County Active Transportation Plan, Chittenden County, VT 2015

Corridor Planning //

Pinardville Corridor Plan & Form-Based Code, Goffstown, NH 2013
Route 1 Commercial Corridor & Character-Based Code, Yarmouth, ME 2012
James Campbell Corridor Master Plan, Town of Columbia, TN 2011
City of Carmel US-31 Master Plan, Carmel, IN 2009

Master Planning & Coding //

Middlebury Master Plan, Middlebury, VT 2019
Zoning Ordinance, Franklin, TN 2019
Munster Character-Based Code, Munster, IN 2018
Port Chester Form-Based Code, Port Chester, NY 2018
Mt. Pleasant Form-Based Code & Downtown Master Plan, Mt. Pleasant, MI 2017
Zoning Code Analysis, Keene, NH 2016
Sewanee Village Implementation Plan, University of the South, Sewanee, TN 2015
City of Birmingham Form-Based Code Template, Birmingham, AL 2015
San Marcos, TX Master Plan & Unified Development Ordinance 2014
Yarmouth Village Master Plan & Character-Based Code, Yarmouth, ME 2014
Downtown and North End Master Plan & Form-Based Code, Portsmouth, NH 2013 & 2014
Town of Jericho Form-Based Code, Jericho, VT 2013
Burlington Downtown / Waterfront Master Plan & Form-Based Code, Burlington, VT 2011
City Center Master Plan & Form-Based Code, South Burlington, VT 2011
Severance Corners Form-Based Code, Colchester, VT 2011
Create St. Albans Master Plan & Form-Based Code, St. Albans, VT 2011
City of Monroe Zoning Review & Form-Based Code, Monroe, GA 2009
Holtville Downtown Master Plan, Holtville, CA
City of Charleston/Johns Island Master Plan & Smart Code, Charleston, SC 2008

Private Development Planning //

East Works District: Rezoning & PUD Development Plan, Franklin, TN 2019
Skinner Family: Rezoning & PUD Development Plan, Jacksonville, FL 2019
The Shipyard, Mount Pleasant, SC 2016
PACANA Infill Master Plan, Pflugerville, TX
H2O Infill Master Plan, Nashville, TN
Brentwood Village Center Master Plan, Brentwood, TN
Simpler Times Village Traditional Neighborhood Development Plan, Indianapolis, IN

EDUCATION

Masters of Landscape Architecture,
Auburn University, 2001

Bachelor of Environmental Design,
Auburn University, 2000

ADJUNCT PROFESSOR

Urban Design Studio,
Auburn University, 2007

AWARDS

2016 Plan of the Year for planBTV - Lewiston
Comprehensive Plan, Northern New England
Chapter of the APA

2013 Plan of the Year for planBTV -
Downtown & Waterfront, Northern New
England Chapter of the APA

AFFILIATIONS

Congress for the New Urbanism
Founder - Next Generation of the New
Urbanists



WILLIAM S. WRIGHT, J.D.

DIRECTOR OF CODING & LAND USE ATTORNEY



AFFILIATIONS

New Urban Codes Collaborative
Founding Principal

NUCC conducts the SmartCode Pro Sessions, a series of seminars for developers, municipal officials, and designers about customizing, calibrating and implement the SmartCode for cities and New Urbanist Communities around the country.

PUBLISHED WORKS

SmartCode & Manual Coauthor

The SmartCode is a guide to the customization, adoption and implementation of the SmartCode, a model form-based planning, zoning and subdivision code that enables and encourages Smart Growth development and infill.

LICENSURE

Bill is licensed to practice law in Alabama and Tennessee.

SELECTED PROJECT EXPERIENCE

Master Planning & Coding //

City of Franklin Zoning, Franklin, TN 2019
Port Chester Code, Port Chester, NY 2018
Mt. Pleasant Code & Downtown Master Plan, Mt. Pleasant, MI 2017
Zoning Code Analysis, Keene, NH 2016
City of Birmingham Code Template, Birmingham, AL 2015
Yarmouth Village Master Plan & Character-Based Code, Yarmouth, ME 2014
San Marcos, TX Master Plan & Unified Development Ordinance 2014
Downtown and North End Master Plan & Form-Based Code, Portsmouth, NH 2013 & 2014
Town of Jericho Code, Jericho, VT 2013
Burlington Downtown / Waterfront Master Plan & Form-Based Code, Burlington, VT 2011
City Center Master Plan & Form-Based Code, South Burlington, VT 2011
Severance Corners Form-Based Code, Colchester, VT 2011
Create St. Albans Master Plan & Form-Based Code, St. Albans, VT 2011
City of Carmel Downtown Master Plan & Form-Based Code, Carmel, IN 2009
City of Monroe Zoning Review & Form-Based Code, Monroe, GA 2009
City of Charleston/Johns Island Master Plan & Smart Code, Charleston, SC

Comprehensive Planning //

Lewiston Comprehensive Plan, Lewiston, ME 2013
Londonderry Comprehensive Plan, Londonderry, NH 2012

Corridor Planning //

Pinardville Corridor Plan & Form-Based Code, Goffstown, NH 2013
Route 1 Commercial Corridor & Character-Based Code, Yarmouth, ME 2012
James Campbell Corridor Master Plan, Town of Columbia, TN 2011

Private Development Planning //

PACANA Infill Master Plan, Pflugerville, TX
H20 Infill Master Plan, Nashville, TN
Brentwood Village Center Master Plan, Brentwood, TN



JESSICA BUECHLER, AICP, CNU-A PLANNER



SELECTED PROJECT EXPERIENCE

Small Area Plans //

With the Metro Nashville Planning Department:

- Haynes Trinity Small Area Plan
- Lebanon Pike Small Area Plan
- Highland Heights Study
- Charlotte Avenue Corridor Study
- Wedgewood-Houston and Chestnut Hill Planning Study
- Dickerson South Corridor Study
- 21st Avenue South Study (Project Manager)

ADDITIONAL QUALIFICATIONS

Metro Nashville Planning Department, Nashville TN

Design Studio - Urban Designer / Planner 2

December 2015 - April 2020

Worked in the Community Design Division of the Planning Department to create design scenarios for multiple sites in Metro Nashville; participated in numerous charrettes; created new Urban Design Overlays; reviewed applications in Urban Design Overlays and The Downtown (form-based) Code; and provided design consultations to developers and other divisions within the Planning Department.

EDUCATION

M.S., Urban & Regional Planning -
Specialization in Urban Design
University of Wisconsin - Madison, 2015

B. Architecture
University of Notre Dame, 2008



EDUCATION

Bachelor of Architecture,
Virginia Tech, 2003

Associate of Architectural Engineering,
Alfred State College, 1999

BECKY TIMMONS DIRECTOR OF IMPLEMENTATION



RECENT PROJECTS WITH TPUDC

Comprehensive Planning //

Downtown Action Plan, Holly Springs, NC 2018
Blueprint Bedford - Master Plan Update, Bedford, NH 2018
Village of Pinehurst Long-Range Comprehensive Plan, Pinehurst, NC 2018
Comprehensive Plan, Scarborough, ME 2017
Comprehensive Plan, West Fargo, ND 2017
Comprehensive Plan, Snowmass Village, CO 2017
Lewiston Comprehensive Plan, Lewiston, ME 2013

Corridor Planning //

Sewanee Village Implementation Plan, University of the South, Sewanee, TN 2015
James Campbell Corridor Master Plan, Town of Columbia, TN 2011

Master Planning & Coding //

Zoning Ordinance, Franklin, TN 2019
Munster Character-Based Code, Munster, IN 2018
Port Chester Form-Based Code, Port Chester, NY 2018
Mt. Pleasant Form-Based Code, Mt. Pleasant, MI 2017
Town of Birmingham Form-Based Code Template, Birmingham, AL 2015
Yarmouth Village Master Plan & Character-Based Code, Yarmouth, ME 2014
San Marcos, TX Master Plan & Unified Development Ordinance 2014
Spring Grove Master Plan & Form-Based Code, Charleston & Dorchester Counties, SC, 2013
Downtown and North End Master Plan & Form-Based Code, Portsmouth, NH 2013 & 2014
Town of Jericho Form-Based Code, Jericho, VT 2013
Route 1 Commercial Corridor & Character-Based Code, Yarmouth, ME 2012
Burlington Downtown / Waterfront Master Plan & Form-Based Code, Burlington, VT 2011
City of Monroe Zoning Review & Form-Based Code, Monroe, GA 2009

Private Development Planning //

East Works District: Rezoning & PUD Development Plan, Franklin, TN 2019
The Shipyard, Mount Pleasant, SC 2016
PACANA Infill Master Plan, Pflugerville, TX

PRIOR EXPERIENCE / PRIVATE DEVELOPMENT

SOUTHERN LAND COMPANY

Associate Town Planner & Guidelines Coordinator

March 2005 - January 2009

- Westhaven, Franklin, TN Master Planning, Visioning, and Architectural Standards
- Tucker Hill, McKinney TX Master Planning, Visioning and Architectural Standards
- McEwen, Franklin TN Master Planning, Visioning, Architectural & Signage Standards
- Imperial Sugar Industrial Redevelopment, Sugarland TX, Master Planning and Visioning



GORICA ZIVAK

LEAD GRAPHIC DESIGNER

PROJECTS WITH TPUDC

Comprehensive Planning //

Cedar Hill Next Comprehensive Plan, Cedar Hill, TX 2019
 Plan Manchester Comprehensive Plan, Manchester, NH 2019
 Envision Chesterfield Comprehensive Plan, Chesterfield, MO 2019
 Downtown Action Plan, Holly Springs, NC 2018
 Blueprint Bedford - Master Plan Update, Bedford, NH 2018
 Village of Pinehurst Long-Range Comprehensive Plan, Pinehurst, NC 2018
 Comprehensive Plan, Scarborough, ME 2017
 Comprehensive Plan, West Fargo, ND 2017
 Comprehensive Plan, Snowmass Village, CO 2017

Transportation Planning //

Chittenden County Active Transportation Plan, Chittenden County, VT 2015

Master Planning & Coding //

Zoning Ordinance, Franklin, TN 2019
 Munster Character-Based Code, Munster, IN 2018
 Port Chester Form-Based Code, Port Chester, NY 2018

Private Development Planning //

East Works District: Rezoning & PUD Development Plan, Franklin, TN 2019
 Skinner Family: Rezoning & PUD Development Plan, Jacksonville, FL 2019

PRIOR EXPERIENCE / GRAPHIC DESIGN

SELF-EMPLOYED/FREELANCE

Graphic Designer

January 2017 - Present

- Created merchandising, including branding customization, album packaging, book and magazine editing and layouts, and poster designs.
- Showcased skills with calligraphy, Photoshop, company branding, photography, videography, and video editing.

