



Proposal for

Riverfront Island Master Plan



Submitted to The City of Lewiston, Maine | February 17, 2011

Goody Clancy with
Desman Associates
ORW Landscape Architects & Planners
Smart Mobility
W-ZHA
Woodard & Curran

February 16, 2011

Norman Beuparlant
Director of Budget/Purchasing
City Hall
27 Pine Street
Lewiston, ME 04240

Dear Mr. Beuparlant:

On behalf of our team I am pleased to submit our proposal to develop a Master Plan for the Riverfront Island section of the city. This project provides a rare opportunity to realize the area's potential as the centerpiece for downtown redevelopment and revitalization, expand public waterfront access, and address other important community needs. We look forward to engaging stakeholders in and around Lewiston in a dialogue that will determine the right mix of uses and scale and character of development for Riverfront Island.

Goody Clancy is a 110-person Boston based planning and design firm with a national practice in waterfront planning, neighborhood and downtown revitalization and community planning. Over the last decade we have been involved in planning that has brought new life to historic urban waterfronts. Our award-winning revitalization plan for downtown Jamestown, NY set the framework for significant new development and for reshaping downtown in ways that reflect national trends favoring expansion of cultural, educational, recreational, entertainment, and residential uses and waterfront renewal. Our work in cities of similar scale to Lewiston across New England and in other comparable communities has engaged diverse groups in processes that have led to consensus on future actions needed to accomplish shared visions, and defined the roles and responsibilities of the people who can achieve those visions. We have led planning efforts associated with much of the resurgence of the Boston waterfront, including our award-winning plan for the reclamation of the formerly industrial Fort Point Channel, now emerging as an iconic space for the Boston of the 21st century. Our plans have captured strong public support and stimulated significant public and private sector investment—major mixed use developments, thousands of linear feet of new public access, expanded and enhanced museum space, new public spaces and parks that attract the community to the waterfront, and public-private partnerships to support compelling programming and events. For private sector clients we have recently led successful waterfront master planning projects—with the active support of public partners—in Louisville and Oklahoma City that are creating great new waterfront mixed use neighborhoods and public places.

Since 2000 our work has been recognized through more than twenty national planning and design awards from the American Planning Association, the American Institute of Architects, the Congress for the New Urbanism, the Waterfront Center, and others. We recently completed work with the Massachusetts Executive Office of Energy and Environmental Affairs on a second phase of its *UrbanRiver Visions* program, where we have prepared vision plans for fourteen riverfront communities across the Commonwealth. The project has received extensive national attention and

three national awards for its innovative approach to fast-paced community visioning and public engagement around waterfront revitalization. Over the last several years we have been extensively involved in waterfront rebuilding efforts following Hurricane Katrina in New Orleans and Shreveport and along the Mississippi Gulf Coast (currently our firm is leading the team developing the citywide Master Plan and Comprehensive Zoning Ordinance in New Orleans).

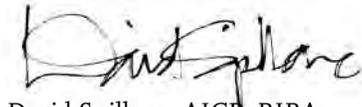
As a Principal and Director of Planning and Urban Design at Goody Clancy, I would lead our team and be involved in every element of the work, as I have with each of the waterfront projects undertaken by our firm. *Amy Kohn*, Associate and Senior Planner, will serve as our project manager. Amy has worked in a variety of complex settings to manage and develop consensus-based, implementation-driven plans. Goody Clancy's Director of Community Initiatives, *Mary Means*, will be a key advisor bringing her extensive experience in community-based strategic planning for downtowns. Mary is perhaps best known for her role as leader of the team that created the National Main Streets program. Additional in-house planning and urban design staff will support our team's work. We are also joined in this effort by five firms that provide critical and complementary skills and experience, and with whom we have collaborated on previous efforts (please see section 3 of our proposal for more information). They are:

- ***Desman Associates***, an MBE firm and a national specialist in the planning and design of parking and transportation improvements.
- ***ORW Landscape Architects and Planners***, a WBE-certified firm committed to preserving the integrity of the natural and cultural landscape.
- ***Smart Mobility***, who focuses on developing multimodal, sustainable transportation approaches that are integrated with land use plans and community visions.
- ***W-ZHA***, a frequent Goody Clancy partner who brings national expertise in market analysis and development feasibility.
- ***Woodard & Curran***, who brings multidisciplinary engineering and expert regulatory guidance to brownfield redevelopment opportunities.

Thank you for the opportunity to submit our proposal. I believe our team has the insights and technical skills to assist the City of Lewiston in shaping a compelling vision and a realistic, sustainable implementation strategy for Riverfront Island.

Please let me know if we can provide any additional information. We look forward to an opportunity to discuss our qualifications and approach in more detail.

Sincerely
Goody Clancy



David Spillane, AICP, RIBA
Principal/Director of Planning and Urban Design



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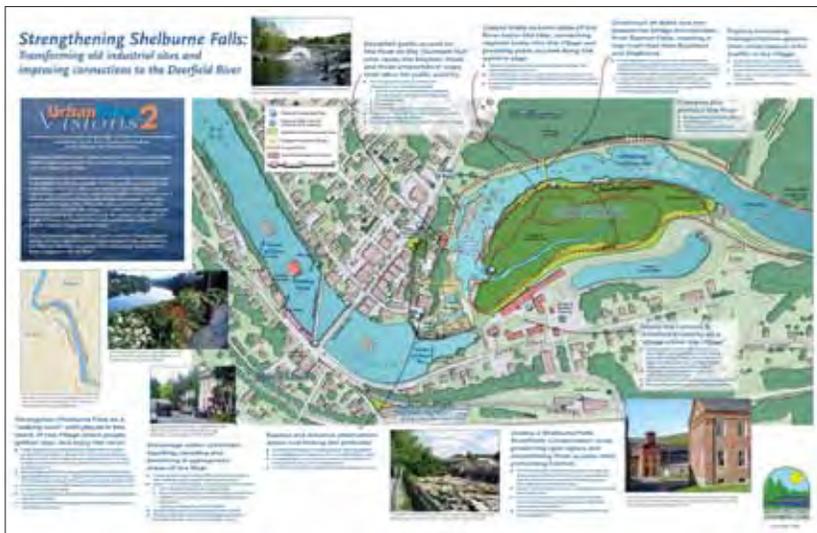
Appendix: Jamestown Urban Design Plan
and Design Guidelines (*final report*)

Price Proposal (*separate submittal*)

project specifications: approach, scope, timeline

APPROACH

Goody Clancy is committed to working with diverse stakeholder groups to create plans that are both visionary and pragmatic. We believe in an inter-disciplinary technical approach that results in plans that integrate design, market, financial, environmental and other technical factors that are essential to project feasibility. In every project we work to engage all stakeholders to build plans that win the strong public support and enthusiasm that is the foundation for success.



Over the last ten years our work with communities across the country has been recognized through more than twenty national planning and design awards from the American Planning Association, the American Institute of Architects, the Congress for the New Urbanism, the Waterfront Center, and others. We recently completed work with the Massachusetts Executive Office of Energy and Environmental Affairs on a second phase of its UrbanRiver Visions program, where we have prepared vision plans for fourteen riverfront communities across the Commonwealth. The project has received extensive national attention and three

national awards for its innovative approach to fast-paced community visioning and public engagement around waterfront revitalization. Over the last several years we have been extensively involved in waterfront rebuilding efforts following Hurricane Katrina in New Orleans and Shreveport and along the Mississippi Gulf Coast (currently our firm is leading the team developing the citywide Master Plan and Comprehensive Zoning Ordinance in New Orleans).

Our approach and the structure of our team is built around several assumptions:

- **This master plan must define a compelling vision for Riverfront Island** based on the framework outlined in Lewiston’s recently adopted Strategic Plan—“a vibrant multi-faceted area with accessibility to housing, commerce, arts, culture, recreation, and the river”. This vision must benefit the downtown area as a whole and the entire region. The vision must provide a blueprint for the design of public spaces that engage the riverfront and canals, provide connections to surrounding areas. The vision must be supported by renderings that visualize what the areas can be and enable the wider public, downtown stakeholders and other potential project investors to understand and communicate project benefits.
- **The master plan must build on current assets and a decade of successful work and ongoing initiatives** including the Franco American Heritage Center, Museum LA, the riverfront and canal system and other similar opportunities.

- **The master plan must be grounded in a clear understanding of market and financial realities.** As the City is committed to a partnership model with current property owners and other potential investors, it will be critical that the master plan process outlines the necessary roles, responsibilities and contributions of all project stakeholders. The master plan must articulate a broader economic rationale for advancing the vision for Riverfront Island and define an investment strategy for moving forward.

- **The master plan must incorporate a transportation and parking strategy that is both realistic and creative.** With much of the area served by structured parking the cost of adding parking to serve future uses comes at an especially high cost. The team will need to carefully explore shared parking strategies and other approaches that ensure optimal use of existing resources before adding new spaces. At the core of Desman Associates' practice is the art of defining parking needs for mixed-use districts that provide the optimum balance between user needs and project cost and feasibility. The team will also explore the potential and limitations of transportation and transit strategies to address the area's needs in key time periods.

- **The master plan must be the outcome of an open and transparent public process that engages all project stakeholders and the wider public** and creates the enthusiasm and public support that is essential to successful implementation. We believe that successful planning efforts must both build plans *and the constituencies* to support and advocate for implementation.



Riverfront Island: the “centerpiece” of downtown revitalization efforts.

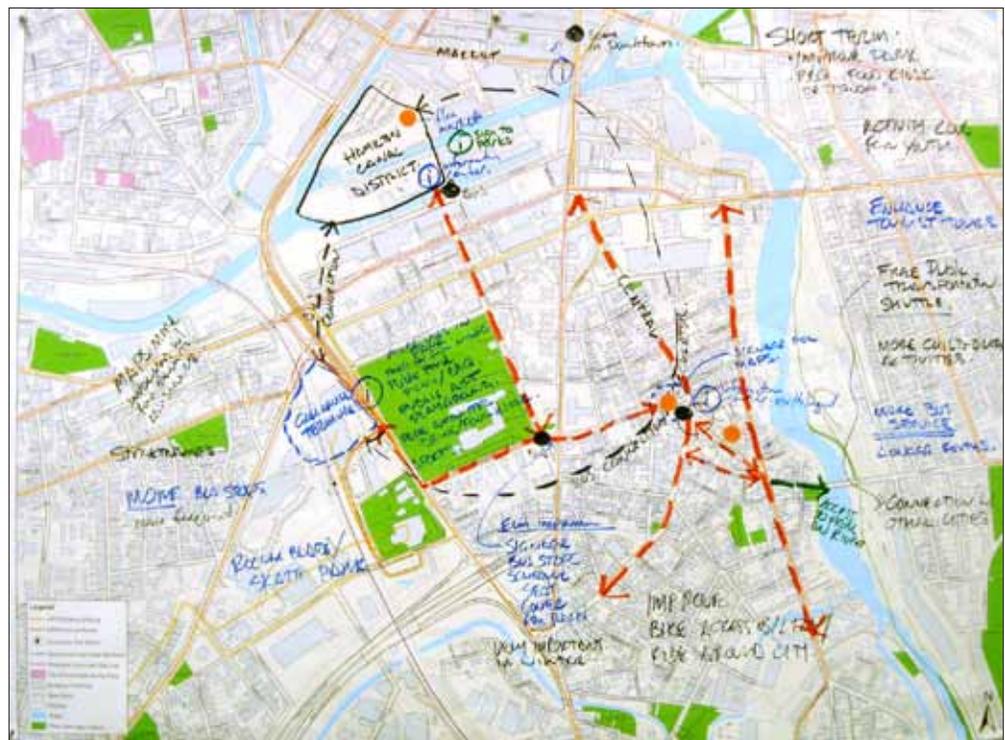
SCOPE OF WORK

We anticipate a three phase planning process:

PHASE I: ANALYSIS AND GOALS

- Interviews with Project Stakeholders
 - o Conduct individual interviews with key project stakeholders as identified by the City and the advisory group
- Prepare project base map
 - o Prepare a base plan and a 3-D digital model of the area suitable for use in project analyses.
- Preliminary Data Gathering and Analysis
 - o The findings of this analysis will be summarized in a presentation that will be used in public discussions. Key aspects on the analysis will include:
 - > Buildings—conduct a preliminary assessment of the reuse potential of key area buildings based on review of available background material, technical studies, discussions with property owners, and a “walk through” assessment.