HUNTER FAN COMPANY

Lead Graphic Designer

April 2017 - November 2018

- Marketing materials used for both print and digital platforms.

SOVEREIGN CONSULTING GROUP

Graphic Designer

August 2014 - September 2016

- Collaborated on many exciting projects for many touring artists, including stage designs, tour packages, merchandise booth signs, brochures, posters, social media design, logos & booklets.

EDUCATION

Associate's in Multimedia Design,
 Nashville State Community College, 2011

AWARDS

2011 'Best Use of Graphics'
 48 Hour Film Nashville
 Never on Time Productions 'The C-List'



Tripp Muldrow, AICP

Principal



Tripp Muldrow is an accomplished urban planner with seventeen years experience in a broad range of areas in the planning profession. Tripp's focus has been linking planning and urban design projects with successful economic development and community revitalization strategies in small and medium sized communities.

Tripp has authored downtown market studies, neighborhood master plans, tourism development plans, economic development strategies, and community marketing plans for over 100 places in eighteen states. He has also worked "on the ground" implementing these plans as an urban economic developer working for cities, redevelopment authorities, and Main Street programs. Tripp is a skilled public facilitator and talented writer. He is equally comfortable conducting public meetings, facilitating community groups, writing technical reports, and distilling complex technical information for general audiences..

Tripp has served on the faculty of the South Carolina Mayor's Institute for Community Design and has lectured at Clemson University, the University of Georgia, and conducted sessions for the South Carolina Advanced Symposium for Economic Developers. Tripp is passionate about the communities where he works and stays involved in his own community where he is a past president of the South Carolina American Planning Association chapter, a former vice-chairman of the Greenville City Planning Commission, and as a member of the Board of Regents for Leadership Greenville.

Education

Master of City and Regional Planning, Clemson University (1996)
Bachelor of Arts, English, Clemson University (1993)

Speaking Engagements

2005 National Main Street Conference
2007 National Main Street Conference
2010 National Main Street Conference
2010 Destination Downtown
2012 Destination Downtown

Experience

2002-Present – Arnett Muldrow & Associates

Principal, Greenville, SC
Performs downtown and community master planning with specialization in economic development and market analyses.

2000-2002 – MCA Urban Planning

Director of Urban Planning, Greenville, SC
Managed the Urban Planning program at MCA, a division of the 35-person Architecture firm located in Greenville, South Carolina.

1998-2000 – LDR International, Inc.

Project Manager/Associate, Columbia, MD
Managed planning projects in cities across the Southeast including Columbia, SC; Macon, GA; Gulf Shores, AL; and Newport News, VA. Coordinated economic development plans for master planning efforts.

1995-1998 – City of Greenville, South Carolina

Economic Development Specialist
Responsible for planning in the City's West End district, a once declining neighborhood that has emerged as the City's arts and education district. Also worked with commercial corridor planning and historic preservation planning for the city.

Professional Memberships

American Planning Association
American Institute of Certified Planners
National Trust for Historic Preservation

City Explained, Inc.

Matt Noonkester, AICP
President/Principal

Matt Noonkester has 21 years of progressive planning experience managing projects that help local, regional and state government officials tackle difficult public policy planning issues. He has extensive experience using geographic information system (GIS) software to measure the built environment and leading community groups through a comprehensive planning process. Mr. Noonkester is a CommunityViz classroom instructor, and routinely speaks at professional conferences, expert panel sessions, and technical user group meetings on the topic of scenario planning and CommunityViz software. He has also partnered with staff and elected officials throughout the United States to prepare regional growth studies, comprehensive plans, small area plans, corridor studies, capital improvements plans, land development regulations, urban design guidelines, development impact fee ordinances, and other special studies consistent with state law and community context.

Before forming City Explained, Inc. in 2015, Mr. Noonkester owned another successful planning firm, led a community planning team at two large planning and engineering firms, and served in the public sector, holding the position of Zoning Compliance Planner for the City of Bloomington, Indiana.

Relevant Experience

Mr. Noonkester has been responsible for all aspects in the planning process for developing a locally-adopted comprehensive plan, including public participation, scenario planning, plan development, decision analytics, local adoption hearings, and coordination with county, regional, and state agencies. His experience includes:

- Plan 2040 Las Cruces Comprehensive Plan, NM
- Broken Arrow Comprehensive Plan, OK
- Knightdale Next Comprehensive Plan, NC
- Town of Elon Land Use Plan, NC
- Village of Pinehurst Long-Range Comprehensive Plan, NC
- Town of Scarborough Comprehensive Plan, ME
- Town of Bedford Comprehensive Plan, NH
- City of Chesterfield Comprehensive Plan, MO
- Village of Snowmass Comprehensive Master Plan, CO
- West Fargo Comprehensive Master Plan, ND
- Fuquay-Varina 2035 Comprehensive Land Use Plan, NC
- York County Comprehensive Plan, Priority Investment Element, SC
- Garner Forward Comprehensive Plan, NC
- City of Lewiston Comprehensive Plan Update, ME
- Peters Township Comprehensive Plan Update, PA
- Londonderry Comprehensive Master Plan, NH
- City of Jonesboro Comprehensive Plan Update, Land Use Scenario Planning, AR
- Chapel Hill 2020 Comprehensive Plan Update, NC
- Navigate Cornelius: Town of Cornelius Comprehensive Master Plan, NC
- Plan It! Comprehensive Plan, Land Use Scenario Planning, Greenville, SC
- City of Havelock Comprehensive Plan, NC



Special Qualifications:

- American Institute of Certified Planners, Certificate No. 016742
- Certified CommunityViz® Instructor
- Certified Charrette Manager by the National Charrette Institute
- Former Chairman, Village of Marvin, NC Planning Board

Professional Affiliations:

- American Planning Association, North Carolina & South Carolina Chapters
- American Institute of Certified Planners

Education:

- Master of Science, Transportation Planning / Pedestrian Design, Florida State University, 2000
- Bachelor of Arts, Urban and Regional Planning, University of Illinois, Champaign-Urbana, 1997



LUCY GIBSON, PE

SENIOR ENGINEER

PROFESSIONAL HIGHLIGHTS

Years of Experience: 35

Toole Design: 2019-Present

DuBois & King, Inc.: 2012-2019

Smart Mobility, Inc.: 2001-2012

Two Rivers-Ottawaquechee
Regional Commission: 1994-2001

Resource Systems Group:
1988-1994

Jason M. Cortell and
Associates: 1983-1986

EDUCATION / CERTIFICATION

Master of Science, Engineering
Sciences, Dartmouth College:
1988

Bachelor of Science, Civil
Engineering, University of
Vermont: 1983

Professional Engineer: ME, NH,
VT

Lucy is a transportation engineer who has worked on projects across the country that focus planning and design of streets, corridors, and networks to make them safe and vibrant places. Her clients include cities, towns, government agencies, and non-profit organizations that share goals of safer, more efficient, and more enjoyable transportation networks. Her previous work includes technical studies to advance Freeways to Boulevards projects for the Congress for New Urbanism. She was also part of the team that developed and conducted trainings for the *Designing Walkable Urban Thoroughfares* guide, a joint project with the ITE. She frequently speaks at conferences and workshops and is skilled at explaining engineering concepts in way that is clear and easily understood. Her design work includes traffic and multimodal analysis of complex intersections and development of safe and intuitive designs for people walking and biking. She enjoys working both on bigger picture, regional planning efforts as well as smaller focused design projects that can really make a difference to a community or neighborhood.

SELECTED PROJECT EXPERIENCE

Great Streets BTV, Burlington, VT

Lucy served as the lead traffic engineer for this major street design effort. The project included developing street design standards for all of downtown that focus on placemaking, green stormwater infrastructure, biking, and walking. It also included developing a concept design for six blocks of Main Street with separated bike lanes, rain gardens, and parking and traffic circulation changes. Her responsibilities included design of streets and intersections, analysis of traffic circulation and parking changes, and providing technical input into the design standards.

Plan South Boston: Dorchester Avenue, Boston, MA

Lucy is serving as senior transportation engineer on a multidisciplinary team that is developing a transportation plan for an area along Dorchester Avenue in South Boston. This area is being planned for redevelopment that will include high density housing and lab space and a street network with walkable blocks. She is leading the multimodal analysis of current and future conditions and identifying investments that are needed to ensure that walking and bicycling will be the preferred modes of transportation. She is overseeing the traffic operations Synchro software to gain insights on how intersections changes will affect vehicular circulation.

Joe Louis Greenway Framework Plan, Detroit, MI

Lucy served as the lead multimodal transportation engineer on a project to develop standard details for street crossings for the Joe Louis Greenway, an urban trail in Detroit. The greenway includes both rail-trail and on-street separated bicycle lanes, with numerous street crossings as it traverses downtown Detroit. Lucy led the effort to develop thirty design scenarios for crossings and intersection treatments, using current best design practices and responding to the unique conditions of the greenway.

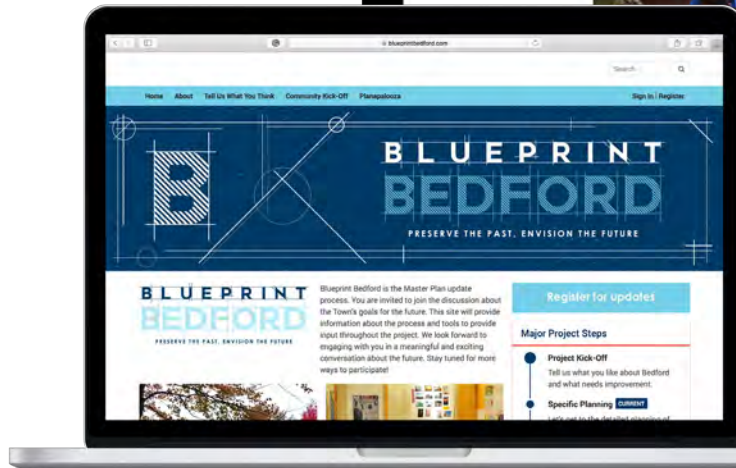
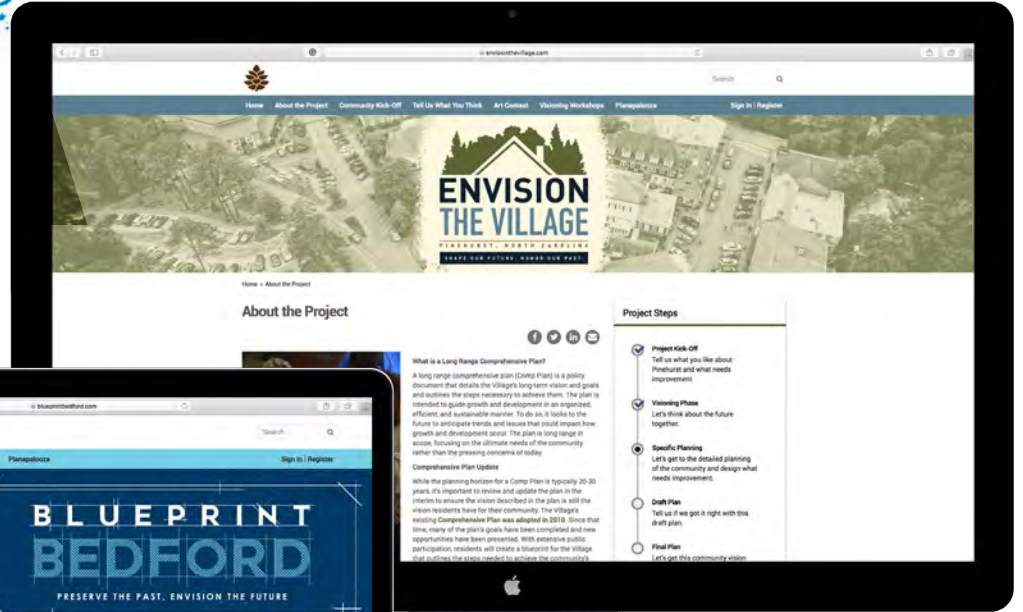
TEAM PROFILE | TPUDC UNIQUE SKILLS

The last six pages of this section are dedicated to two of the unique skill sets found at TPUDC, our beautiful master plan and code documents and our public outreach and input process.

TPUDC is known nationally for producing high quality documents that graphically driven, with concise content that is easily understood and engaging for the general public. This translates into more community engagement and a smoother implementation process.

Featured here are various forms of graphic deliverables TPUDC has created, including spreads from our plans and coding projects, collateral marketing material, project branding, online content and much more.

TEAM PROFILE



COMMUNITY OUTREACH & ENGAGEMENT TOOLKIT

BUILDING AWARENESS



MEDIA
CAMPAIGNS



PRINT
CAMPAIGNS



PROJECT
BRANDING



UNDERSERVED
POPULATION
OUTREACH

GATHERING INPUT



ONLINE TOOL



MEETING
FACILITATION



OPEN STUDIO/
HOUSE



SURVEYING



MILESTONE
CELEBRATIONS



PLANAPALOOZA

**Our charrette
was one of the
most incredible
experiences of
my life.**

John Cogswell,
Developer & TPUDC Client

TPUDC believes that every citizen deserves a voice in the planning process, and that not every citizen uses that voice in the same way. Therefore, we use a variety of tested and innovative methods to engage as many citizens as possible. By building a public outreach and engagement strategy using our toolkit, and by being prepared for unexpected situations, we are able to offer an effective strategy that addresses each client's specific needs.

TPUDC manages the public process directly, working closely with our subconsultants, local Staff, stakeholders and the public. This personal approach is central to our planning work and allows us to actively engage in problem solving, communicating directly with the people most affected by decisions. Our process will grab the attention of the public, landowners, and a diverse cross-section of the citizenry, using tools that range from interactive media technology to old-fashioned word of mouth. The public process will inspire fresh ideas and generate a Vision Plan that reflects the collective community aspirations for a livable, healthy, economically vibrant, and exciting future.

The following are some of our tools for outreach and engagement represents our creative approach, and we are always coming up with new ideas for our projects. TPUDC will refine the Project Outreach and Engagement Plan with Town Staff after notice of selection.

BUILDING AWARENESS

TPUDC will build awareness about the Project by sharing the goals of the planning process and by keeping stakeholders abreast of progress. TPUDC will help citizens and other community stakeholders explore how planning processes have helped shape the community today and how this new Project will have an impact on the future. TPUDC uses a range of outreach mechanisms to ensure that anyone with an interest in the Town can become familiar with the Project and get involved, participate and lend a hand in shaping its future. We partner closely with Town Staff, working hand-in-hand to reach as many constituents as possible.

X PROJECT BRANDING

Project branding is an important component to a successful Project. A well thought out branding can help create a common image that will facilitate the public's understanding of each "piece of the puzzle." The Team will work with the Town to develop a brand that ensures the community knows about the Project, associates marketing material with each part and get people interested and excited.

MEDIA & SOCIAL MEDIA CAMPAIGNS

TPUDC will facilitate outreach through social media channels, such as Facebook, Twitter, and Instagram, as well as reaching out to more traditional media, such as local television and radio stations. This will provide a way to reach citizens through a variety of means, being sure that news related to meetings and events will reach everyone, regardless of the way they choose to use media.

PRINT CAMPAIGNS

Producing print items that people can hold in their hand, put on the fridge, and receive in the mail is a tool TPUDC uses to reach people regardless of their technological ability. Through our graphic design and marketing skills, we produce cohesive and interesting graphic campaigns that use various types of print media, including post cards, ads, banners, and flyers to reach the entire population. This tool is especially important for reaching those who may not have access to a computer.



Example of a promotional poster - West Fargo, ND.

UNDERSERVED POPULATION OUTREACH

Like the Town, we too we want to reach out to the disengaged and previously disenfranchised population. Throughout the Project, the Team will advise and assist the Client with informing all sectors of the public about the Project to garner a complete understanding of the community's desires. TPUDC utilizes the various tools in the toolkit to reach out to those not reached

by traditional methods. We target and aim to oversample marginalized groups to guarantee their participation is collected. We have experience doing this in many ways, using everything from creating marketing materials in different languages, adjusting event times and locations, working with neighborhood liaisons and leaders to strategize, determine best outreach methods, and just talking with people who normally aren't heard. Instead of waiting or expecting the community to come to us, we find opportunities to go to them as well.

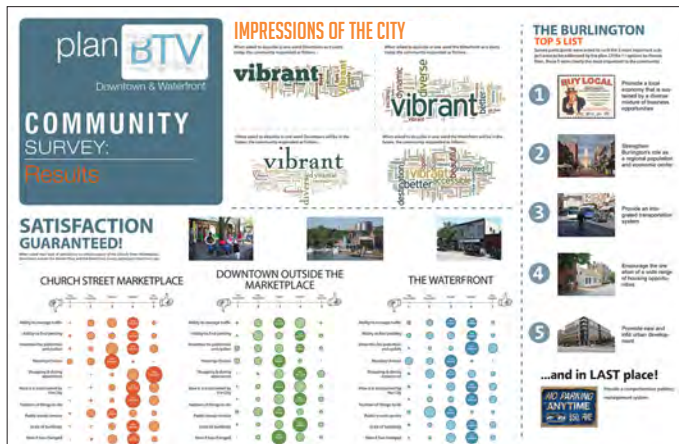
While building awareness, TPUDC is constantly assessing our success in reaching these populations, and adjusting plans to include a different mix of tools if it is felt that the existing strategy is not working. Therefore, we can assure that everyone will have a voice.

GATHERING INPUT

TPUDC will gather and analyze feedback in real-time from current residents and other stakeholders. We will use innovative techniques to gather input on what people care about, and their needs and opportunities in the Town. For a project to be successful, input must be gathered in person as well as digitally using technological tools. We propose to use the following tools to ensure engagement from a broad range of participants.

SURVEYING

Surveying is an important tool to reach people who may not be able to attend scheduled events. This tool is a great way to reach underserved populations because the surveys can be brought to them in a variety of forms including paper form, distributed via email, posted on the Project website or taken in iPad surveys. TPUDC utilizes many different surveying strategies to ensure usable and informative results. The Team has capabilities to prepare infographics to present survey results in an easy-to-understand manner if needed.



Example of results from a survey in Burlington, VT.

ONLINE ENGAGEMENT

To involve more community members in the design process, we can utilize an interactive web platform called Engagement HQ. Engagement HQ has the potential of becoming the Project website and provides several tools in a single comprehensive platform -- map-based interactive tools, surveys, discussion forums, polls, storytelling, and much more. It also allows Staff and the Project Team to maintain a contact list of participants and send out newsletters to keep people informed and engaged.



Bilingual Outreach and Example of Engagement HQ Site

PLANAPALOOZA™

TPUDC understands that the Town would like to conduct planning work through an open and public forum, so that all stakeholders can have a voice in the future of the community. Our Team shares this approach to planning and, in all our projects, we perform planning work in public, setting up studio workspace within the heart of the Town to facilitate dialogue and personal interaction between the Team and the community.

Gathering public input and building consensus is a critical aspect of creating a Vision Plan and Code. TPUDC Principal, Brian Wright, has the unmatched ability to manage differing opinions through open and informative dialogue and discussion with the community, even when related to controversial or sensitive topics. Brian utilizes subtlety, humor and intellect to engage, inform, and entertain participants, gaining trust and inspiring people's imaginations. No planning endeavor is without controversy, but by dealing openly with ideas and issues, TPUDC is able to deliver a product that is generated through problem solving and informed decision making.



Example of workshop during TPUDC's Planapalooza.

OPEN STUDIO/HOUSE

Over the entire course of the Planapalooza™, the entire TPUDC Team and participating Staff will be set up in a space centrally located within the Town, such as a first-floor vacant storefront or municipal building. The studio will function as an office, meeting room, and gallery, open to the public from morning through night. Because stakeholders differ in their times of availability, the open studio will ensure that everyone can find a time to engage in the process and contribute their ideas. Any citizen or official that wishes to stop in and provide comments, suggestions, or simply watch us work, will be able to stop by at their own convenience. This is a great way for people who could not make it to planned events to take part in activities they

missed, or provide input. Our Team members are available to engage with the community, ask questions and accept feedback and ideas.