- > Mix—review current and planned buildings, and identify optimal supporting and complementary uses based on project goals and potential market opportunities.
 - > Market, financial and economic factors—establish an overall economic context for the project including a preliminary assessment of potential uses based on national and regional trends and local conditions.
 - > Linkages—identify and map key linkages and potential linkages within the district and to surrounding areas. Define the steps needed to strengthen connections and potential benefits.
 - > Parking—review existing and potential future parking needs and possible strategies and approaches to addressing these needs.
 - > Transportation and Circulation—review existing circulation patterns and any potential issues that would need to be addressed as the district evolves; consider potential strategies to enhance access to the area including via public transportation, bike, walking, and other options.
 - > Zoning—review zoning regulations and identify at a preliminary level any issues that could serve as barriers to implementation of the master plan.
 - > Public Space/Waterfront—consider potential uses and activities for the riverfront and canal areas; review models from other communities along with unique ideas specific to Lewiston; engage groups with the potential to provide waterfront programming related to small boats, arts programming and other possible activities; review infrastructure needs associated with a variety of waterfront programs.
- Project Opportunities and Constraints
 - o Prepare an annotated sketch plan of the Riverfront Island study area and adjacent downtown that documents key project opportunities and constraints identified through interviews and initial analyses. This assessment will be used to support early project discussions about potential opportunities.

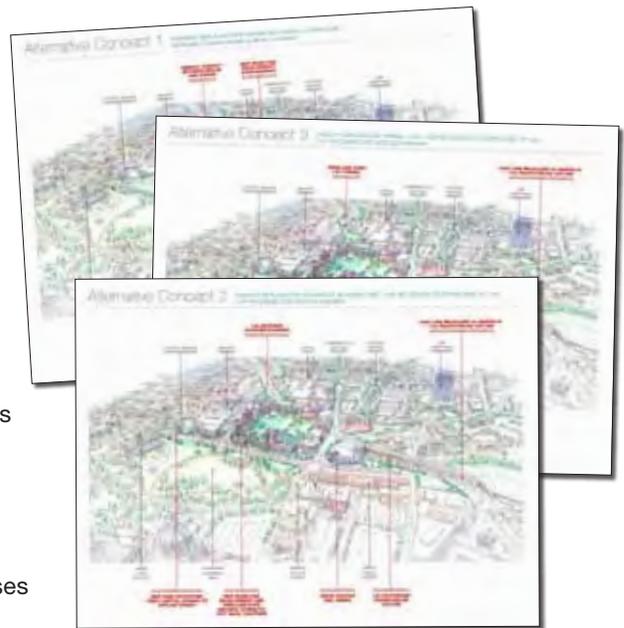


Lowell: A City-Building Vision for the Hamilton Canal District

- Case Studies
 - o Prepare a number of brief case studies that summarize key success factors in advancing comparable plans in other communities. Case studies will be documented through a Powerpoint presentation. The team will work with the City’s advisory group to determine the most appropriate case studies. Examples might be drawn from large and smaller communities. Possible national examples include Richmond, VA, and Bricktown in Oklahoma City, OK.
- Goals Statement
 - o Prepare an overall project goals statement that continues to build on and refine the goals statement contained in the City’s RFP.
- Launch project website
 - o Include information of project goals, schedule, meetings and other pertinent information. Provide links to city website.
- Advisory group meetings
 - o Schedule and participate in two meetings with the advisory group
- Public Workshop #1
 - o The public workshop will include a review of all technical work, identified opportunities and constraints, and case studies. The workshop will foster public dialogue about project opportunities and constraints supported by the technical assessment necessary to promote informed dialogue. Workshop participants will have an opportunity to share information and insights with their neighbors, project advocates, landowners, and the consultant team.

PHASE II: ALTERNATIVES

- Concept Alternatives
 - o Develop three overall concepts for Riverfront Island at a preliminary level that seeks to address overall project goals. Each alternative will combine varying mixes of public and private initiatives. The concepts will incorporate varying strategies associated with building use, parking, public spaces and streetscape. The alternatives will be described through annotated concept plans that are suitable for public review and discussion. The concepts will be supplemented by images of similar concepts that have been implemented in other communities.
- Alternatives matrix assessment
 - o The consultant team will prepare a preliminary matrix assessment of each alternative in terms of how it addresses project goals. Each of the alternatives together with the



| | URBAN DESIGN | TRANSPORTATION | ECONOMIC DEVELOPMENT | COST FACTOR |
|----------------------|----------------|----------------|----------------------|-------------|
| Baseline | Poor | Good | Fair | 1.0 |
| Alternative 1 | Fair/Good | Good | Good | 1.2 |
| Alternative 2 | Good/Very Good | Good | Very Good | 1.0 |
| Alternative 3 | Very Good | Good | Very Good | 3.0 |

Hartford: I-84 Viaduct Study

preliminary assessment will be reviewed and discussed at a public workshop. This process will result in the identification of key elements of the master plan that will be developed and refined in Phase III.

- Advisory group meetings
 - o Schedule and participate in two meetings with the advisory group
- Public Workshop #2
 - o This workshop will focus on a review of project alternatives including the preliminary matrix assessment of each alternative prepared by the consultant team. The discussion of these alternatives will provide a basis for defining the framework for the master plan developed in Phase III.

PHASE III: MASTER PLAN

Draft Master Plan

Based on the analyses and discussion in Phase II, prepare a draft master plan concept for discussion with the advisory group and other key project stakeholders. This initial draft will take the form of an annotated plan that documents key initiatives and actions including the responsibilities of all project stakeholder in implementing the plan.

Final Master Plan

Following initial review of the draft with project stakeholders, a more complete draft will be developed for public review and discussion at the Phase III public workshop. Renderings will be developed to communicate key concepts to a broad audience.



Hartford: I-84 Viaduct Study

Elements of the master plan will include:

- property inventories with reuse/redevelopment recommendations
- adaptive reuse design standards
- parking plan addressing needs at project build-out
- multi-modal transportation/accessibility and traffic plan
- recommendations for improving linkages to and within the area
- refined concept alternatives with assessment matrix
- proposed changes to City code

Phase III activities will include

- Advisory group meetings
 - o Schedule and participate in three meetings with the advisory group
- Public Workshop #3
 - o This workshop will focus on a review of master plan. Following public review and discussion the consultant team will revise and complete all products.

Key products of this phase will include:

- Bound, color Master Plan document
- Large format area-wide renderings illustrating recommendations
- Summary brochure or poster suitable for marketing purposes



Public Participation

We believe that a multi-tiered public participation effort will be a key to success of the plan:

- **Individual interviews** with key project stakeholders will be scheduled at the outset of the process. These meetings will provide the consultant team with an opportunity to understand the perspectives of a wide range of groups and individuals and to learn from specific insights, goals and technical knowledge of project participants. These interviews represents a core element of our working process and information shared in these discussions is handled on a confidential basis.
- **Advisory group meetings** will be a key forum for discussion of technical issues and as a sounding board for discussions in public workshops. The consultant team will meet approximately monthly with the advisory group and will seek advice and guidance from the advisory group on the format and approach to meetings with the larger community. The consultant team will share preliminary findings with the advisory group in advance of public meetings.
- **Public workshops** will provide the setting for discussion and development of project goals, consideration of alternative approaches to addressing those goals, and for review and discussion of master plan findings and recommendations as they emerge. Overall, three public workshops would be scheduled, one in each phase of work. Workshops would be widely advertised with a goal of attracting a diverse group of participants from every sector of the community. Goody Clancy has wide experience and success in bringing together diverse groups (age, race, ethnicity, interests) in public settings to shape consensus around shared project directions. Goody Clancy's national award winning program, *UrbanRiver Visions*, on behalf of the Massachusetts Executive Office of Energy and Environmental Affairs is widely recognized as a highly effective model for fostering dialogue around issues associated with community waterfronts and downtowns and will provide the basis for our workshop approach.
- **A project website** will be created to host all master plan related materials and will be linked to the city website. The website will provide information on project goals and schedule, project analyses, presentations, and ultimately reports and other products. The website will also be used to solicit community responses to key project questions in the form of surveys or polls. The website will also provide access to YouTube postings of major project presentations.

Over the course of work, the team will also work closely with City staff and provide periodic updates, and information sessions for the Council and Planning Board.

TIMELINE

We would anticipate an approximately 8 month timeframe to complete all work. Assuming, initiation of the process in early April, we would anticipate completion of work in November 2011.

- Phase 1 would be completed over approximately 2 months culminating in a first public workshop in early June.
- Phase 2 would commence in mid-June and be completed over approximately 2 months culminating in a master plan “alternatives” workshop in mid- August.
- Phase 3 would be initiated in August and stretch over approximately 3 months with a workshop in early November and completion of the project work shortly thereafter.

Goody Clancy would work with the City as necessary to modify the schedule to address community preferences and to avoid conflict with other community events and activities.

PRELIMINARY THOUGHTS on some key project issues and opportunities

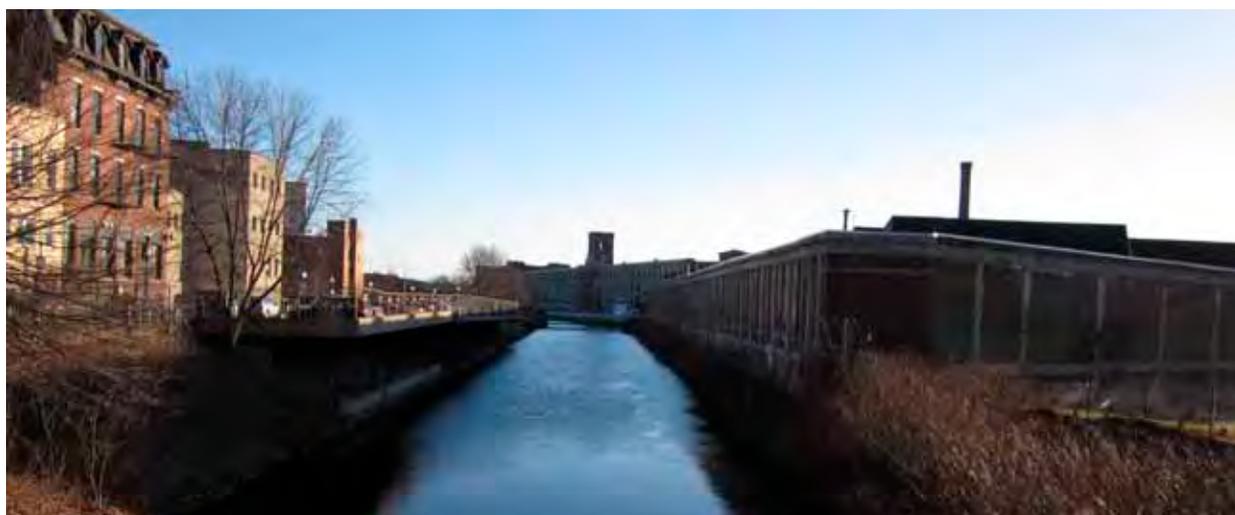
River use access



Boat access to the river is limited presently on the Lewiston side given the steep riverbanks, water current conditions below the falls and several canal outfalls. However, strategically located public access points can be developed in concert with planned cultural and economic developments such as Museum LA, additional development of the trail and path system on the Simard-Payne Park site, river frontages of the Continental Mill and the Cedar Street Park and Memorial Park up to the Lewiston Falls dam.

With current boat launches available at either the Auburn boat ramp or the Little Androscoggin River carry—in boat launch, perhaps Lewiston’s approach to water access is to complement the physical access points with cultural points of interest:

- Develop a canal access plan to the innards of the canal outfalls to improve safety with channel clean-up and aesthetic enhancements. These inlets are protected and very dramatic places where water access transcends the river experience for both residents and visitors alike. Current and well-regarded programs of the Androscoggin Land Trust bring canoe/kayak tours into the canals. If public access can be complemented on the land side views to recreational activities in the canal could enhance the overall user experience.
- Define the significant existing and opportunity points for river access enhancements such as the river frontage of Museum LA, where a staircase to the water’s edge could be developed with a canal walkway. There are numerous river cities that have a “grand staircase” to the water for public engagement and river celebrations. There are technical aspects of design engineering, permitting for environmental issues, and maintenance, but access to the water’s edge now that the river is safe and clean would be a primary asset for the riverfront connection.
- Consider a protected access point upstream of the Lewiston Falls dam to create an access channel into the upper canal for river boaters as “Lewiston’s Venice”. Kayaks can traverse into the canals but a safe access route with a management system will



PRELIMINARY THOUGHTS (continued)

need to be created with Verso Paper.

- Define places and enhancements for river access gateways—places where people can see the visible integration of the river with the city’s main entrance points from all major corridors.
- Plan a continuous system of open spaces that attract people—places such as a more formal promenade with overlooks as well as a more natural riverwalk allowing pedestrians and bicyclists to traverse the entire riverfront



- Span the current canal outfalls with new bridges and overlooks to bring people even closer to the water to appreciate the powerful city—river connection.
- Consider the value of private development and cultural development of the riverfront so that commercial entities can both capitalize on river frontage and make great public spaces that contribute to riverfront economic development. Uses along the river should maximize its economic potential vis a vis commercial development that has views and outdoor spaces to the river, not just parking lots and blank building walls. Reprogramming the prevalent pattern of the “New England city that turned its back to the river” will be a vital strategy for the redevelopment approach.

Transportation access and circulation

The present city street system is a series of blocks remnant from the mill era of Lewiston with a series of 20th century updates such as the Lisbon Street improvements. While the street network design should

focus on providing an outstanding and pleasant pedestrian environment, it is likely that a majority of visitors will still arrive by vehicle, which will require careful attention to intersection design, wayfinding to access parking with minimal searching, and streetscape features that signal to the drivers that they are in a pedestrian-oriented place.

Traffic Circulation: Important considerations will include:

- This planning process will provide an opportunity to consider if the one-way streets approaching the riverfront island, which require cars circulating over greater distances in the urban blocks, is more favorable than a more traditional two way grid system.
- Are streets with multiple travel lanes in the same direction encouraging the appropriate driving tenor in the downtown? Should the one-way lanes be discontinued in favor of two-way traffic to balance out flows, eliminate higher speed passing, and allow better traffic dispersal?
- Can a circulation system be devised that has higher capacity to support development without tearing out the existing street fabric at great cost and impact, or compromising access by other modes of transportation?
- Where might the significant district access points be?
 - > Canal Street is a challenge in that it is southbound one-way only and exits towards Rt 196 as it enters the city on Lisbon Street, thus rendering the most direct route from the Maine Turnpike to major new uses in the redevelopment district ineffective. Developing this corridor into an urban gateway, with intersection improvements in combination with city streetscape enhancements, would define this as a welcoming and accommodating street. However, it will require reconsideration of roadway direction assignments if this corridor is to be the primary traffic access route to new development uses. The Chamber of Commerce is prominently situated to be part of that gateway scenario.

PRELIMINARY THOUGHTS (continued)



- > Court Street across the bridge to Main Street is also a major urban gateway that carries considerable traffic on Rt 202, and can also serve as a major gateway to the redevelopment district as well as the city as a whole.
- > Cedar Street provides essential southern access from the Auburn side of the river and also leads to the Maine Turnpike. Cedar is an excellent cross connector street that should be designed to both carry more traffic under redevelopment but also to link to the southern end of the riverfront corridor as it would exit behind the Continental Mill parking areas continuing to Cedar Street Park.
- > The cross streets of Pine, Ash, and Chestnut function as access connectors up the hill through Centreville and mixed use neighborhood areas.

How can these streets be transformed from urban highways into a vibrant urban gateway to serve the redevelopment area and Lewiston's downtown district, and also connect well to the college and other major public venues?

One approach to meet the goals for multimodal accessibility to the riverfront would be to use a "Complete Streets" model, as has been espoused by MEDOT and the Federal Highway Administration as the design-based process to accommodate multiple travel modes over just automobile transportation. The design of Lewiston's street system in the riverfront,

Mill and Centreville districts should accommodate all transportation modes that support the redevelopment plan and sustain the historic character of the cityscape in the appropriate balance.

Parking: With a large former industrial core, Lewiston has enormous building square footage available for redevelopment. As the project area redevelopment succeeds, plans for both the physical accommodation of parking as well as a parking management system are going to be essential.



It is assumed that the costs of parking will need to be shared between public investments and private development so targeted investments in parking need to be clearly tied to a broad investment strategy. Each development entity will need parking in various amounts according to their development program. There are models to estimate the shared parking needs of uses that can take advantage of the shifting demand for parking spaces over a 24-7 scenario. Single-use parking spaces for one party's exclusive use may be acceptable now, with over half a million square feet of vacant space, but as this plan moves ahead a new paradigm of shared parking will be the most efficient approach.

The redevelopment area should not sacrifice its limited and valuable urban space to surface parking lots; preference should be given to open space amenities for pedestrians in the district as well as neighborhood space for the areas designated for higher density residential development. Major street frontages should

PRELIMINARY THOUGHTS (continued)

not be relegated to long blank faces of parking decks, but instead should have strategic liner buildings with pedestrian scale frontages, while the parking infrastructure is attractively placed behind, and connected with safe and attractive walkways.

Order of magnitude parking scenarios need to be defined for the various redevelopment uses: uses such as casinos which have very high peak demands for parking define one level of parking solution and management, whereas a mixed-use redevelopment with more locally based employment, housing local and regional goods and services would presuppose another level of parking.

A major element of the parking plan will be its integration with the pedestrian plan and wayfinding system. Wayfinding will allow visitors to efficiently locate a parking space, so they can spend most of their time at the riverfront on foot. A series of integrated walkways can be established to connect parking to the existing and new uses, and to the riverfront. The pathway system currently has some good connections but will benefit from more creative thought. The pedestrian system can surely be more than the sum of just the parts—walkways can provide both pragmatic ways to get people from place to place, such as car or store or restaurant, work or museum, as well as being a part of the area's sense of drama and discovery.

Pedestrian and Bicycle Access and Circulation:

The city has a general system of sidewalks through the district but they are aged and in need of significant upgrades in anticipation of redevelopment of the island. In conjunction with the vehicular access and circulation streetscape enhancements, a conceptual and strategic plan for improvements should be developed to maximize the safety and comfort of pedestrians for the entire district from riverfront to downtown. Transforming basic sidewalks and city streets into a meaningful pedestrian network is a task more concerned with design than engineering, and the aesthetics of the streetscape are a key consideration.



For 6-8 months of the year bike use in Lewiston is a realistic possibility for travel to the new redevelopment district, and making use of that opportunity as a part of how people come to the riverfront area brings the same opportunity as the river access itself—make the travel accessible and attractive and people will come use it. One only needs to look south to see how a bike path system in concert with a great trail network such as Portland Trails would bring value for both residents and visitors of Lewiston. Where more formal paths are not possible, designated bike corridors can make the city more bike-friendly as a whole. The final result of the plan should be a complete bicycle network for both to- and through-travel in the district, and make bicyclists feel safe and welcome.

Public Transportation: While the CityLink system provides an excellent public transit network, the riverfront district planning is an opportunity to consider further enhancements to the city's public transit network, and allow an understanding of how improved transit could influence or offset the need for parking or traffic circulation improvements. A range of options can be considered, such as a modern streetcar that could connect the Bates campus or other potential

PRELIMINARY THOUGHTS (continued)

generators of local visitors, to the riverfront in a very attractive and appealing manner.

An important series of corridors for pedestrian enhancement are the canals. These routes can be accentuated as unique and celebratory outdoor spaces for people to move along and as amenities to balance the intensity of the built environment. As the city continues conversations with the power companies about potential ownership of the canals, the team can complement that consideration with design ideas that capitalize upon a downtown waterway, and its dramatic walking routes, framing of views on the riverfront island district, and potential public spaces.



River conservation and environmental issues

Permitting the riverfront redevelopment is going to raise the issues of environmental impacts to the river from more development. Stormwater runoff is a major issue in permit review under the state's environmental permitting act for both private developers as well as the city as a whole.

It will be preferable to integrate these issues in the redevelopment plan as a unified whole—where there are going to be infrastructure and construction impacts, more pavement etc., and come up with an overall plan that can then be implemented incrementally by private developer parties or the city. It's also an opportunity to be proactive with the permitting agencies who will appreciate and respect



a thoughtful approach to redevelopment recognizing that new development can solve some existing water quality issues, stormwater/sewer separations, riverbank buffer stabilization and management to remove invasive species with better habitat, and even to remove contaminants from redevelopment sites without river impacts.

There are many tools to accomplish these 21st century environmental demands, and the best approach is to not partition infrastructure from aesthetics, and to marry engineering design with architecture, landscape architecture and urban planning.

Wayfinding to the redevelopment district:

One should never rely solely on signs to get people to important commercial and cultural districts of a city, and it's best when the legibility of the city, its architecture, land uses, and circulation system give the important cues. However, great cities with great places deserve to tell people about them and make that sense of anticipation and arrival meaningful and enjoyable.



PRELIMINARY THOUGHTS (continued)

Today when one comes to Lewiston—it's pretty hard to find your way around. There are very few directions and the grid of one-way streets makes travel confusing. There's really no direction to the riverfront as a city amenity, and the directions to major city venues are often obscure and unattractive.

The redevelopment district is a central element of the city's downtown and riverfront and incorporates many kinds of activities. One of our team members, in a recent development of a wayfinding system for the Androscoggin Greenway, has identified the need for urban gateways and wayfinding to make meaningful connections between the downtown and the riverfront, as well as other destinations in the city. As new redevelopment land uses and urban design decisions are made in the redevelopment plan process, the team will work to be mindful of these larger context issues,



and also to understand that to assist in wayfinding for Lewiston as a whole—the parts of the city should have unique visual identities that are graphically unified with a great wayfinding system that has universal appeal, visibility, and uniqueness to Lewiston and the Androscoggin River.

Goody Clancy Overview

Goody Clancy is a Boston-based, 110-person planning, architecture and preservation firm with a national planning and urban design practice. An interdisciplinary team of experienced planners, urban designers and graphic designers staffs our 20-person planning and urban design group. We are committed to collaborative planning and known



for achieving successful outcomes in complex planning environments, evidenced in part by the more than 20 national planning and urban design awards received for our work since 2000.

Our expertise in downtown waterfront planning has been recognized by three national awards—from the American Institute of Architects, Congress for the New Urbanism, and the Waterfront Center—for *UrbanRiver Visions*, a project for the Massachusetts Executive Office of Energy and Environmental Affairs to create

community-based visions for formerly industrial riverfront districts in 14 communities; an Award of Excellence for Analysis and Planning from the American Society of Landscape Architects for the *Charles River Basin Master Plan*; and regional awards from the American Planning Association for a plan and implementation strategy to transform *Fort Point Channel* into Boston’s “Next Great Place” and for the *Jamestown Downtown Revitalization Plan*. Our waterfront planning work is performed in the context of—and benefits from—our broader expertise in community planning that involves significant public outreach and stakeholder collaboration to help win the wide support necessary to create achievable visions that meld aspirations with economic and political reality.

A significant part of the firm’s work, Goody Clancy’s planners and urban designers have engaged in over 30 waterfront assignments over the past 8 years, including many areas of the Boston waterfront as well as more than twenty other Massachusetts communities





together with a diverse mix of national assignments including Biloxi MS, Miami FL, Jamestown NY, Louisville KY, New Orleans LA, Norfolk VA, Portland ME, Providence RI, and Oklahoma City OK.

Several core qualities are critical to our work:

- We organize interdisciplinary teams that include skilled planning and design professionals with backgrounds in other disciplines central to moving a plan forward.
- We form collaborative working relationships with the client, organizing ourselves where possible into a single team with the client to ensure that there is a full integration between the technical, political, and implementation aspects of planning from the very start.
- We form strong working relationships with community leaders, assisting our clients where appropriate in creating broad based steering committees, and using a variety of approaches to build trust and effective communication with the steering committee members and the organizations that they represent. Toward this end, we strongly prefer to initiate a process with one-on-one interviews with steering committee members, city leadership and staff, and other key stakeholders to begin to establish a “gut level” appreciation of the values and concerns that every stakeholder brings to the process—and to provide stakeholders with a comparable understanding of the consultant team leadership. Depending on the project, we use a variety of methods to communicate frequently with the community—surveys, newsletters, flyers, postcards, web sites, reports to local organizations, and similar methods—and report back on how we are using the results of the community process and how draft recommendations are developing.
- We spend sufficient time in the community so that as much of our thinking as possible can occur in direct collaboration with the city and key stakeholders and can be informed by on the ground observations, and integrate text, visual materials, and numerical criteria to provide participants with an analytical and qualitative sense of emerging recommendations.