MILESTONE CELEBRATIONS

It is important to recognize the time that citizens take to participate in planning and coding activities, and to inform them of milestones that have been reached. These celebrations not only thank the citizens that have already participated, but also show newcomers that the process can be fun and exciting. These events give everyone a moment to relax, look back at work that has been completed, look forward to problems down the road, and just enjoy the company of their neighbors. We even consider the start of the project a milestone, using a community gathering event, such as a BBQ or picnic as a fun way to spread the word and get started.



Wine and chocolate gathering.

MEETING FACILITATION

Within a Town, there are certain groups of citizens and officials that may have information to share about a certain topic. Therefore, the Team organizes technical, topic-specific meetings throughout the process that allow stakeholders to use their expertise to provide specific types of information that may otherwise go uncollected. These meetings allow for small groups to discuss specific details on topics such as environmental concerns, specific transportation or infrastructure issues, housing affordability and choice, or any other topic that may arise.



Technical Meeting facilitated by TPUDC in charrette studio.

"Our design workshop was an awesome experience for the organization and for the neighborhood. We will not hesitate to recommend your team highly at every opportunity."

- Chris Ude, President of Hard Bargain/Mt. Hope Redevelopment Inc. & TPUDC Client

PROJECT UNDERSTANDING & APPROACH

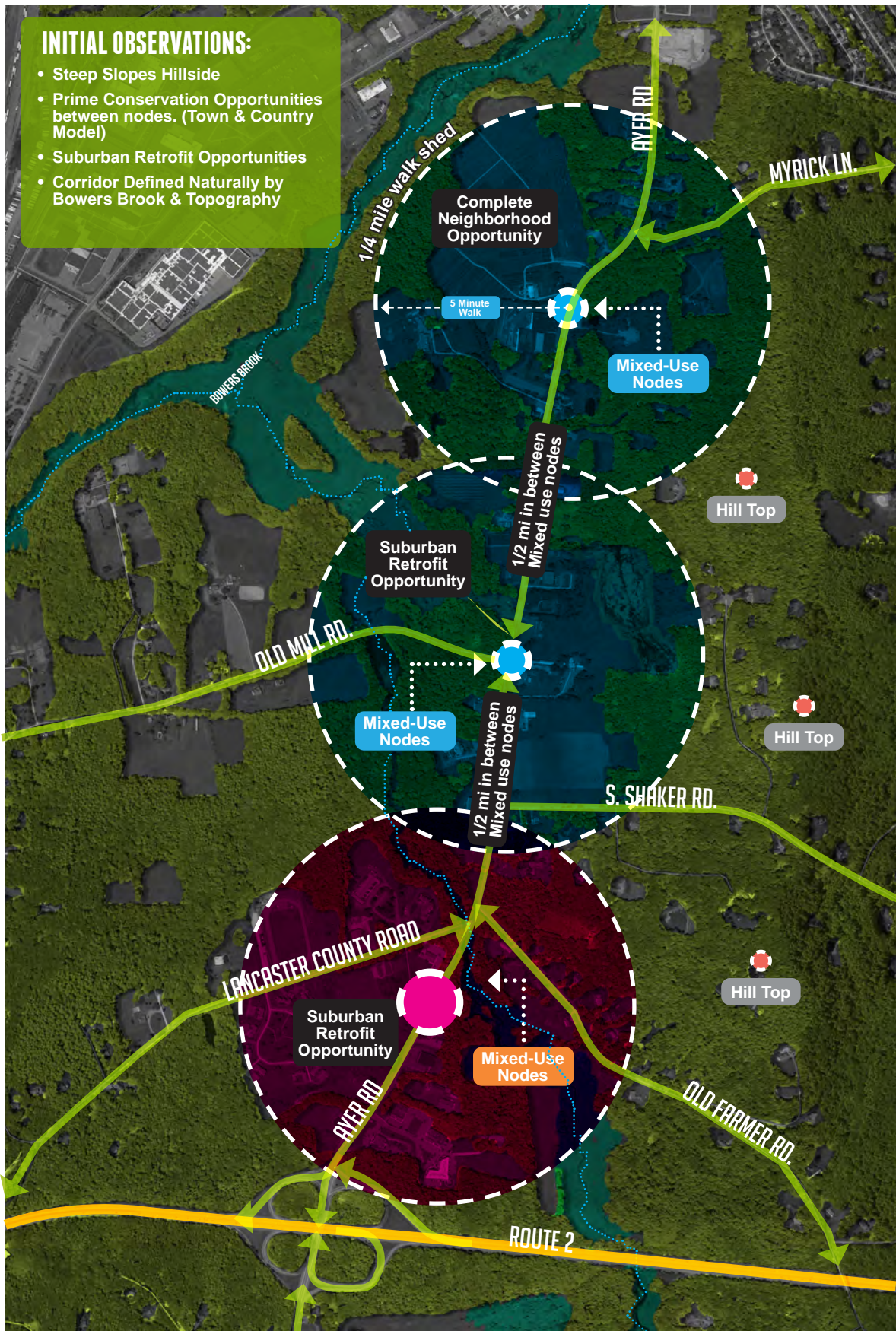
INITIAL OBSERVATIONS ABOUT THE AYER ROAD CORRIDOR

While we acknowledge that we are not yet experts in the current conditions in Harvard, we have made a few initial observations based on our research and preparation for this submittal. The Corridor is a unique mix of agricultural rural development, New England small-scale suburban interventions and beautiful natural amenities. This provides an opportunity to make decisions about growth and conservation and the future character of the Corridor. Considering a planning framework that incorporates a series of nodes and linkages with preservation as the defining edge to development may yield the results the community is looking for. Working with the community through a robust public input process, ideas like this will be explored and others will be uncovered.

For the zoning phase, we would anticipate working with Town Staff in determining whether the Ayer Road Corridor Code will be entirely form (or character) -based or a hybrid code with a mix of form-based and conventional zoning. A form-based approach would seem to provide the possibility of more streamlined approval and predictable development result in which the Town and its citizens could have confidence. An approach with which we have had success in corridor coding is to create more than one form-based districts, which would be applied based on the context. For example, in the case of the Ayer Road Corridor, a Harvard-calibrated General Village (a T4 derivative if using the Transect as the organizational framework), might be applied to nodes and the areas between them could be zoned as a Harvard-calibrated Rural or Village Edge (a T2 derivative if using the Transect), if those areas are intended to remain in their current pattern. This would create the possibility of a traditional “town and country” pattern along the Corridor that works well with the nodes, linkages and conservation described above. If more development were desired between the nodes, in less pedestrian-friendly areas, a customized Village Corridor Zone (a more auto-centric T-4 derivative) could be applied to some of those areas.

There may also more than one approach that could be used in the Corridor code. One would be to proceed under M.G.L Chapter 40A (Zoning), providing for the new districts and their standards. Another might be to utilize the Special Permit process with enhanced standards to provide more confidence in predictable development results. Finally, the Town may find it useful to use M.G.L. Chapter 40R (Smart Growth and Housing Production) as a basis for the Corridor Code, subject to the requirements and limitations of that Chapter.





TPUDC's approach to any planning, zoning and/or form-based coding project is to provide the Town with high-quality deliverables that build upon previous studies and planning work, while offering fresh insight into the issues at hand and innovative approaches to engaging the public. We believe that a Vision Plan and Code project, and the public process by which it is formed, should reflect what residents and stakeholders truly care about. If chosen to perform this work, the Team would work closely with Town Staff to craft a strategy specifically tailored to the Town of Harvard.

UNIQUE APPROACH TO MARKET & FISCAL IMPACT ANALYSIS

Market Analysis and Fiscal Impact Analysis are key components to the Ayer Road Corridor Project. Tripp Muldrow of Arnett Muldrow Associates and Matt Noonkester of City Explained, Inc. will combine their expertise to provide these analyses for the Project. Tripp and Matt have worked with the TPUDC team for nearly 10 years and together we have developed a unique approach to understanding the market and how planning and zoning decisions today impact the finances of the Town in the future. Matt and Tripp are both trained as planners as well, giving them a deep understanding of, and appreciation for, the importance of placemaking, community character and the intangible qualities that make a community special. This makes an incredible difference in their contribution to our Team's plans and codes.

The Team will work with the Town to gather pertinent and necessary data to help understand the realities of today so that work can be grounded in facts rather than perceptions or assumptions. We will review current and prior planning studies and documents, economic, housing and market data, GIS information, and public input, in order to provide an initial assessment of the current physical, social, and environmental conditions in the Harvard.

Most importantly, the Team will find insights in the data and extract what is relevant for future decision-making. The data and insights are transformed into infographics and visual representations that are presented in an easy-to-read format that is understandable at a glance by the average citizen.

Utilizing CommunityVIZ software, Matt Noonkester will test at planning scenarios for potential future impacts in order to allow the community to make informed decisions about development.

ANALYSES INFORMING VISION PLAN AND CODE

These analyses will be brought forward into the Vision Plan and will provide direction and inform the Vision Plan, and ultimately, the Code.

A DEEP UNDERSTANDING OF COMMUNITY PLANNING AND LAND USE REGULATION

Comprehensive, vision, master planning, and urban design are about creating a bold, realistic, well-articulated vision and identifying strategies that protect what is most loved in a community and will bring about transformative change in areas needing improvement. The TPUDC team is an industry leader in developing plans that serve as an anchoring framework into which future growth, conservation and investment will flourish.

Our Director of Coding, Bill Wright, is a land use attorney and coding consultant who will lead the development of the Ayer Road Corridor Code. He has written codes for municipalities across the country and is able to quickly absorb and understand the various states' enabling statutes. Specifically, he has knowledge of Massachusetts enabling legislation and laws under the Massachusetts Zoning Act, Massachusetts Acts of 1975, Chapter 808, and Massachusetts General Law Chapters 40A (Zoning) and 40R (Smart Growth Zoning and Housing Production). He also will meet and consult with the Town's attorney on zoning issues in the Town and under State law.

TPUDC will work closely with the Project Team and Town Staff to review the existing zoning regulations and zoning map and provide a Form-Based Code that will prepare the Ayer Road Corridor Code to develop in a manner that is predictable, enhances the Town's tax base, and avoids conflicts with the remaining parts of the zoning bylaws. It will enable the Town and developers to handle project approvals more expeditiously and will align with and support the new Ayer Road Corridor Vision Plan. The new zoning regulations for Ayer Road Corridor will be highly illustrative, using illustrations, graphics, renderings, tables, and figures to convey specific standards and regulatory concepts, making the regulations reader-friendly and understandable.