Planning & Urban Design Awards

national recognition

AMERICAN INSTITUTE OF ARCHITECTS

Honor Award for Regional and Urban Design

- Boston's Newest Smart Growth Corridor (2007)
- Harvard University/North Allston Strategic Framework for Planning (2005)
- UrbanRiver Visions (2004)
- A Civic Vision for Turnpike Air Rights in Boston (2001)

Thomas Jefferson Award for Public Architecture

Awarded to David Dixon, principal-in-charge of planning and urban design (2007)



Plan for the 21st Century: New Orleans 2030

AMERICAN PLANNING ASSOCIATION

Planning Achievement Award for a Hard-Won Victory

Plan for the 21st Century: New Orleans 2030 (2011)

Planning Excellence Award for Implementation

Campus Partners' University District Revitalization (2010)

Merit Award

West Broadway Housing

AMERICAN SOCIETY OF LANDSCAPE ARCHITECTS

Award of Excellence for Analysis and Planning

Charles River Basin Master Plan (2001)

BRUNER FOUNDATION

Rudy Bruner Award for Urban Design Excellence

Harbor Point

CONGRESS FOR THE NEW URBANISM

Charter Award

- Clifton Corridor Urban Design Guidelines (2010)
- Boston's Newest Smart Growth Corridor (2006)
- Harvard University/North Allston Strategic Neighborhood Plan (2004)
- UrbanRiver Visions (2003)
- Initiative for a 20/20 Vision for Concord, New Hampshire (2002)
- Cleveland Riverview HOPE VI Redevelopment (2002)
- A Civic Vision for Turnpike Air Rights in Boston (2001)



Columbus: High Street/University District Plan

INTERNATIONAL DOWNTOWN ASSOCIATION

Merit Award in Planning

- Asheville Downtown Master Plan (2010)
- Unified New Orleans Plan—District 1 (2007)

SOCIETY FOR COLLEGE AND UNIVERSITY PLANNING

Excellence in Planning Award

- University Village Land Use Plan—Faculty of Arts & Sciences, Aga Khan University (2010 Merit Award)
- Clifton Community Partnership Urban Design Guidelines (2009 Merit Award)
- Harvard University/North Allston Strategic Framework for Planning (2005)
- High Street/University District Plan (2004)
- Emmanuel College Endowment Campus Plan (2001)

URBAN LAND INSTITUTE

Special Award for Excellence

Harbor Point

THE WATERFRONT CENTER

Excellence on the Waterfront Award

UrbanRiver Visions (2003)



Boston's Newest Smart Growth Corridor



regional and local recognition

AMERICAN INSTITUTE OF ARCHITECTS

AIA NEW ENGLAND

New England Regional Award
Cabrini-Green Revitalization Plan

Outstanding Planning Award for Comprehensive Planning
A Civic Vision for Turnpike Air Rights in Boston (2000)

TEXAS SOCIETY OF ARCHITECTS

Citation of Honor
Tyler 21 Comprehensive Plan

AMERICAN PLANNING ASSOCIATION

APA CONNECTICUT

Community Development Award
Quinnipiac Terrace/Riverview HOPE VI Redevelopment (2003)

APA FLORIDA

Award of Merit
Miami Parks and Public Spaces Master Plan (2007)

APA GEORGIA

Outstanding Implementation Plan Award
West Savannah Revitalization Plan (2007)

APA ILLINOIS

Excellence in Planning Award
Near North Redevelopment Vision, Plan and Guidelines (2003)

APA KANSAS

Sod Award
Wichita's Mayor Carl Brewer for his work on the Wichita Downtown Master Plan (2010)

APA LOUISIANA

Outstanding Large Jurisdiction Plan
Plan for the 21st Century: New Orleans 2030 (2011)

APA MASSACHUSETTS

Outstanding Planning

- South Coast Rail Corridor Rail (2009, President's Award)
- A City-Building Vision for Lowell's Hamilton Canal District (2009, Social Advocacy Award)
- Concord-Alewife Plan (2006, Planning Project Award)
- Advancing Downtown Attleboro (2006, Planning Project Award)



Miami: Parks and Public Spaces Master Plan



Chicago: Cabrini-Green Redevelopment Planning

Excellence in Planning
Brookline Comprehensive Plan (2005)

Award for Comprehensive Planning

- Wellesley Comprehensive Plan (2007)
- A Strategic Action Plan for Plymouth (2004)
- Fort Point Channel Plan (2003)
- Charles River Basin Master Plan (2002)
- Quinnipiac Terrace/Riverview HOPE VI Master Plan (2002)
- Eastern Cambridge Planning Study (2001)

Social Advocacy Award

- Hamilton Canal District Neighborhood Visioning Plan (2009, Honorable Mention)

APA NORTH CAROLINA

Outstanding Comprehensive Planning in a Large Community
Downtown Asheville Master Plan (2010)

OHIO PLANNING CONFERENCE

President's Award
Rebuilding the Uptown Neighborhood (2005)

APA UPSTATE NEW YORK

Outstanding Comprehensive Community Plan
Jamestown Urban Design Plan (2007)

BOSTON SOCIETY OF ARCHITECTS

Campus Planning Award
Clifton Community Partnership Urban Design Guidelines (2008)

Urban Design Award

- A Civic Vision for Turnpike Air Rights in Boston (2001)
- Cleveland Riverview HOPE VI Redevelopment (2001)
- Charles River Basin Master Plan (2001)
- Federal Courthouse Area Master Plan
- MIT University Park Master Plan
- Southwest Corridor Development

CONGRESS FOR THE NEW URBANISM

CNU NEW ENGLAND

New England Chapter Award
Boston's Newest Smart Growth Corridor (2006)

COMMONWEALTH OF MASSACHUSETTS

Governor's Smart Growth Innovation Award

- Master Plan for Salem's North River Canal (2005)
- Concord-Alewife Planning Study (2005, honorable mention)

Key Personnel

Goody Clancy's key staff for the Riverfront Island Master Plan would include the following:

David Spillane, AICP, RIBA, principal and director of planning and urban design, will serve as principal-in-charge of the project. David's master planning for complex urban sites and waterfronts includes the *Downtown Airpark Master Plan* in Oklahoma City, OK, *RiverPark Place* in Louisville, KY, the *Charles River Basin Master Plan* in Boston, and *UrbanRiver Visions* for 14 communities throughout Massachusetts. David's work has been recognized through multiple awards from the American Planning Association, the American Institute of Architects, the Waterfront Center, and the Congress for the New Urbanism.

Amy Kohn, senior planner, will serve as the overall project manager for the team. Amy brings rich experience in planning for a wide variety of communities involving significant stakeholder engagement to develop consensus-based, implementation-driven plans. From post-Katrina New Orleans to downtowns and waterfronts across the northeast, to colleges and universities in urban, suburban or historic settings, Amy has helped a broad diversity of communities shape how they will change and grow.

Mary Means, director of community initiatives, will provide planning support on the project and brings extensive experience in community-based strategic planning, often involving the need to bridge boundaries: jurisdictional, organizational, socio-economic and disciplinary. Mary is perhaps best known for her role as leader of the team that created the National Main Streets program and has headed teams for large community vision plans, regional heritage development efforts, and urban neighborhood plans.

Lisa Howe LEED, principal and director of preservation, will advise on reuse and redevelopment of former mill buildings and best practices in sustainable development. Her work includes Boston's Trinity Church conservation projects, the Façade Restoration Project at the Brooklyn Post Office and Courthouse for the GSA, and a Historic Structures Report of the Buffalo Richardson Olmsted Complex.

Ganesh Ramachandran, LEED AP, senior urban designer, will contribute to the master plan visualizations illustrating recommendations. Ganesh has significant experience working on a range of domestic and international projects involving urban redevelopment, bringing a strong background in mixed-use infill development and residential master planning experience with both the public and private sector.

Wei Jin, LEED AP, urban designer, will provide urban design support to the team. Wei has experience on a wide range of architectural and urban design projects, ranging from campus planning and mixed-use development to residential planning and housing design. Her strong design skills and environmental sensitivities integrate physical design solutions with social aspects and natural systems.

Resumes for the key team members above follow. Information about our proposed sub-consultants can be found in section 3.

DAVID SPILLANE, AICP, RIBA

PRINCIPAL / DIRECTOR OF PLANNING AND URBAN DESIGN

David Spillane is the firm's director of planning and urban design. His work has been recognized through national awards from the American Institute of Architects, the Congress for the New Urbanism and the Waterfront Center and numerous regional awards from the American Planning Association. Over the last ten years he has led design and planning projects for public and private sector clients in more than twenty states. He serves as a member of Boston's Harbor Planning Advisory Committee as a board member of Save the Harbor/Save the Bay, and as a design advisor to the Capital Center Commission in Providence, Rhode Island.

SELECTED EXPERIENCE

- Jamestown Urban Design Plan and Guidelines** (Jamestown, NY)
 Urban design and economic development plan to strengthen and revitalize Jamestown's quality of life and rebuild its economy. Establishes a series of priorities designed to reinvigorate economic vitality through recommendations for new housing, expanded tourism, new office and commercial development, and waterfront revitalization. *Winner 2007 Outstanding Planning Award for a Community-Based Plan from American Planning Association (APA) New York Upstate.*
- UrbanRiver Visions** (MA)
 Major statewide initiative of the Massachusetts Executive Office of Environmental Affairs that in the first round engaged more than 1,200 community stakeholders in creating guiding visions and plans for 14 downtowns and urban riverfronts in cities across the Commonwealth. A similar process with a second round of communities (Grafton, Greenfield, Haverhill, Northbridge, Pittsfield, and Shelburne Falls) was completed in summer 2007. *Winner of a 2004 AIA Honor Award for Regional and Urban Design, a 2003 CNU Charter Award, and a 2003 Waterfront Center Excellence on the Waterfront Award.*
- Fort Point Channel Watersheet Activation Plan** (Boston, MA)
 Developed a plan for the renewal of this mile-long former industrial waterway at edge of downtown Boston. Worked with an innovative public/private partnership comprising the Boston Redevelopment Authority, Fort Point Channel Abutters Group and environmental advocates to develop strategies to make the water and the waterfront more accessible, increase recreational opportunities, and encourage continued economic development. *Winner of the 2003 Massachusetts APA Comprehensive Planning Award.*
- New Bedford Hicks-Logan-Sawyer Smart Growth Waterfront District: Vision Plan and Regulatory Strategy** (New Bedford, MA)
 Master plan for a district of underutilized industrial properties, including brownfields, on the waterfront and adjacent to a future commuter rail station focusing on creation of a smart growth planning framework allowing a mix of residential, commercial, industrial, and recreational uses.
- New Bedford Harbor Master Plan** (New Bedford, MA)
 Harbor master plan for New Bedford harbor, one of Southeastern Massachusetts' most important economic, cultural, and environmental resources. Focus of planning process was to make strategic choices about future harbor-related investments that strengthen the harbor's traditional industries while capturing emerging opportunities for development of tourism, cultural and educational facilities and open space.
- Bayside Master Plan Study** (Portland, ME)
 Development planning (with Scott Simons Architects) for city-owned property within the Bayside area of downtown Portland including analysis of the most appropriate location for



EDUCATION

Master in Architecture, Harvard Graduate School of Design

Bachelor of Architecture, University College Dublin, Ireland

PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners

American Planning Association

Urban Land Institute

Royal Institute of British Architects

CIVIC ACTIVITIES

Board of Directors, Save the Harbor/Save the Bay

Boston Municipal Harbor Plan Advisory Committee, 2003-present

Design Advisor, Capital Center Commission, Providence, Rhode Island, 2004-present

MIT Kevin Lynch Award Jury, 2005

New York/Boston Urban Design Award Jury, 2005

Florida AIA Unbuilt Architecture Award Jury, 2002

Urban Land Institute Advisory Panel, Norfolk, Virginia, 2002

SELECTED SPEAKING ENGAGEMENTS

1000 Friends of Connecticut Conference, Hartford, April 2010

International Economic Development Council Conference (IEDC), Oklahoma City, June 2010

Rail-Volution National Conference, Boston MA, 2009

Connecticut Main Street Center, Master Planning Downtown workshop, 2008

American Institute of Architects, National Convention, 2004, 2007-2009

American Institute of Architects, Rhode Island Conference, 2007

International Waterfronts Conference, Boston, 2007

ALA 150: Newport Waterfront Symposium, 2007

Governor's Smart Growth Conference, Massachusetts, 2005

American Planning Association New England Conference, Springfield, 2004

American Planning Association, National Conference, Denver, 2003

American Planning Association, National Conference, Chicago, 2002

American Planning Association New England Conference, Providence, 2002

Society for College and University Planning Conference, San Diego, 2002

International Waterfronts Conference, New York, 2001

a publicly-funded parking structure for at least 600 cars. The resulting site plan and garage footprint maximized the structure's potential to catalyze new development in Bayside.