A CREATIVE AND COLLABORATIVE APPROACH TO PLANNING AND CODING

We are known for our ability to create interesting and nuanced plans and codes with captivating graphics and visualizations that are easily understood by the public and clearly convey the goals of the community. The quality of our graphic tools helps build strong consensus around a tangible vision and makes it easier to obtain community support for implementation efforts. The zoning regulations and Vision Plan will also better enable the Town to seek public sector funding and private development and investment to move ideas forward. Our approach to any project is based upon authentic and direct collaboration. We partner with Staff and the local community to provide the Town with added capacity and skills, which supplement local expertise.

AN INNOVATIVE ENGAGEMENT PROCESS

TPUDC believes that every citizen deserves a voice in the planning and coding process, and that not every citizen uses that voice in the same way. Therefore, we use a variety of tested and innovative methods to engage as many citizens as possible.

By building a public engagement strategy using our toolkit, and by being prepared for unexpected situations, we are able to offer an effective strategy that addresses the Town's specific demographics, strengths, weaknesses, and characteristics.

These tools reflect our time-tested work methods. Through our unique Planapalooza™ process, TPUDC can lead one-on-one meetings, public workshops, and technical meetings to discover and articulate the community's goals, preferences, and priorities for the Vision Plan and Code. All of these different perspectives and input mediums will allow for the creation of a clear and distinct vision for the Ayer Road Corridor.

In order to ensure a successful public process, a strategy will be calibrated based on the needs of the community. The various types of tools used by TPUDC will allow us to create a public engagement program to interact with people of all backgrounds and income levels. These tools help educate the public about the planning and coding process, and therefore get them involved in something they may have never been interested in before.



Visioning Sessions - Village of Pinehurst, NC.

VISUALIZING PLANNING CONCEPTS

In most community planning and coding efforts on which TPUDC works, master planning and design are central parts of the process, helping stakeholders grasp ideas and concepts being discussed. To help clarify the implications of the Vision Plan and Code for the public, we will use a variety of illustrative techniques, including street-level and bird's-eye renderings, photo-simulations, 3D models, and architectural concept renderings. These visual elements help further refine the vision and spur the imagination of those participating in the process.

EFFICIENT PROJECT MANAGEMENT

TPUDC will lead the overall Team effort for the Ayer Road Project, working closely with our sub-consultants and the Town to ensure on-time and on-budget delivery for each Phase of the Project. TPUDC and the other Team members have worked together on a number of similar projects for many years. These well-established relationships will help facilitate a seamless process.

TPUDC will establish and facilitate regular calls and meetings with key Town Staff to review progress and assess needs as they arise. Upon Project and Phase kickoffs, the Team will confirm call and meeting schedules. One of TPUDC's highly experienced staff will act as Project Manager, working closely with Town Staff and TPUDC Team members to coordinate all milestones and tasks.

PROPOSED SCOPE OF SERVICES

The following pages describe our proposed detailed work program. We look forward to engaging in a scope of work that will address the particular challenges faced in Harvard in new and effective ways. Depending on the conditions surrounding COVID-19, meetings and events may also be held virtually either through web conference or phone.

Below is a potential scope of services that covers all of the items in the RFI. This scope would be refined in collaboration with the Town to ensure that it meets all of the needs in the Corridor for planning and coding.

PHASE 1: MARKET ANALYSIS & FISCAL IMPACT ANALYSIS

TASK 1.1 PROJECT AND PHASE 1 KICK-OFF

We will kick-start this Project and Phase 1 with a goal-setting work session with Town Staff. This meeting will cover a number of topics such as:

- Goals for the Project and process based on the Client's perspective;
- Discussion of local initiatives;
- Relevant studies, plans, and policies;
- Objectives and recent accomplishments of local, regional, and state organizations;
- Data and other information (e.g. GIS data) that is needed to complete the Project, including an initial assessment of available and missing data;
- Establishment of measures of success;
- Discussion of public outreach objectives and strategy; and
- Procedures for sharing of information.

Additional kick-off meetings will be conducted at the beginning of Phases 2 and 3.

TASK 1.2: PHASE 1 PROJECT MANAGEMENT PLAN

TPUDC will prepare a Project Management Plan that specifies a schedule of work, the roles and responsibilities of the Project Team and Town Staff, identifies specific work tasks and milestones, and indicates key deadlines for comments on draft materials.

TASK 1.3 DATA COLLECTION

The TPUDC Team will collect secondary data, including:

- Local and Regional Economy and Market Overview
- Delineation of Local and Regional Trade Areas for Each Market Type
- Inventory of Market Sectors, with lease and vacancy rates:
 - Housing (# Units by type)
 - Retailing (SF by subtype)
 - Dining (SF by subtype)
 - Office (SF by office market subtype)
 - Services & Other, e.g. Entertainment (SF by subtype)
 - Other (SF by type)

A Gap and Leakage Analysis, which updates the 2014 ESRI data, will be completed. This will include an analysis of sales and consumer expenditures by individual retail category, as well as identification of other communities to which leakage is being lost.

This Task also will include primary data collection, including:

- Local interviews with individuals and/or small groups, gaining insight into market conditions, including stakeholder groups identified by Town Staff and intercept data gathering;
- Demand forecasts, forecasting fundamental and marginal demand;
- Competitive supply analysis;
- Calculation of marginal demand; and
- Forecast of subject area capture (\$ and s.f.), translated into buildable s.f.).

We also will review existing maps and plans, as well as the Town's Zoning Bylaws to understand how those items may impact the work completed during Phase 1. This Task will also include a site visit and observations.

TASK 1.4 DATA SYNTHESIS & ANALYSIS

From the data collected, the TPUDC Team will create a retail capture scenario, which projects space demand for new and expanded uses in the Corridor, and provides the square footage of supportable retail by individual category. We also will complete a retail shares analysis to determine how the Corridor is performing in a regional perspective in individual retail categories, and identify potential retail clusters.

This Task also will include identification of feasible uses, reviewing and summarizing our findings, providing a summary of study area weaknesses, opportunities, and threats, developing an in-depth analysis, and providing our preliminary findings to Town Staff. After discussing the preliminary findings with Staff, we will refine them as appropriate. We will also use demographic trends to identify potential other uses along the Corridor including residential, service, and office uses.

TASK 1.5 FISCAL IMPACT ANALYSIS

The TPUDC Team will develop a suite of decision-making tools for the fiscal impact analysis component of the Project, which will measure impacts and evaluate trade-offs of competing land use and tax scenarios on the Town's tax base and municipal revenue streams. The initial model will focus on the type, location, pattern, and intensity of development promoted in the existing condition using the quantities and mix of uses identified in the Market Analysis, taking into consideration existing site conditions and development status, infrastructure capacity, and other development constraints. The initial scenarios will be run to 1) test the sensitivity of form, bulk, intensity and design provisions contemplated for the new Code in terms of fiscal impact considerations, 2) quantify the overall impact to supporting infrastructure, 3) quantify levels of financially viable and feasible uses, 4) test a range of tax rate scenarios, including single- versus split-tax and other options, 5) track revenue potential and cost of government services, and 6) calculate general return-on-investment.

Once Phases 2 and 3 are completed, updated scenarios could be run, reflecting the impact of the development contemplated by the Vision Plan and permitted by the Code as compared to the development and the existing zoning regulations.

Most of our clients also like to test maximum build-out potential for a new code and compare it to current and long-term market conditions anticipated for the jurisdiction. Build out potential in the model will be reported using dwelling units, population, employees, and non-residential square feet, which are linked with coefficients and elasticity factors calibrated to Harvard for the various impact calculations.

If the Town is interested, the consultant team can also expand the dashboard in CommunityViz to include performance measures related to quality-of-life indicators, environmental impacts, etc.

Information from the fiscal impact model will be shared in several formats, including: tables, maps, info-graphics, and three-dimensional images to build confidence in the decision-making process for adopting the new Vision Plan and Code.

The tools and data will also be provided to the Town at the end of the Project for continued monitoring and scenario testing independent of the consultant.

There is great flexibility in how we develop a model framework and the scenario planning process to best evaluate the Vision Plan and Code and their potential fiscal impacts. We will work with client Staff and their partners to maximize the utility of our decision-making tools in the areas of decision analytics, performance measures, sensitivity testing, community outreach, and live database monitoring. Consultant team members have built literally hundreds of build-out models (most with fiscal impact considerations) throughout the country, and offer a tremendous amount of experience and demonstrated work products to evaluate the possibilities.

TASK 1.6 DEVELOP & RELEASE FINAL REPORT

The final Market Analysis and Fiscal Impact Analysis Report will be developed and released.

TASK 1.7: ONGOING PROJECT MANAGEMENT

TPUDC will work closely with Town Staff to coordinate all Project milestones and tasks and to manage the Project budget and billing. The TPUDC Project Manager will establish and facilitate conference calls with the Town Staff to review progress and assess needs as they arise. Town Staff and Project Team will confirm Project call and meeting schedules. Coordination activities may be used to present preliminary findings, discuss on-going issues, check in for Project performance feedback and other general coordination. Routine coordination in between milestone meetings will occur via telephone, email or interaction over a file share site.

PHASE 2: CORRIDOR VISION PLAN

TASK 2.1: PHASE 2 INITIATION

The Project Team will conduct a kickoff event in Harvard to include Tasks 2.1.1, 2.1.2, 2.1.4, and 2.1.9. Depending on the conditions surrounding COVID-19 at that time, these events may also be held virtually either through web conference or phone.

TASK 2.1.1: KICK-OFF MEETING WITH TOWN STAFF

We will kick-start Phase 2 with a work session with Town Staff to identify overarching goals for the Vision Plan. This meeting will build off of the Project and Phase 1 Kick-Off Meeting.

TASK 2.1.2: INTERDEPARTMENTAL MEETING

We find it beneficial to bring all relevant Town departments together to enhance the collaborative process. This serves to ease the review and adoption process and ensures that all departments are working as a cohesive team moving toward the same goal. To this end, the Project Team will be working directly with Town Staff as a single, integrated team. Those in attendance at the interdepartmental meeting should be individuals that will be directly involved in the implementation, not just the creation, of the Vision Plan.

TASK 2.1.3: PHASE 2 PROJECT MANAGEMENT PLAN

TPUDC will prepare a Phase 2 Project Management Plan that specifies a schedule of work, the roles and responsibilities of the Project Team and Town Staff, identifies specific work tasks and milestones, and indicates key deadlines for comments on draft materials.