- **Watertown Arsenal Reuse Plan** (Watertown, MA)
Prepared master plan for redevelopment of a former military research facility that incorporates preservation of significant historic structures. The property was subsequently purchased by Harvard University and now hosts a diverse mix of research and office facilities in 800,000 SF of space, supplemented by retail and art facilities.
- **East Biloxi Rebuilding Strategy** (East Biloxi, MS)
Vision and plan to guide the post-Katrina rebuilding of East Biloxi, Mississippi. The goals of this effort, coordinated by Living Cities, are to build back great urban neighborhoods, strengthen and enliven downtown, encourage economic growth, create a great public waterfront, and recognize and celebrate the heritage of East Biloxi.
- **Advancing Downtown Attleboro** (Attleboro, MA)
Development plan that focuses on how to implement the community's vision for a downtown built around an enriched pedestrian-oriented public realm, expanded housing and commercial development, improved traffic circulation, and development of an intermodal transportation center. *Winner 2006 Outstanding Planning Project Award from the APA Massachusetts.*
- **Newburyport Waterfront Strategic Plan** (Newburyport, MA)
Strategic planning that combines public realm improvements, zoning changes, and design guidelines to form a cohesive set of recommendations that will guide development over the next twenty+ years.
- **Maine State Prison Reuse Study** (Thomaston, ME)
Resuse study for Maine Bureau of General Services which led to demolition of the Maine State Prison in 2002.
- **North River Canal Corridor Master Plan** (Salem, MA)
Worked with an active Massachusetts community to create a mixed-use strategy for its downtown waterfront. The plan creates a framework for mixed-use redevelopment of underutilized properties, enhancement of connections to open space, and improvement of the entire corridor and adjacent residential neighborhoods. *Winner of a 2005 Governor's Smart Growth Innovation Award.*
- **Norfolk Atlantic District Waterfront Development Strategy** (Norfolk, VA)
David Spillane was invited to serve as a member of a ULI Advisory Panel to make recommendations for redevelopment of a 100-acre former industrial waterfront area. The panel's recommendations envisioned a district that incorporates a wide range of uses from industrial to housing to commercial uses linked together by a network of public spaces and walkways along the water's edge. The panel's recommendations set the stage for development of a comprehensive district plan by the city which has led to significant new development over the last several years.
- **RiverPark Place Master Plan** (Louisville, KY)
Master plan for a new waterfront neighborhood in downtown Louisville on behalf of Icon Properties. Program includes 1,500 housing units on a 20-acre site together with a 200-slip marina, health club, retail and restaurants, and a major new riverfront promenade along ½ mile of the Ohio River. Residential mix includes ownership and rental units in buildings ranging from 3 to 14 stories in height.
- **Oklahoma City Downtown Airpark Site Master Plan** (Oklahoma City, OK)
Master plan to transform a 120-acre riverfront site into a major mixed-use district, including 1,500 residential units, 600,000 SF of retail and office space, and a wide range of community facilities. The master plan will create a significant mixed-use urban village close to the city's core, creating a major destination along the emerging riverfront open space network.

AMY J. KOHN

SENIOR PLANNER/PROJECT MANAGER

A Project Manager and Associate within Goody Clancy’s planning and urban design group, Amy brings rich experience and both campus and community planning. She has worked in a variety of complex settings to develop consensus-based, implementation-driven plans. From post-Katrina New Orleans to downtowns and waterfronts across the northeast, to colleges and universities in urban, suburban or historic settings, Amy has helped a broad diversity of communities shape how they will change and grow. Amy has participated as a highly effective facilitator in more than a dozen community workshops. Her range of experience enables her to help communities find practical planning solutions for the challenges they face.



SELECTED EXPERIENCE

- South Coast Rail Economic Development and Land Use Corridor Plan**
(South coast region, MA)
Innovative planning for the newest commuter rail line for the fastest-growing region in the state that integrates land use, economic development and transportation planning from the beginning. The plan is based on a partnership with thirty-one corridor communities and three regional planning agencies to analyze, identify and promote strategies that will unlock economic opportunity, stimulate investment and new revenues, and shape growth to avoid sprawl while preserving community character and environmentally sensitive lands. *Winner of the 2009 Massachusetts APA President Award for Outstanding Planning.*
- UrbanRiver Visions 2** (MA)
Major initiative of the Massachusetts Executive Office of Energy and Environmental Affairs, helping communities capitalize on the potential of underutilized riverfront sites in or near town and city centers. First launched in 2002, the program has established consensus-based, action-oriented plans for urban waterfronts and downtowns in thirteen towns and cities across the Commonwealth. Ms. Kohn served as project manager for the 2007 round of the program, involving Grafton, Greenfield, Haverhill, Northbridge, Pittsfield and Shelburne Falls.
- Shirley Avenue Neighborhood Gateway Initiative** (Revere, MA)
Neighborhood improvement and outreach planning funded through a Gateway Plus Action Grant from the Massachusetts Department of Housing, Community and Economic Development (HCED). A broad range of neighborhood stakeholders were engaged through the study which examined needs and developing improvement plans for the Shirley Avenue neighborhood, targeting housing, economic development, and physical infrastructure and connections including streets, sidewalks and open space.
- Unified New Orleans Plan** (New Orleans, LA)
Post-Katrina recovery and rebuilding plans for downtown, Upper 9th Ward, and Gentilly districts prepared for the Greater New Orleans Foundation and the city’s planning commission. Planning elements included a new downtown neighborhood, replacing a public housing development and nearby parking lots with a mixed-income, mixed-use, and mixed-density community; a series of innovative initiatives to support downtown’s emerging creative economy; a new mixed-income community in the Desire and Florida neighborhoods that replaces public housing and adjacent devastated areas with a new community of more than 4,000 units of housing; and a lively new neighborhood square and commercial center in Gentilly. Ms. Kohn served as a lead planner for the firm’s work in the Upper 9th Ward.
- Roswell Town Square / Atlanta Street Corridor Study** (Roswell, GA)
A corridor improvement plan for a historic community outside of Atlanta. Challenges included balancing walkability with significant vehicular traffic, neighborhood revitalization, and improving connectivity within the community’s historic heart. Ms. Kohn was the lead planner on this project.

EDUCATION

Massachusetts Institute of Technology, Master in City Planning

University of Michigan, Ann Arbor, Bachelor of Arts

CIVIC ACTIVITIES

RailVolution Host Committee, Boston, 2009

MoveMASS

Boston Preservation Alliance

- **Miami Parks and Public Spaces Strategic Plan** (Miami, FL)
A parks and public spaces plan focused on enhancing existing open spaces, identifying opportunities for new open spaces in underserved areas, and using “green” connections to knit parks and neighborhoods together. Included an extensive public participation process engaging residents in each of Miami’s thirteen neighborhood districts. Ms. Kohn provided general planning assistance, facilitated public workshops, and led the design and development of a public participation website. *Winner of a 2007 Florida Chapter APA Award of Merit.*
- **I-84 Viaduct Study** (Hartford, CT)
Planning study to identify an array of preliminary alternatives to reconstruct, replace or remove an elevated portion of highway in downtown Hartford, and evaluate their ability to serve the many transportation functions of the existing viaduct, improve the quality of life and provide opportunities for economic growth in the Capitol Region.
- **SUNY College at Old Westbury Facilities Master Plan** (Old Westbury, NY)
Currently working with SUNY College at Old Westbury—a growing Long Island institution of approximately 4,500 students—and the SUNY State University Construction Fund (SUCF) to develop a Facilities Master Plan that will drive capital investments and provide a framework for future development at the campus. Through the Facilities Master Planning process, we are working with the College and SUCF to identify current and future campus site, facility, and space needs, and investigating a range of alternative approaches for addressing these needs. The Facilities Master Plan will need to identify effective strategies that are feasible within highly constrained fiscal environment.
- **Westfield Campus Master Plan Update** (Westfield, MA)
Currently working with Westfield State University (formerly Westfield State College), the Massachusetts Division of Capital Asset Management (DCAM), and the Massachusetts State College Building Authority (MSCBA) to update our 2007 Campus Master Plan for the University in response to evolving goals and faster than anticipated enrollment growth. Key projects include siting of a new residence hall; an expansion of Westfield’s Dining Commons; siting of a new academic building; and open space and circulation improvements.
- **Buffalo State College Facilities Master Plan** (Buffalo, NY)
Lead Planner for Goody Clancy’s work with Buffalo State College and the State University Construction Fund to identify site and facility enhancements needed over a ten years in support of the College’s academic mission and strategic plan.
- **Wentworth Institute of Technology Campus Master Plan** (Boston, MA)
Assisting Wentworth in creating a new comprehensive campus master plan. Master planning process targets issues such as improving quality and diversity of the student experience; upgrading instructional spaces to meet the needs of a hands-on, professionally-oriented, and rapidly changing curriculum; and leveraging underutilized land to accommodate future campus needs, enhance the Institute’s overall image, and where feasible, generate new revenue. Ms. Kohn was a lead planner and project manager on this project.
- **Champlain College Master Plan** (Burlington, VT)
A first comprehensive plan for a dynamic 2,000 student college located in a historic residential neighborhood near downtown Burlington. Challenges included accommodating growth within an urban environment, the need for extensive neighborhood outreach, and a commitment to institutional flexibility. Ms. Kohn was the lead planner on this project.
- **Wheelock College Master Plan** (Boston, MA)
The first comprehensive plan for a hundred year old Boston institution looking to double its undergraduate enrollment and upgrade facilities within the footprint of its small urban site. Will result in the development of a new signature building equipped with academic, student life, and residence hall space. Ms. Kohn was the lead planner on this project.

MARY C. MEANS

DIRECTOR OF COMMUNITY INITIATIVES

Mary Means has extensive experience in community-based strategic planning, often involving the need to bridge boundaries: jurisdictional, organizational, socio-economic and disciplinary. She has headed teams responsible for large community vision plans, regional heritage development efforts, urban neighborhood plans, county growth-management efforts, and scenic road corridor management plans. Her active involvement in national networks, coupled with an active calendar of conference engagements, keeps her abreast of “best practices” in community development, civic engagement and heritage tourism. Prior to joining Goody Clancy, Mary led her own community planning firm, and was vice president of the National Trust for Historic Preservation, where she is best known for having created the National Main Street program.



SELECTED EXPERIENCE

- **City of New Orleans Master Plan and Comprehensive Zoning Ordinance** (New Orleans, LA)
Citywide comprehensive plan and zoning revision to provide a 20-year shared framework for going beyond Katrina recovery to create a resilient city. Developed on a rapid schedule, with intensive public outreach and participation, this planning effort places special focus on creation of a citywide housing policy, an economic development plan, a flood-hazard and sustainability plan, citizen participation structure, and implementation plans.
- **Asheville Downtown Master Plan** (Asheville, NC)
Master plan to help the community shape new growth in a way that preserves Asheville’s character, creates a shared vision for downtown over the next twenty years, and enables the community to understand opportunities, tools, and choices that must be made to achieve this vision.
- **Tyler 21 Comprehensive Plan/Downtown Master Plan** (Tyler, TX)
A master plan for a rapidly growing city desirous of retaining and enhancing character and a sense of community. Tyler’s historic downtown was a central focus, enabling early consensus around locating key civic and cultural facilities in renovated historic buildings. *Winner of 2008 Citation of Honor from the Texas Society of Architects.*
- **Braddock East Planning** (Alexandria, VA)
Plan examining the potential for redeveloping four aging public housing sites near the Braddock Road Metro station as a mixed-income transit-oriented neighborhood while maintaining the full public housing unit count of 365 units. Planning involved examining a number of interrelated issues: public housing resident needs; long-term public and affordable housing goals and opportunities across Alexandria; urban design; development feasibility; appropriate mix of mixed-income units; community acceptance; and other key factors.
- **Roswell Town Square/Atlanta Street Corridor Study** (Roswell, GA)
Corridor-improvement plan for a historic community outside of Atlanta. Challenges included balancing walkability with significant vehicular traffic, neighborhood revitalization, and improving connectivity within the community’s historic heart.

EDUCATION

Loeb Fellow, Harvard University
Graduate School of Design, 1982

Master of Arts, History University
of Delaware, 1976

Bachelor of Arts, Humanities,
Michigan State University, 1969

PROFESSIONAL AFFILIATIONS

National Center for Heritage
Development, Board of Directors,
1993-1996

The Orton Family Foundation
Board of Trustees, 2000–2005

Advisory Committee, Ft. Monroe
Federal Area Development
Authority, 2007-2008

HERITAGE PLANNING (SELECTED WORK PRIOR TO GOODY CLANCY)

- **Atchafalaya National Heritage Area Plan** (Lafayette, LA)
The Atchafalaya National Heritage Area plan covers a 13-parish area including Lafayette. The plan gave attention to sustainability as well as economic development to halt a decreasing population by increasing job potential for local Cajun families.
- **Vicksburg Framework Plan** (Vicksburg, MS)
A framework plan for Vicksburg to extend the stay of the more than 1 million visitors to the Vicksburg National Battlefield. The recommendations included a downtown revitalization program and a strategy to diversify their numerous ante bellum house museums leading to wider appeal and more engaging programming.
- **Farish Street Historic District** (Jackson, MS)
A neighborhood revitalization strategy for the Farish Street Historic District, the nationally significant center of the African American community in Jackson MS in the era of segregation.
- **Cultural Tourism Framework** (Buffalo, NY)
The Cultural Tourism Framework shifted the Convention and Visitors Bureau approach to tourism. This framework identified alternative attractions besides Niagara Falls that would help bring visitors to Buffalo such as their architectural heritage, second only to Chicago. The City of Buffalo has since reported a noticeable increase in hotel stays throughout the year.
- Historic preservation plans for Franklin TN and Arlington VA.

LISA HOWE, LEED AP
PRINCIPAL, DIRECTOR OF PRESERVATION

Lisa Howe, director of preservation for Goody Clancy, has over 20 years of experience in all phases of the construction process. Her background includes work as a bricklayer, a project representative for the Cambridge Housing Authority, and a project manager for Harvard University. This breadth of experience gives her a unique overview of the construction process, from the perspective of the contractor, owner and design professional. Lisa combines hands-on experience with a degree in historic preservation and has a particular expertise in materials conservation. She has performed building assessments, prepared reports, written project specifications and overseen the production of drawings, and provided construction administration for National Historic Landmarks such as H. H. Richardson’s Trinity Church and Charles Bulfinch’s Massachusetts State House.



RELEVANT EXPERIENCE

- **U.S. Post Office and Courthouse** (Brooklyn, NY)
 Project manager for \$54 million exterior envelope restoration of this New York City landmark listed on the National Register of Historic Places.
- **Massachusetts State House** (Boston, MA)
 Technical specialist for \$45 million complete exterior restoration of the National Historic Landmark, among the oldest state capitols in the country.
- **Trinity Church** (Boston, MA)
 Director of preservation and project manager for exterior renovation of the church’s tower, preservation studies, conditions assessment and interior paint restoration.
- **Richardson-Olmsted International Center** (Buffalo, NY)
 Project manager for the historic structures report and stabilization plan for a former psychiatric complex designed by H.H. Richardson and with landscape plan by Frederick Law Olmsted.
- **Barker Center, Harvard University** (Cambridge, MA)
 Assistant project manager for renovation of a 1901 McKim Mead & White building, including new MEP, structural infill, new dormers, new slate and copper roof and brick and limestone restoration.
- **Sever Hall, Harvard University** (Cambridge, MA)
 Project manager for exterior restoration of H.H. Richardson’s National Historic Landmark building.
- **Thompson Hall, University of New Hampshire** (Durham, NH)
 Project manager for the exterior restoration of this 1892 building. The firm performed a full evaluation of the exterior envelope and created a scope that included a comprehensive restoration of the exterior, including full slate roof and flashing replacement, 100% masonry repointing, and window sash replacement.
- **King’s Chapel** (Boston, MA)
 Director of preservation for the historic structures report, existing conditions survey and master plan for the National Historic Landmark building. .

EDUCATION

Bachelor of Science, historic preservation, Roger Williams University

Masters-degree coursework Strategic Leadership Toward Sustainability, Blekinge Institute of Technology, Sweden

REGISTRATION

LEED™ Accredited

PROFESSIONAL & CIVIC ACTIVITIES

APTI Technical Committee on Sustainable Preservation, Co-Chair

Association of Preservation Technology, board of trustees, 2000-2004

Association of Preservation Technology Northeast Chapter Secretary, 1999-2004

BSA Historic Resources Committee

GANESH RAMACHANDRAN, LEED AP

SENIOR URBAN DESIGNER



EDUCATION

University of California, Berkeley,
Master of Urban Design

Ohio State University, Columbus,
Master of Architecture

National Institute of Technology,
Trichy, India, Bachelor of
Architecture

Ganesh Ramachandran, LEED AP is a senior urban designer and has over twelve years of experience working on a range of domestic and international projects in campus planning, multi-family housing, transit-oriented development, and urban redevelopment in cities such as San Francisco, San Jose, New Orleans, Baltimore, Boston, Shanghai, Karachi and Bangalore. Ganesh brings to the position a strong background in transit-oriented multifamily building typologies, mixed-use infill development and brownfield redevelopment projects. Prior to joining Goody Clancy, Ganesh has lead urban design efforts for transit oriented neighborhoods in San Francisco and Mountain View, CA and for the Compass Blueprint TOD demonstration projects for the Southern California Association of the Governments.

SELECTED EXPERIENCE

- **Central Annapolis Road Sector Plan** (Prince George’s County, MD)
Planning study that identifies the opportunities to create a newly walkable, vibrant mixed-use corridor, with major impetus generated by a new light rail stop at the corridor that will in turn link to a nearby multi-modal Metro station.
- **O’Donnell Heights Master Plan** (Baltimore, MD)
Master plan to transform the 62-acre public housing site into a new, sustainable neighborhood. The goal for the process—defined by community involvement and consensus-building—is the creation of a vibrant mixed-income, mixed-use residential community that will include a significant number of public housing units, as well as market-rate homeownership units.
- **City of New Orleans Master Plan and Comprehensive Zoning Ordinance** (New Orleans, LA)
Official citywide comprehensive plan and zoning rewrite to provide a 20-year shared framework for going beyond Katrina recovery to create a resilient city. On a rapid schedule, with intensive public outreach and participation. Special focus on zoning and urban design guidelines, creation of a citywide housing policy, economic development plan, flood hazard and sustainability plan, citizen participation structure, with implementation plans.
- **Braddock Metro Area Planning** (Alexandria, VA)
The City of Alexandria hired Goody Clancy to work closely with a racially and economically diverse neighborhood to create a vision, redevelopment framework, and strategy that would enable the city and the neighborhood to manage significant development spurred by proximity to the Braddock Road METRO station. Goody Clancy participated in a “town meeting” that represented a new start for the stalled planning process and is leading a series of community education workshops, a charrette, and in-depth working sessions.
- **Aga Khan University Land Use Planning Study** (Karachi, Pakistan)
Comprehensive planning and urban design for a new pedestrian-scaled university town that will form the home of Aga Khan University’s Faculty of Arts & Sciences near Karachi, Pakistan. Goody Clancy’s work includes an international review of best practices in planning university communities, a detailed survey of potential residents exploring desired community qualities, and creation of a development framework rooted in its unique cultural, environmental and economic contexts.

SELECTED WORK PRIOR TO JOINING GOODY CLANCY

- **Moreno Valley March Field Station Transit Area Plan** (Moreno Valley, CA)
Senior urban designer for concept plan for the conversion of March Air Field Base into a transit-oriented development with retail and parking facilities. Study was sponsored by the Southern California Association of Governments (SCAG) to promote a stronger link between region wide transportation and land use planning and encourages sustainable development solutions that fit local needs and support shared regional values.
- **Temecula Recreational Basin & Transit Village** (Temecula, CA)
Senior urban designer for concept planning for integrating a multi-use recreational park with proposed transit village. Pedestrian circulation and landscape design strategies for connecting proposed transit station and parking facilities with the recreational park
- **Toll Brothers Inc. – Mayfield Mall Infill Development** (Mountain View, CA)
Toll Mayfield, redevelopment of 27-acre Hewlett Packard office center site straddled across the cities of Mountain View and Palo Alto, with a new transit oriented neighborhood containing approximately 600 for-sale homes.
- **Universal Paragon Corporation TOD & Brownfield Development** (San Francisco, CA)
Project director & senior urban designer for 450-500 unit transit-oriented residential neighborhood design and brownfield development. Coordination with Visitacion Valley Design Guidelines (City of San Francisco) and the Brisbane Baylands Specific Plan (City of Brisbane). Collaborated with geo-tech and environmental consultants to integrate remediation strategies with urban design principles.
- **Brisbane Baylands** (Brisbane, CA)
Land use planning and design of 525-acre development site. The northernmost 80 acres are proposed as a transit-oriented development with a multi-modal center as its hub. The plan pro-motes a mix of land uses to complement the village character, support local retail, and increase utilization of the multi-modal center.
- **San Diego Downtown Development Plan** (San Diego, CA)
Urban Designer for community plan update for San Diego Redevelopment Agency. Evaluation of 1990 plan, critical appraisal of ongoing projects, defining urban design guidelines for future developments.
- **Shanghai University City Specific Urban Design Plan** (Shanghai, China)
Development of regional Plan and specific urban design plan to revitalize Yang Pu District in Shanghai. Effective integration of over 17 universities and 200 research institutions into an integrated community of learning, working, and living. Developed control specific plan in the Central Area of University City with academic, live-work residential, commercial, and recreational facilities.

WEI JIN, LEED AP

URBAN DESIGNER



EDUCATION

University of Michigan, Ann Arbor,
Master of Urban Planning &
Master of Urban Design

Wuhan Urban Construction
Institute, China, Bachelor of
Architecture

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

SELECTED EXPERIENCE

- **Asheville Downtown Master Plan** (Asheville, NC)
A master plan to help the community shape new growth in a way that preserves Asheville's character, create a shared vision for downtown over the next twenty years and enable the community to understand opportunities, tools, and choices that must be made to achieve this vision.
- **Clifton Corridor Urban Design Guidelines** (Atlanta, GA)
Assisted the Clifton Community Partnership, created by Emory University, to develop a comprehensive, consensus-based community development, preservation and transportation plan for the campus and its context, including mixed-use redevelopment strategies for industrial, strip retail and other underutilized sites around the university. *Winner of 2008 Campus Planning Award from the Boston Society of Architects.*
- **Collegetown Urban Plan and Design Guidelines** (Ithaca, NY)
A collaboration between the City of Ithaca and Cornell University to develop a framework for the creation of a revitalized urban environment supporting the rich diversity of students, residents, and businesses in an area just south of the campus.
- **Oklahoma City Downtown Airpark Site Master Plan** (Oklahoma City, OK)
Master plan to transform a 120-acre riverfront site into a major mixed-use district, including 1,500 residential units, 600,000SF of retail and office space, and a wide range of community facilities. The master plan will establish a significant mixed-use urban village close to the city's core, creating a major destination along the emerging open space network along the river.
- **Village Center: New Agawam Village** (Plymouth, MA)
Master planning for A.D. Makepeace Company, the largest private property owner in eastern Massachusetts, for a new community to be built in multiple phases on several hundred acres of undeveloped rural land. The plan incorporates more than 1,200 units of housing, retail, office and civic uses. A key element of the plan is establishment of a village green early in the development process as a center of activity and symbolic focus for the community.
- **Saint Paul's Quadrant & Hampton Boulevard Plans** (Norfolk, VA)
Planning for revitalization of the neighborhoods surrounding Old Dominion University as mixed-income districts and for creation of a new mixed-use district on 115 acres of underutilized land adjacent to downtown.
- **Nahant Design and Development Guidelines** (Nahant, MA)
Created residential design and development guidelines for the Town of Nahant as part of a request for proposals for the redevelopment of approximately 3 acres of town-owned land.
- **Tyler 21 Comprehensive Plan** (Tyler, TX)
Comprehensive plan to guide the long-term development of one of the fastest-growing

cities in Texas. The plan focuses on creating a strategic framework for development and ensuring broad public participation in the planning process.

- **Uptown Parks** (Cincinnati, OH)
Four neighborhood-revitalization and -planning initiatives for a consortium of academic, medical, and research institutions led by the University of Cincinnati. Includes mixed-use facilities that integrate research, academic and community uses in a single building and reinvigorated Main Streets, mixed-income housing, and other improvements that serve the institutions and the larger community.