TASK 2.1.4: TOUR OF THE TOWN - SITE VISIT AND OBSERVATIONS

The Project Team and Town Staff will conduct a reconnaissance tour of the Town. This task provides an opportunity to discuss and review location-specific opportunities and constraints and to familiarize ourselves with the area. Town Staff will map out a tour highlighting key locations and will serve as our tour guide, explaining what we are viewing and its significance to the Project. Additional site visits may be conducted as needed. Site visits may be in person or held virtually through Google Earth.

TASK 2.1.5: ELECTED/APPOINTED OFFICIALS INTERVIEWS

The Team will conduct individual interviews with members of the Planning Board and Select Board, who are particularly important in the adoption and implementation of the Vision Plan. The Town's appointed and elected officials are representatives of the at-large community, and are one of the best windows through which to "see" the Town. They will have the opportunity to share hopes and concerns about this Project. Through policy-maker interviews, we will begin to identify any potential barriers to overcome during the planning process. The interviews will help the Project Team prepare for the Community Kickoff Meeting by drawing attention to topics of interest and potential "hot button" issues.

TASK 2.1.6: PROJECT BRANDING

We will work with Town Staff to develop Project branding to ensure the Vision Plan process is recognizable, that the community knows about the Project and actively participates in the process.

TASK 2.1.7: IDENTIFICATION OF STAKEHOLDERS & COMMUNITY OUTREACH & ENGAGEMENT PLAN

Few issues are as crucial to a project as initiating and maintaining meaningful public involvement. The Project Team understands that the Town of Harvard would like to conduct planning and coding work through a robust public process so that all interested residents and other stakeholders can have a voice in shaping the future vision for the Corridor. The Team will work closely with Town Staff on a Public Outreach & Engagement Strategy, which will include:

- Identification of stakeholders and timing of meetings associated with public outreach and collaboration;
- Strategy for ensuring the process is accessible and equitable to all members of the community;
- Methods and materials anticipated for use throughout the public outreach effort and for each audience;
- Strategy for use of print and broadcast media for public meeting announcements and provision of information;
- A toolkit of events and other activities for building awareness and gathering input, which will be tailored to the needs of the Project;
- Strategies for gathering input if social distancing protocols prevent in-person events.

TASK 2.1.8: PRINT, BROADCAST & SOCIAL MEDIA CAMPAIGN

The Project Team will work with Town Staff to initiate the social media campaign using the tools agreed upon and identified in the Public Engagement Strategy. This first round of media outreach will be used to raise awareness of the Project and generate excitement.

The print and media campaign will continue throughout the planning and coding process, inviting all stakeholders to participate and provide input. The Project Team will work with the Town to be sure that social media outlets are populated regularly with information on upcoming meetings and to drive traffic to the Project website.

TASK 2.1.9: COMMUNITY KICK-OFF MEETING

This public event will serve as the official start of the planning process for the general public. It will be used primarily to get people excited about the Vision Plan, provide an overview of the process to date and moving forward, generate and share big ideas for a long-term vision, and answer questions. Town Staff will be responsible for advertising this and any other community meetings using the outreach materials created by TPUDC. This event can be conducted virtually if necessary.

TASK 2.1.10: ONGOING PROJECT MANAGEMENT

On-going Project Management will continue throughout Task 2.1.

TASK 2.2: INITIAL REVIEW & ANALYSIS

TASK 2.2.1: REVIEW BACKGROUND DOCUMENTS

To better understand the framework within which Town leadership is currently operating, the Project Team will review plans, policies, programs, and regulations supplied by the Town, especially those that will be incorporated into—or could influence the development of—the Vision Plan. The Market Analysis and Fiscal Impact Analysis completed during Phase 1 will be a key component of this review.

TASK 2.2.2 REVIEW MAPS, PLANS, AND ZONING BYLAWS

If necessary, the TPUDC Team will conduct a further review of the Town's relevant existing maps and plans, as well as the zoning Bylaws to determine their impact on the Project.

TASK 2.2.3 LAND USE AND ZONING ANALYSIS

We will provide a summary report of our findings on the Town's land use and zoning regulations as related to the Ayer Road Corridor.

TASK 2.2.4 TRAFFIC & TRANSPORTATION NETWORK ANALYSIS

Using data and transportation network maps provided by the Town, our Team will review and analyze traffic and the transportation network on the Ayer Road Corridor.

TASK 2.2.5: BASE MAPPING

TPUDC will work with the Town to prepare base mapping for use during community engagement sessions and as the base for any design work. Base maps will include layers such as environmental constraints identified on local and State

databases, as well as parcel lines, existing buildings, historic properties, roads, and other pertinent data layers required for the Project.

TASK 2.2.6: EXISTING CONDITIONS ASSESSMENT

The Project Team will conduct an initial assessment of the Ayer Road Corridor and the Town in general. Using information provided by the Town, we will assess topics such as demographics; local and regional policies; housing and neighborhoods; natural and environmental features; transportation and utilities; land use and the built environment; historic, archaeological and cultural assets and public facilities, and infrastructure. The information collected will be summarized within the Plan.

TASK 2.2.7: ONGOING PROJECT MANAGEMENT

Project Management will continue throughout Task 2.2.

TASK 2.3: SPECIFIC PLANNING PROCESS

TASK 2.3.1: PLANAPALOOZA™ (DESIGN CHARRETTE)

Though community engagement will occur over several months, we recommend that the bulk of planning- and coding- related discussions and decisions be undertaken during a multi-day event. This robust, real-time process creates the opportunity to build rapport and trust through direct collaboration and sharing of ideas between the Team, the Town, and the public. TPUDC provides an innovative and advanced event we've termed the Planapalooza™. We conduct planning and coding work in public, setting up a studio workspace within the heart of the Town or the Corridor to facilitate dialogue and personal interaction between the Project Team and the community. The Planapalooza™ can be conducted either in-person, or if COVID-19 distancing restrictions persist, online. Our innovative online tools will ensure that everyone has a say in the process, no matter how they participate.



Planapalooza Event led by TPUDC

The Planapalooza™ is an experience that typically includes a variety of TPUDC's more innovative and creative engagement tools. The process will provide Town of Harvard stakeholders a forum to provide ideas and goals for the future of their Town in an approachable and accessible way. In addition to presentations and technical meetings, we incorporate other more light-hearted events like themed workshops, scavenger hunts, bike rides, potlucks or other fun activities. Any additional out-of-the-box tools we utilize are crafted to assist in gathering meaningful input about the communities desires for the future.

SUB-TASK 2.3.1.1: PUBLIC OPENING PRESENTATION AND HANDS-ON VISIONING WORKSHOP

The Planapalooza™ event will open with an introductory presentation on planning best practices, describe innovative planning, sustainability and economic development tools related to topics relevant to the Town, and outline the process moving forward.

Following the opening presentation, the Team will facilitate a hands-on workshop where the public will be invited to contribute their ideas, working with base maps of the Town to identify how they might like to the Ayer Road Corridor improve in the future, what areas of the Corridor or the Town generally they like and don't like, and any other concerns or ideas they may have relating to the future Vision Plan. This intensive process will reaffirm issues and opportunities and serve as a visioning session to hone in on community aspirations and desires for the future.

From this community conversation, the Team will be able to start developing a set of guiding principles or themes that will be the foundation upon which the Vision Plan and Code will be built.

We expect that this meeting will be open to all stakeholders interested in the future of growth and development of the Town. We suggest that this public workshop be held in a location where the community feels comfortable and a general sense of invitation. The location can be identified with Town Staff in an effort to ensure it is accessible to the majority of residents and stakeholders.

SUB-TASK 2.3.1.2: OPEN STUDIO

For the entirety of the Planapalooza™, the Team and participating Town Staff will be working in a temporary design studio set up in a space centrally located within the Town or the Corridor, such as a first-floor vacant storefront or municipal building. A convenient location makes it easy for the public to drop in and check on our progress, while giving Team members the opportunity to immerse

themselves in the Town and experience its unique character. Any citizen, business owner, or official who wishes to join in and provide comments, suggestions, or simply watch us work, will be able to stop by at their own convenience. Our Team members will be available to engage with the community, ask questions and accept feedback and ideas.

SUB-TASK 2.3.1.3: TECHNICAL & STAKEHOLDERS MEETINGS

During the first few days of the Planapalooza™, meetings will be held with various agencies and stakeholder groups. Specific topics for these meetings will relate to the elements of the Vision Plan and any other critical topics determined in collaboration with Town Staff. These will include transportation, infrastructure, and planning issues. The identified issues and input and ideas gathered from these meetings will be organized by topic and build on the inventory and assessment of issues and opportunities.



TECHNICAL meeting facilitated by TPUDC.

SUB-TASK 2.3.1.4: WORK-IN-PROGRESS PRESENTATION

On the final evening of the Planapalooza™, TPUDC will give a presentation that describes the progress to date, explains the elements of the Vision Plan, and presents other findings and products developed during the Planapalooza™. This is another opportunity for the public to provide feedback and shape the direction of vision.

TASK 2.3.2: DESIGN, PLANS, ILLUSTRATIONS & RENDERINGS

Throughout Planapalooza™, the TPUDC Team will work with the community to refine the vision for development of the Corridor. TPUDC will create an illustrative plan for the Corridor, as well as conceptual illustrations and renderings for specific areas within the Corridor. The plans and renderings will illustrate how the goals and vision could be applied.



TPUDC Comprehensive Plan Illustration

TASK 2.3.3: CLIENT MEETING

Following the Planapalooza™, TPUDC will have a call with Town Staff to debrief on the event, receive additional feedback on the vision, review and summarize findings, make preliminary recommendations, and reconfirm the schedule for subsequent Tasks. By this time, the Team will have worked closely with Town Staff to confirm an outline for the Vision Plan document.

TASK 2.3.4: ONGOING PROJECT MANAGEMENT

Project Management will continue throughout Task 2.3.

TASK 2.4: CLIENT DRAFT VISION PLAN

TASK 2.4.1: TARGETED ANALYSIS OF EXISTING CONDITIONS

Following the Planapalooza™, TPUDC will undertake additional targeted analysis of current conditions related to specific issues and future goals identified by the community during the public events. We will work directly with Town Staff to collect any additional data necessary to complete the Vision Plan draft.