SELECTED WORK PRIOR TO JOINING GOODY CLANCY

- **Johns Hopkins University GX6 Landscape Improvements** (Baltimore, MD)
Worked directly with the landscape architect, client, and the illustrator to prepare a series of watercolor renderings that depict landscape improvements at locations around the campus. Responsible for site visit, identifying problems and issues of each site, laying out designs and creating set-up drawings for the final renderings.
- **University of Michigan North Campus Redux** (Ann Arbor, MI)
Worked in a team supervised by Dean Douglas Kelbaugh for a new vision that will accommodate multifunctional buildings in the north campus. Prepared design concepts, master plans, and phasing plans, generated freehand perspective drawings, completed a 1:50 scale model and final exhibit plans.
- **Nanjing Hong-Hua Airport Area Urban Design Concept International Competition Winning Entry** (Nanjing, China)
The master plan for the redevelopment of the Hong-Hua Airport area (9.96 square kilometers or approximately 2,500 acres) in Nanjing was selected as one of two winning entries in an invited design competition. A program of office, retail, residential and public facilities totaling over 5.36 million square feet is proposed, with elements organized in relation to a public green-space system that will serve as green infrastructure to help manage stormwater run-off from the site and provide opportunities for parks and recreation.
- **Xiamen Urban Design** (Xiamen, China)
Master plan for 9,150 acres of land in Xiamen, including the northeastern section of the main island and the south end of the peninsula it faces across a strait. The plan proposes a new uptown district with shopping and business centers, residential neighborhoods, campuses, sports facilities, and high-tech development districts connected by light-rail systems and parks and greenways. The plan also suggests concentrating development into satellite transit villages to preserve land the serves existing farms and fishing villages. The site's population is expected ultimately to reach 300,000 to 400,000.
- **The Homes at Gateway Crossing** (Hagerstown, MD)
This award-winning plan replaced 210 distressed public housing units with 386 new, mixed-income rental and affordable ownership units. The plan carefully incorporates former industrial parcels, railroad land, and existing private home. It links the site to a nearby commercial corridor, schools, parks and other services. A 23,000-square-foot community center, set on a park at the edge of the new development, helps weave the new homes into the surrounding community.

Project Experience

The project profiles on the following pages represent our team's selected experience on efforts of similar type and scale.

Work by Goody Clancy teams consistently embodies several key elements:

- visionary plans that get implemented;
- strategies that reflect interdisciplinary thinking and address both public- and private sector goals and needs;
- a commitment to defining public places and destinations that can serve as catalysts for attracting investment;
- creative solutions that reflect economic, market, and financial realities;
- processes that attract and engage multiple stakeholders and produce solutions that have won wide public support and enthusiasm; and
- implementation strategies that use limited public resources in a highly efficient way to attract maximum public investment.



Jamestown Downtown Revitalization Plan

CITY OF JAMESTOWN | JAMESTOWN, NEW YORK

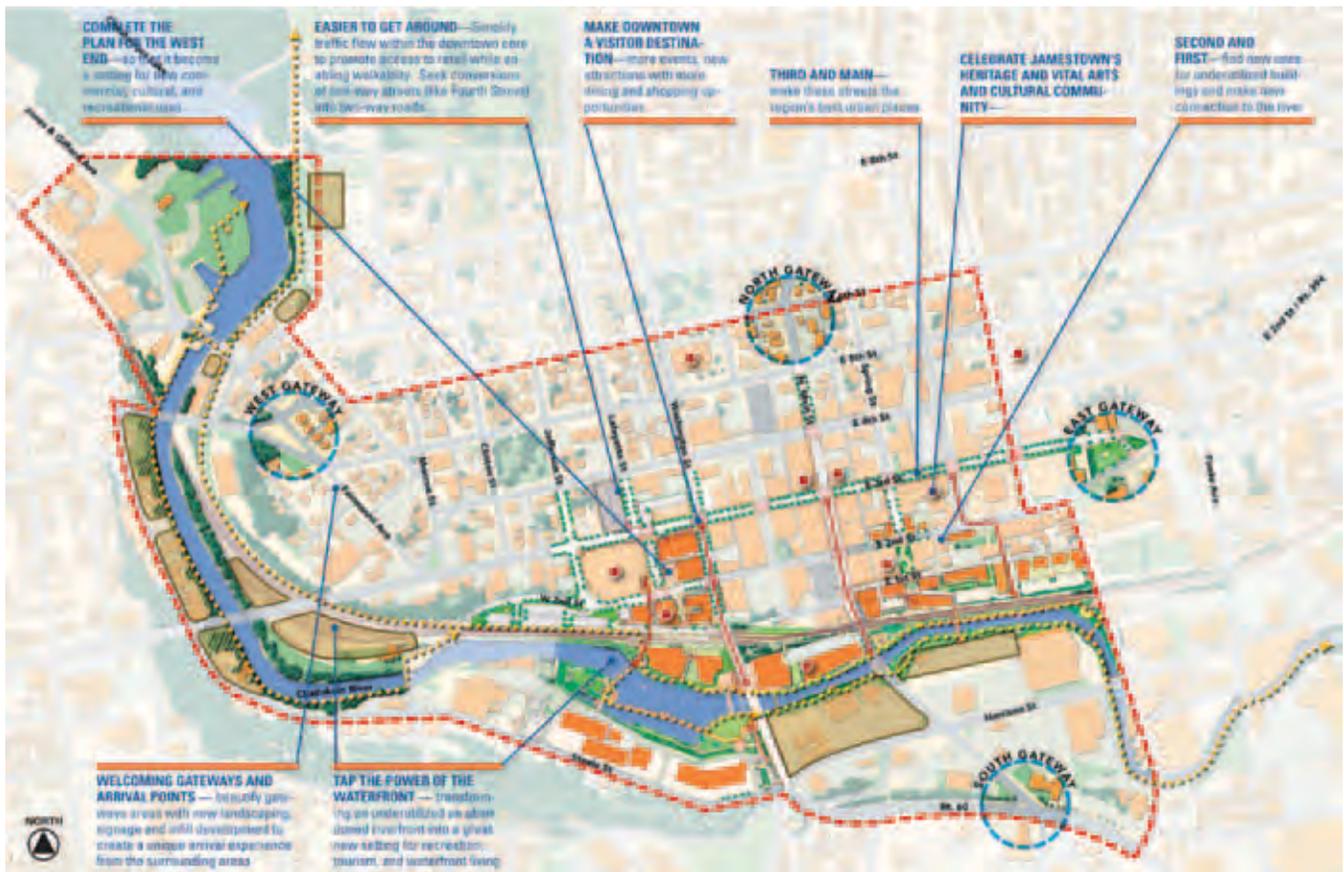
RECOGNITION

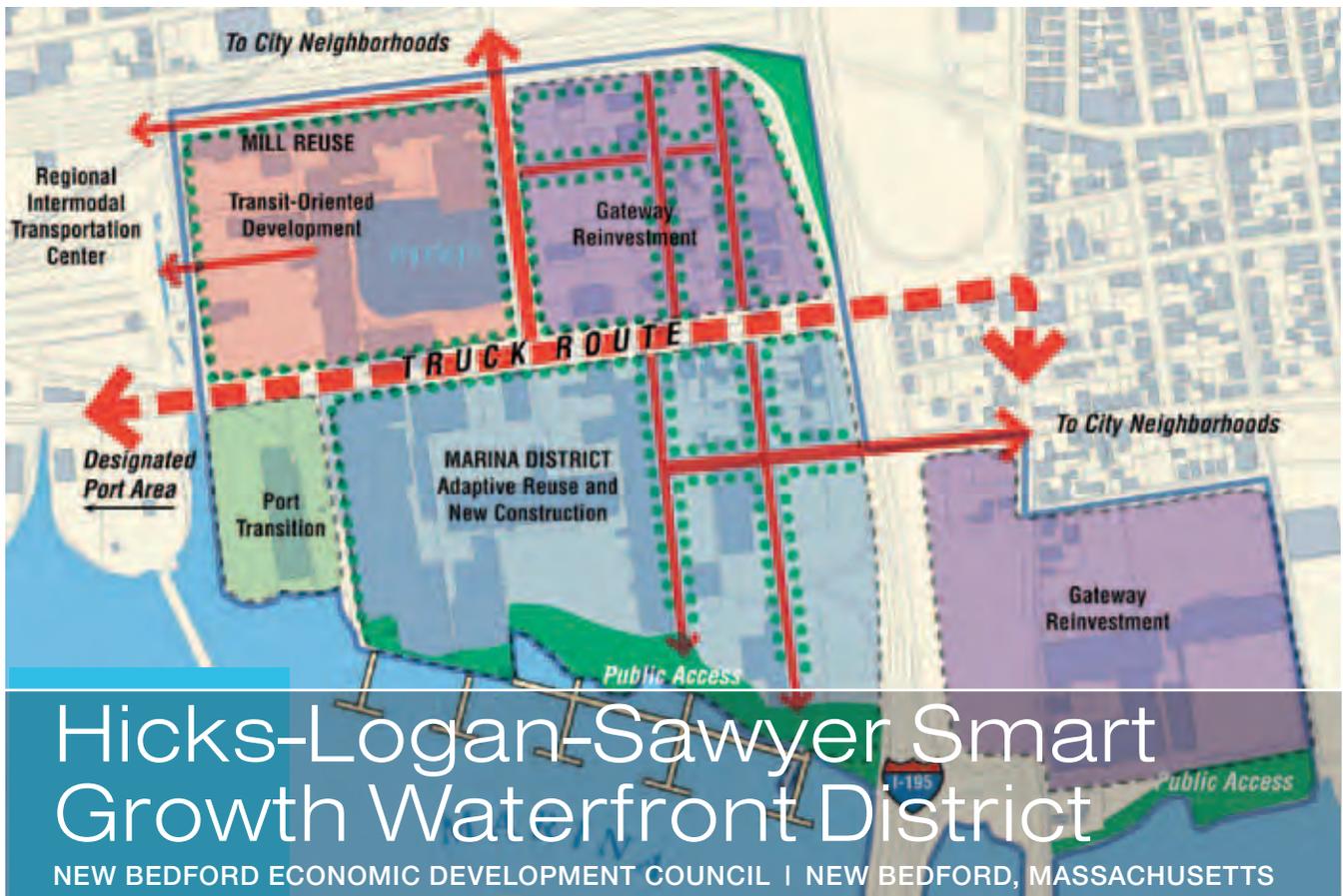
American Planning Association
APA Upstate New York
*Outstanding Comprehensive
Community Plan, 2007*

Goody Clancy created an urban design and economic development plan to strengthen Jamestown's quality of life and rebuild its economic fortunes. The plan establishes a series of priorities designed to reinvigorate Jamestown's economic vitality through recommendations for new housing, expanded tourism, new office and commercial development, and waterfront revitalization. The plan identifies strategies for leveraging public dollars to generate significant private investment that will build

on the city's current physical assets while creating new market opportunities.

Since completion of the plan, the city has achieved remarkable success in attracting new downtown development including new mixed-use buildings and extensive storefront reinvestment. The Jamestown Renaissance Corporation has been created solely to guide plan implementation which has included over 30 significant new projects in the last few years.





Hicks-Logan-Sawyer Smart Growth Waterfront District

NEW BEDFORD ECONOMIC DEVELOPMENT COUNCIL | NEW BEDFORD, MASSACHUSETTS

Working with the New Bedford Economic Development Council, Goody Clancy prepared a vision plan, conceptual redevelopment framework and a regulatory strategy for the Hicks-Logan-Sawyer (HLS) area in New Bedford, Massachusetts. In her previous role as principal of another firm, Goody Clancy chief planner Larissa Brown also prepared an analysis of the HLS district, with proposed planning directions.

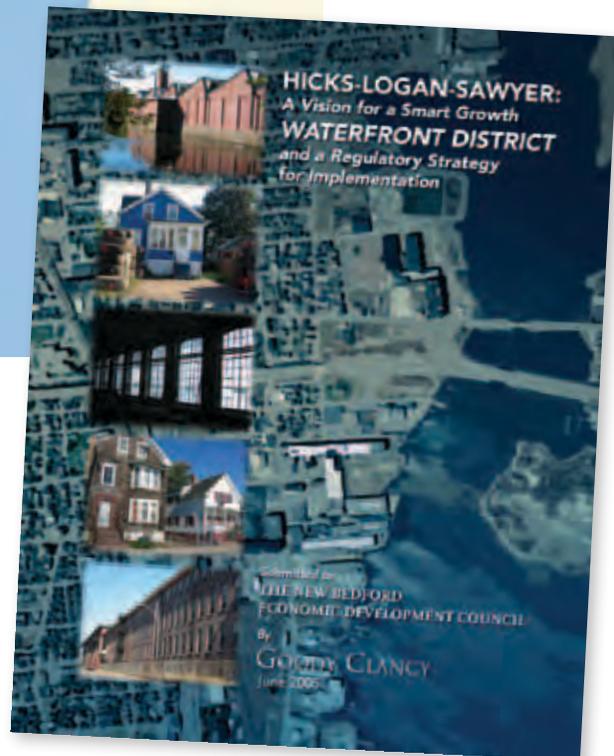
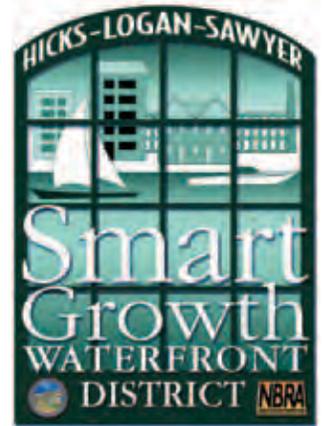
Located adjacent to the terminus of a future commuter rail line, the 95-acre HLS district has a waterfront and gateway location, distinctive historic mill buildings, unusual elements such as a large, spring-fed mill pond, and city and water views. But the area also faces many challenges including long-term disinvestment, a large inventory of underutilized mill space, an unattractive public realm, a major truck route from the adjacent Designated Port Area to an

interstate, and potential environmental contamination. The City’s revitalization goals for the HLS district include nonresidential tax revenue and new jobs, in addition to the creation of a lively waterfront mixed-use neighborhood.