TASK 2.4.2: CREATION OF CLIENT DRAFT VISION PLAN

TPUDC will create the Client Draft of the Vision Plan. The Plan will be developed by integrating the various products of the previous tasks. The Plan will emphasize the future of the Corridor, including a collection of strategic recommendations, GIS maps, illustrative plans and renderings, and a user-friendly toolkit for implementation.

The Vision Plan will follow the outline approved by Town Staff and will feature the following:

Vision Statement & Guiding Principles – The Plan will include a vision statement and guiding principles that represent the collective community’s desired future for the Corridor in terms of development patterns, transportation systems, economic development, and infrastructure and municipal services.

Public Participation Summary – The Plan will include a summary of the public outreach and engagement process. Also included will be a summary that will indicate how information gathered during the public process was used to guide the Plan’s vision statement, analyses, policies and strategies.

SWOT Analysis Update - The Plan will incorporate an updated SWOT Analysis.

Community Profile – Utilizing data provided by the Town, we will create infographics to present the Town’s Profile, providing the Town with a graphically interesting snapshot of current demographics, economic, land use, transportation, and housing data.

Plan Elements – The Plan will contain analysis, existing conditions and trends, policies and strategies for various Vision Plan elements. The Plan can be organized in various ways. The final outline for the Plan will be determined by the Town and the Team based on the input and feedback received. Below are topics that will be considered during the planning process including:

- Community Assessment - Population, Demographics, Housing, and Economic Trends and Projections;
- Existing and Future Land Use
- Place-Based Community Character and Design
- Housing
- Multi-Modal Transportation
- Sustainability and Smart Growth
- Economic Development
- Visioning and Graphic Depiction of Vision
- Alternatives Analysis
- Goal and Action Development
- Zoning Recommendation

Plan Implementation – The Project Team will create an “Implementation Playbook” (or action plan) that describes the implementation strategies to be carried out, along with an anticipated timeline for each. The Project Team will meet virtually with Town Staff to discuss the selected strategies and any other critical path items for completing and maintaining support for the Vision Plan. The Team will identify the responsible party to execute each strategy listed so that responsibilities can be assigned (or assumed). The Playbook will serve as an effective tool in not only in informing work plans of Town departments but in monitoring progress, acknowledging success, and adjusting the course, as needed.

TASK 2.4.3: SUBMIT CLIENT DRAFT VISION PLAN

The first draft (Client Draft) will be provided to Town Staff for review. The draft material will be presented in Microsoft Word format (text only). After receiving the Client Draft Plan, Town Staff will proofread the document to be sure there are no oversights or issues that need to be addressed before a document is provided to the public. Town Staff will provide TPUDC with one consolidated set of comments that will be integrated into the document.

TASK 2.4.4: ONGOING PROJECT MANAGEMENT

Project Management will continue throughout Task 2.4.

TASK 2.5: PUBLIC DRAFT VISION PLAN

TASK 2.5.1 PUBLIC DRAFT

The Team will address any comments on the Client Draft received from Town Staff's review and make revisions to the document, which will then become the Public Draft Vision Plan. With this Public Draft, the bulk of the document will be complete. It will then be formatted into a graphically enhanced version, incorporating infographics, illustrations, maps, etc. The Team will submit the Public Draft Vision Plan to the Client, which the Client will circulate for review by the community, Select Board, and Planning Board over a period of up to 30 days.

TASK 2.5.2: PRINT, BROADCAST & SOCIAL MEDIA CAMPAIGN

The Media Campaign will continue during Task 2.5, inviting all stakeholders to review the Public Draft Vision Plan and provide their feedback. This will ensure that the Plan content reflects what the community has shared with the Team during the process. Town Staff will be responsible for distributing print materials and for reaching out to key stakeholders.

TASK 2.5.3: COMMUNITY OPEN HOUSE & PUBLIC REVIEW

Following the release of the Public Draft Vision Plan, TPUDC will hold a community open house to present the key recommendations and other highlights of the Plan to the community. Upon closing of the comment period, Town Staff will organize and reconcile all feedback and edits and submit one clear set of revisions to the Project Team for inclusion into the Final Vision Plan. This event may also be held virtually.

TASK 2.5.4: ONGOING PROJECT MANAGEMENT

Project Management will continue throughout Task 2.5.

TASK 2.6: FINAL VISION PLAN

TASK 2.6.1: FINAL VISION PLAN

TPUDC will incorporate all remaining edits from the public and submit the Final Vision Plan suitable for the official approval process.

TASK 2.6.2: VISION PLAN ADOPTION

During the approval process, the Project Team will provide technical assistance as needed by creating audience-specific presentations and consulting and strategizing with Town Staff. The Project Team will also make one presentation to the Planning Board and Select Board during the public hearings for the Plan adoption.

TASK 2.6.3: ONGOING PROJECT MANAGEMENT

Project Management will continue throughout Task 2.6.

PHASE 3: ZONING TOOLS TO IMPLEMENT VISION PLAN

Note about Phase 3 Tasks:

Because Phase 2 (Corridor Vision Plan) and Phase 3 (Zoning Tools to Implement Vision Plan), are highly inter-related, utilize many of the same outreach tools, and Phase 3 is essentially a codification of the Vision Plan, a number of the Phase 2 Tasks could be used to inform the work during Phase 3. Some of the crossover tasks include, local reconnaissance, background document review, and outreach and engagement. Strategically incorporating efforts among Phases and tasks will assure that the work of those Phases is fully integrated. This also may result in cost savings because those efforts will not be duplicated.

TASK 3.1: PROJECT COORDINATION

TASK 3.1.1: PHASE 3 INITIATION MEETING

We have found that planning processes are most effective when clear objectives are established up front. We will kick-start Phase 3 with a goal-setting meeting with Town Staff to identify and confirm over-arching goals for the Project.

TASK 3.1.2: PROJECT MANAGEMENT PLAN

The Client and the TPUDC Team will establish a set of milestones and further refine the Phase 3 Scope set forth in this Proposal. TPUDC will create a Phase 3 Management Plan that identifies the roles of all Project Staff and participants and sets out in detail the refined Phase 3 Scope and Schedule, including all Tasks and major milestones.

TPUDC will establish and facilitate meetings and calls with key Town Staff to review progress and assess needs as they arise.

TASK 3.1.3: PUBLIC OUTREACH & ENGAGEMENT PLAN

This Task will be conducted for the Vision Plan during Phase 2 and will continue for Phase 3.

TASK 3.1.4: ONGOING PROJECT MANAGEMENT

TPUDC will continue to work closely with Town Staff and the Project Team to ensure on-time and on budget delivery of all work products. The TPUDC Project Manager will be responsible for regular Project check-ins, file management, invoicing and other Project-related responsibilities.

TASK 3.2: PHASE 3 COMMUNITY KICK-OFF

TASK 3.2.1: PROJECT BRANDING

This Task will be conducted for the Vision Plan during Phase 2 and will continue for Phase 3.

TASK 3.2.2: WEBSITE

This Task will be conducted for the Vision Plan during Phase 2 and will continue for Phase 3.



TASK 3.2.3: MEDIA COVERAGE, PRINT & SOCIAL MEDIA CAMPAIGNS

This Task will be conducted for the Vision Plan during Phase 2 and will continue for Phase 3.



Sample of TPUDC Marketing Materials

TASK 3.2.4 PUBLIC KICK-OFF EVENT

A coding public event will serve as the initial community introduction to the this Phase. It will be used to provide a brief overview of the coding process, generate and share ideas, build excitement and gain an understanding of this Phase of the Project.



Participants arriving at a Citizen Workshop

TASK 3.2.5: ONGOING PROJECT MANAGEMENT

TPUDC will continue to work closely with the Client to ensure on-time and on-budget delivery of all work products throughout Phase 3.

TASK 3.3: PREPARATION & ANALYSIS

This Task will be conducted for the Vision Plan during Phase 2 and will continue for Phase 3.

TASK 3.3.1: REVIEW EXISTING DOCUMENTS

This Task will be conducted for the Vision Plan during Phase 2 and will continue for Phase 3.

TASK 3.3.2: COMMUNITY FORM & CHARACTER ANALYSIS

Building off of the community form and character analysis completed during Phase 2, the Team will collect field data and measurements by conducting Synoptic Surveys of representative streets, as identified by Staff and citizens. By documenting the measurable dimensions and observable character of these areas, the Team can use that information to further inform the Code work. These detailed surveys will allow the Team to catalog the range of urban forms present around Harvard in general and in the Corridor specifically and will provide the baseline for the metrics and character districts incorporated into the Code. Information gathered will include observations and measurements of the public realm, street character, building form, and land uses.

TASK 3.3.3: ONGOING PROJECT MANAGEMENT

Project management will continue throughout Task 3.3.

TASK 3.4: CODING WORKSHOP/ CODE-A-THON™

TASK 3.4.1: GENERATE NECESSARY BACKGROUND MAPS

This Task will be conducted for the Vision Plan during Phase 2 and will continue for Phase 3.

TASK 3.4.2: PRINT, SOCIAL MEDIA & MEDIA CAMPAIGNS

This Task will be conducted for the Vision Plan during Phase 2 and will continue for Phase 3.

TASK 3.4.3: PUBLIC PRESENTATION & HANDS-ON CITIZEN WORKSHOP

Building on the work and findings of the Planapalooza, we will make a public presentation and facilitate a citizen workshop for the Phase 3 coding work. The public will be invited to contribute their ideas, working over base maps to identify how they might like to see the area evolve in the future, and discuss any other concerns or ideas they may have relating to the Code or development in the Town.

We expect this meeting will be open to all stakeholders interested in the future of the Corridor. We suggest this public workshop be held in a location where the community feels comfortable and a general sense of invitation.



TASK 3.4.4: TECHNICAL MEETINGS

This Task will be conducted for the Vision Plan during Phase 2 and will continue for Phase 3 to focus on specific zoning regulatory issues. In addition to the Technical Meetings, our land use and coding expert, Bill Wright, will meet with Town Counsel as part of this Task.

TASK 3.4.5: CLIENT MEETING

Following the Code-a-Thon™ workshop, the Team will meet with Town Staff to debrief on the workshop and meetings, receive additional feedback to confirm the proposed organizational structure of the Code. TPUDC will work with the Town to reconfirm the schedule for the remaining tasks and to strategize on any issues that arose during the workshop and meetings.

TASK 3.4.4: ONGOING PROJECT MANAGEMENT

Project management will continue throughout Task 3.4.

TASK 3.5: DRAFTING THE CODE

TASK 3.5.1: FIRST DRAFT OF CODE

TPUDC, led by land use and coding expert Bill Wright, will prepare a First Draft of the Form-Based Code that incorporates community input, discussions with local Staff and elected officials, review of existing studies, and the Phase 1 and 2 work.

Our zoning and coding experts have worked on code projects across the nation and will work in collaboration with Town Counsel to ensure that the Ayer Road Corridor Form-Based Code meets all local and state laws. We will work closely with Town Staff to be sure that the new Code is in an agreed-upon format and includes all of the agreed upon components.

The Code will be graphically based and will include diagrams and illustrations for its concepts and standards. The content, to be agreed upon with the Client, will likely include:

- Overview / General Provisions
- Regulating Plan (Corridor Zoning Map)
- Building and Lot standards, including architectural and height standards, setbacks, build-to lines, Building Types and Private Frontage Types
- Use Regulations
- Civic Space Types and standards
- Street and Public Frontage standards (sidewalks, travel lane widths, parking, curb geometry, trees, and lighting)
- Parking standards
- Definitions

The Code will be in a format that integrates easily into the Town's existing zoning Bylaw.

TASK 3.5.2: PRESENTATION OF FIRST DRAFT FORM-BASED CODE

After delivery of the First Draft of the Code, the Team will present it to Town Staff. In TPUDC's experience, providing an internal First Draft prior to distributing to the broader public is the most efficient and effective means of completing the Form-Based Code and achieving adoption.

CLIENT TASK: CLIENT REVIEW PERIOD

Staff and Town Counsel will review the First Draft over an agreed-upon length of time, typically 30 days. At the end of that review period, Staff will provide a single set of consolidated revisions to TPUDC.

TASK 3.5.3: REVIEW & ADDRESS COMMENTS ON FIRST DRAFT

TPUDC will review the comments provided by Staff at the end of the Client Review Period and discuss any questions it has about them with Staff. TPUDC will then incorporate Staff's requested revisions into the Second Draft of the Form-Based Code.

TASK 3.5.4: ONGOING PROJECT MANAGEMENT

Project management will continue throughout Task 3.5.

TASK PHASE 3.6: REFINING THE CODE

TASK 3.6.1: PRESENTATION OF SECOND DRAFT CODE

Upon delivery of the Second Draft of the Code, we will present it at a meeting of residents, property owners, policymakers, stakeholders, and Town Staff. During this meeting, we will explain details of the Code and provide opportunities for input and comments from the public.

TASK 3.6.2: PRINT, SOCIAL MEDIA & MEDIA CAMPAIGNS

The Media Campaign will continue from Phase 2, inviting the public to review the Second Draft of the Code and provide feedback, ensuring that the Code content reflects what the community has shared with the Team during the process.

TASK 3.6.3: ADDRESS COMMENTS ON SECOND DRAFT OF CODE AND PREPARE FINAL DRAFT

TPUDC will review the comments provided by Staff at the end of the Client Review Period and discuss any questions it has about them with Staff. TPUDC will then make the requested revisions to the Form-Based Code, creating the Final Draft, which will be ready for the Code Adoption process.

TASK 3.6.4: ONGOING PROJECT MANAGEMENT

Project management will continue throughout Task 3.6.

TASK 3.7: CODE ADOPTION

TASK 3.7.1: TECHNICAL ASSISTANCE & PRESENTATIONS

During the approval process, we will provide technical assistance as needed by creating audience-specific presentations and consulting and strategizing with Staff.

TPUDC will make formal presentations of the Form-Based Code to the Planning Board and Select Board. At those meetings, Staff will collect comments, questions, and suggestions for refinements to the Code and consolidate them into a series of action items for revision or response.

TASK 3.7.2: PUBLIC HEARING REVISIONS

We will incorporate two rounds of specific revisions, as provided by Town Staff based on input from the Planning Board and Select Board.

TASK 3.7.3: ONGOING PROJECT MANAGEMENT

Project management will continue throughout Task 3.7.

"TPUDC is the insurance policy that our project is successful."

- Jed Selby, *President South Main Development Company & Past TPUDC Client*

BUDGET ESTIMATE & SCOPE

BUDGET & SCHEDULE

ESTIMATED PROJECT BUDGET

Below is an estimated budget to complete the Town of Harvard, MA - Ayer Road Corridor Vision Plan and Form-Based Code, based on the proposed Scope of Work described in this Statement of Interest and Qualifications. The Scope and estimated budget will be further refined in collaboration with Town Staff if our team is selected to move to the Request for Proposal Phase. The final budget will be dependent on the level of community outreach and engagement desired, as well as the availability of Town Staff to collaborate with the Team.

PHASE 1 - MARKET & FISCAL IMPACT ANALYSIS: \$35,000-\$45,000

PHASE 2 - VISION PLAN: \$100,000-\$120,000

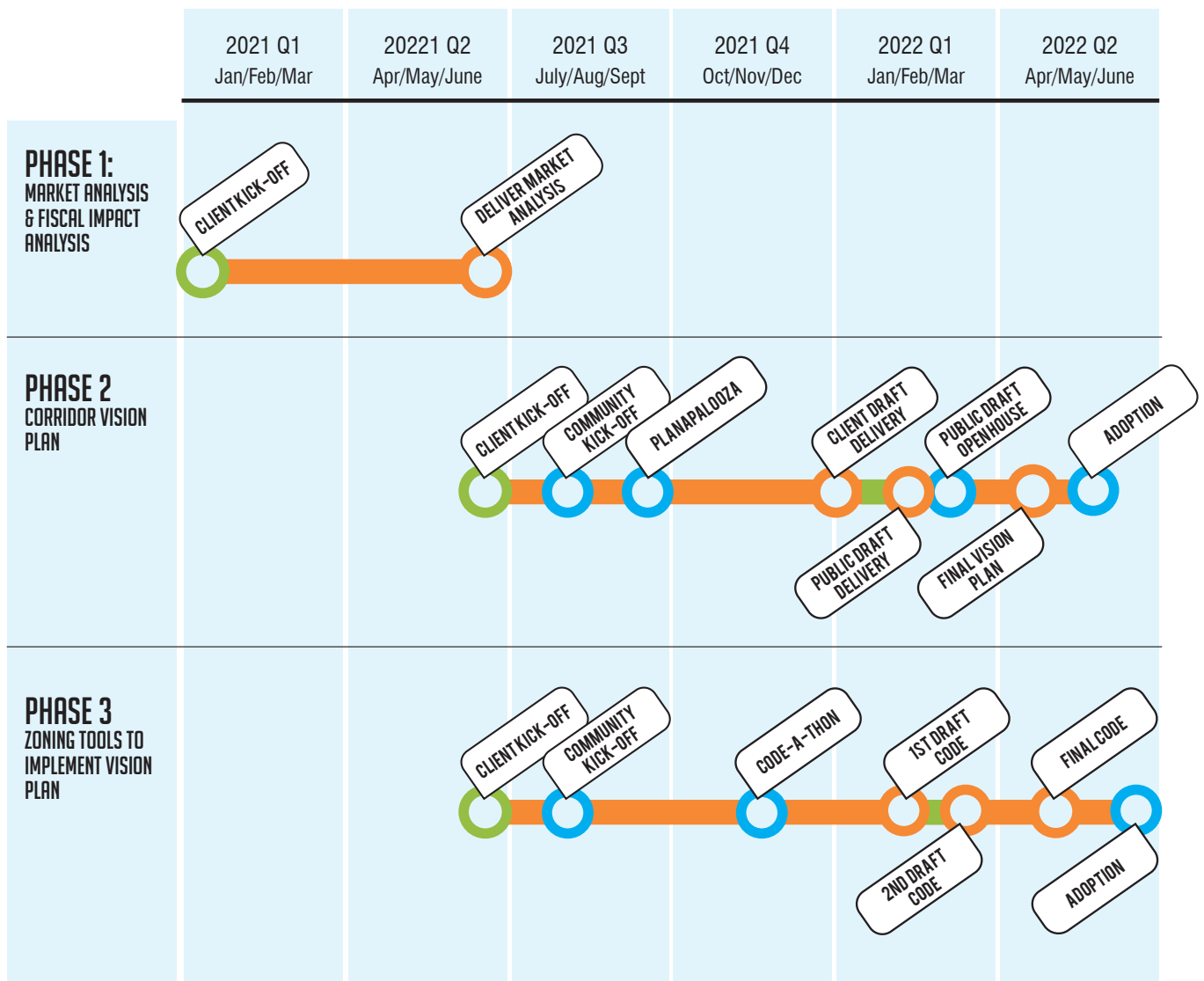
PHASE 3 - FORM-BASED CODE: \$90,000-\$110,000

TOTAL: \$225,000-\$275,000

SUGGESTED PROJECT SCHEDULE

We understand that the Ayer Road Corridor Vision Plan Framework estimated a twenty-five month time frame. In our experience, this time frame is longer than the average citizen can maintain interest and focus on a project. Planning fatigue can set in and participation can dwindle if the project time frame is too long. Additionally, during this more than two year time frame, development proposals may be submitted without the protections of the new planning and zoning in place.

While our robust public outreach and engagement strategies can help to overcome planning fatigue, and our planning studies can inspire developers to build better projects, we recommend that all phases of the Project be completed in no more than eighteen months. The details of the schedule and Project milestones will need to be carefully considered in collaboration with the Town during contract negotiations and the Project initiation phase. We look forward to working with you to tailor a scope, budget and schedule that meets the Town's needs, timeline and available funds if we are chosen to submit a Proposal. Please find a sample high-level schedule to complete the phases listed in the Proposed Scope.



LEGEND

- CLIENT MEETING
- PUBLIC EVENT
- KEY DELIVERABLE
- GENERAL PROJECT TIMELINE
- CLIENT/PUBLIC REVIEW PERIOD



“ Make no little plans. They have no magic to stir men’s blood and probably themselves will not be realized. Make big plans; aim high in hope and work, remembering that a noble, logical diagram once recorded will never die, but long after we are gone will be a living thing, asserting itself with ever-growing insistency. Remember that our sons and grandsons are going to do things that would stagger us. Let your watchword be order and your beacon beauty. Think big.”

- Daniel Burnham, Chicago architect and urban planner. (1864-1912)

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