In order to help the city achieve its goals and allow it to take advantage of opportunities as they arise, Goody Clancy developed a plan for an “unconventional” mixed-use, smart growth district. The plan provides for a wide range and mixture of land uses within the context of a robust public realm. Managing the transitions and edges between and among uses—whether in different blocks, different buildings, or the same building—is critical to the success of the HLS Vision through a coherent design identity and design guidelines to shape the public realm, rehabilitation of older buildings, and new development. This plan was designed to be the foundation of an

official redevelopment plan for the HLS district. Goody Clancy provided an analysis of potential regulatory approaches to achieve the Vision and developed an Interim

Planning Overlay District zoning strategy with design guidelines to guide any changes that might occur during the transition to a redevelopment plan.





New Bedford Upper Harbor Community Visioning

MASDEVELOPMENT AND CITY OF NEW BEDFORD | NEW BEDFORD, MASSACHUSETTS

Goody Clancy, in cooperation with MassDevelopment and the City of New Bedford, conducted a visioning process for the New Bedford Upper Harbor neighborhood on the Acushnet River, north of the port. A daylong charrette focused on identifying issues, opportunities, and priorities for the future of the Upper Harbor and led to an action plan and poster-based vision plan to assist New Bedford in revitalizing this part of the city.

The City of New Bedford's rich history of industry and innovation was built through the hard work of its residents and enabled by the presence of the Acushnet River. While some of the historic industrial buildings along the water had been converted to residences and artist studios, the river and most of the mill buildings had become a lost resource to a generation of residents and workers. The vision for New Bedford's Upper Harbor is to connect

waterfront while celebrating cultural and historic heritage and strengthening Upper Harbor neighborhoods and businesses. Key priorities include the following:

- Attract new residential and job-creating investment to the mill corridor.
- Preserve and promote historic and cultural heritage by adaptive reuse of historic mills and other buildings, creating a heritage trail that tells the story of the Upper Harbor, and enhancing cultural traditions with water connections.
- Bring people to the river by creating a boathouse, riverwalk, view corridors, access points, and river activities.
- Strengthen Acushnet Avenue as a vital commercial street by enhancing walkability, joint promotions, and connecting it to waterfront activities.
- Enhance and support neighborhood life through police and security improvements, housing and streetscape improvements, youth activities.

Come Down to the River! – Our Community's Vision for the New Bedford Upper Harbor

Our Vision for New Bedford's Upper Harbor is to connect people to a cleaned-up Acushnet River and waterfront while celebrating cultural and historic heritage and strengthening Upper Harbor neighborhoods and businesses.

- Bring people to the river by creating a bathhouse, new walk, new corridor, access points, and river activities.
- Preserve and promote historic and cultural heritage by adaptive reuse of historic mills and other buildings, creating a heritage trail that tells the story of the Upper Harbor, and enhancing cultural waterfront with water connections.
- Strengthen Acushnet Avenue as a vital commercial street by enhancing walkability, joint promotions, and connecting it to waterfront activities.
- Enhance and support neighborhood life through public art, security improvements, landscaping and streetscape improvements, youth activities.
- Attract new residential and job-creating investment to the mill corridor.

Create an Upper Harbor Heritage Trail

Tell the story of the Upper Harbor Neighborhood with a heritage walking trail.

- Identify key buildings and sites of historic and cultural interest to be linked to the trail, such as the Mills, the Point, the Museum of Maritime History, and the two settlement sites of New Bedford on the one side of the harbor.
- Create a map of the trail with descriptions of significant sites and identify the sites with interpretive signs.
- Create an interpretive trail for Upper Harbor walking, C&D to promote the Trail and increase public health, looking back from public health foundations and looking forward to help support creation of the trail and the walking club.

Continue community-building investment in the Riverside Park neighborhood

The City has designated this area as part of a Neighborhood Development Target Area to fund street improvements, housing rehabilitation, and infrastructure improvements. Other needed neighborhood stabilization efforts include:

- Initiatives to improve and protect security, such as community patrolling, enhanced lighting, and youth programs.

Strengthen Acushnet Avenue as a vital commercial corridor

Original a multi-million dollar "Mill Street" program to encourage business collaboration for joint marketing and improvements.

- Support businesses that will help support work spaces for local residents.
- Improve streetscape and signage, particularly the historic buildings from Superior Street to the river, using community development funds.
- Require parking to be located on the side or rear of new buildings to promote a higher quality urban-oriented environment.
- Use signage to promote the area as a vibrant, high-quality urban-oriented environment.
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Improve the streetscape on "riverfront streets" that connect the neighborhood to the River

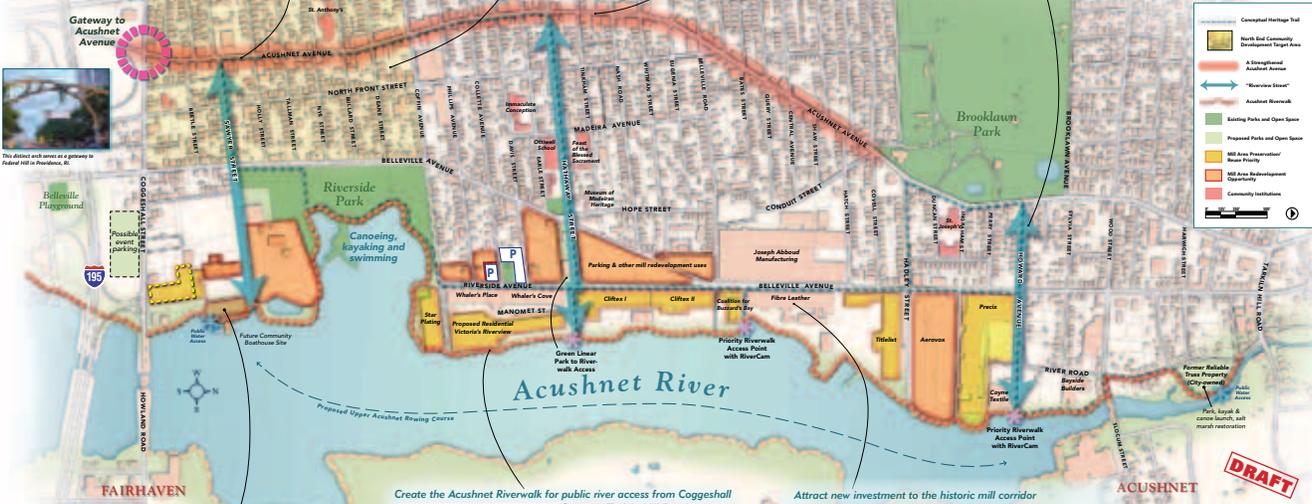
Designation of four streets as primary connectors to the river will give the three access initiatives stability to attract additional investment to neighborhood revitalization.

- Use signage to promote the area as a vibrant, high-quality urban-oriented environment.
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- Use signage to promote the area as a vibrant, high-quality urban-oriented environment.

Draw people to the river with programs and events

The Point should bring thousands of people to the neighborhood annually. Draw them to the river with programs and events.

- Host free outdoor movie screenings, concerts, lectures, a summer's music, and other events in Riverside Park and other waterfront areas.
- Encourage activation of the Point activities to the rest of the area.
- Develop programs for children and youth focused on local history and the Upper Harbor environment.
- Install "RiverCam" – video cameras with live video feeds to the internet – or security points on the river for security and to raise awareness about the river.



Create a Community Bathhouse and other opportunities for water-oriented activities

Plan for water activities as the river cleanup means beach revitalization.

- Build a bathhouse and other small phase could include water sports in Riverside Park.
- Develop a water-oriented program.
- Establish new parking, public amenities, and a public beach on the banks and across at the City-owned Millside Trust property.
- Organize river races, races, and water fishing, and water water stewardship activities.

Create the Acushnet Riverwalk for public river access from Coggeshall Street to Tarkin Hill Road

Work with the City and property owners to establish a continuous Riverwalk.

- Create a wide river promenade and associated amenities – seating areas, water sports, cultural displays, etc.
- Identify potential early signposts - demonstration projects.
- Secure public easements as part of Chapter 91 compliance.
- Identify and secure funding for design and construction.
- Over the long term, work with the Town of Fairhaven and Acushnet to extend a Riverwalk loop to the other side of the area on Brooklawn Road and Superior Street.

Attract new investment to the historic mill corridor

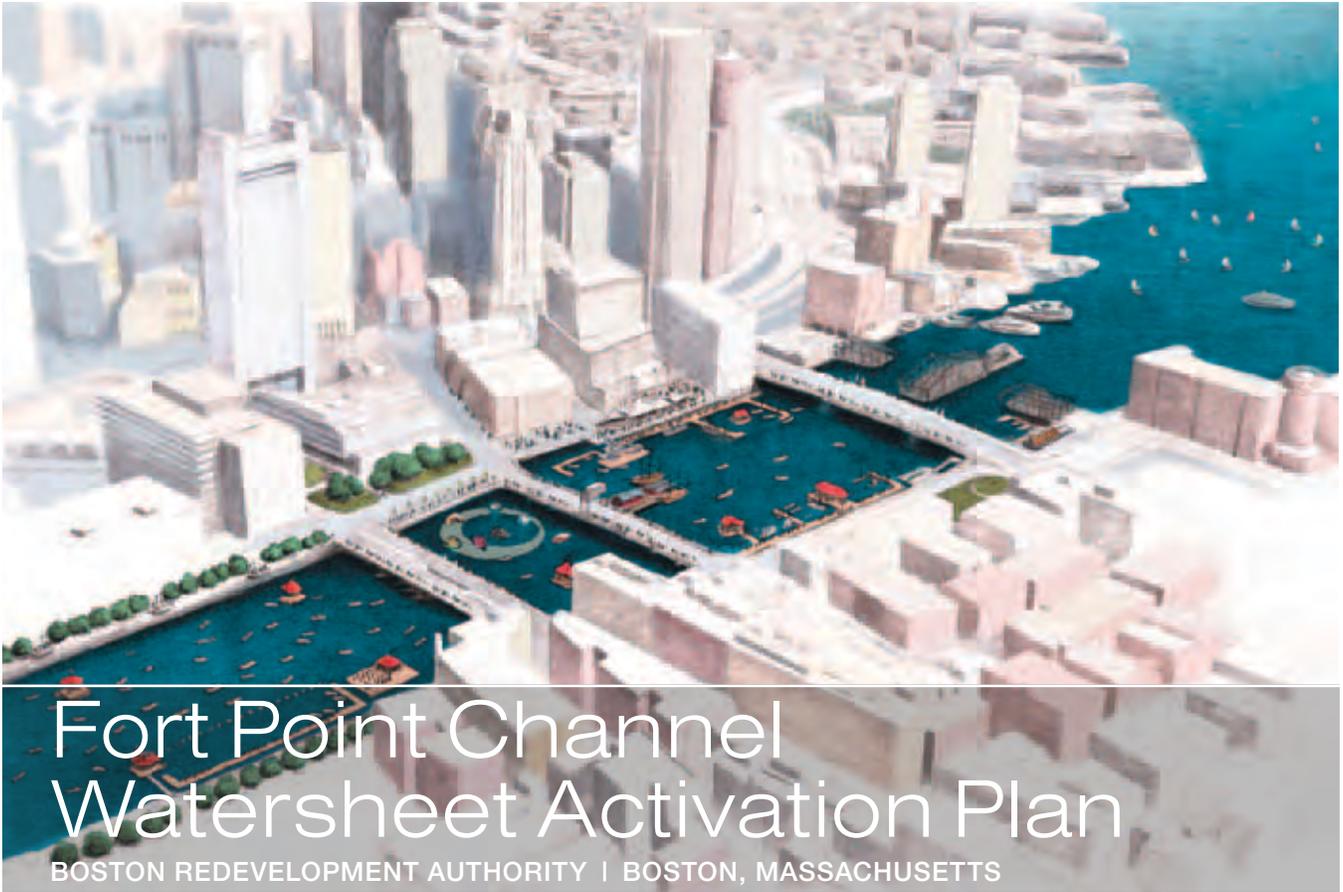
Create a plan and investment strategy for the mill corridor to preserve and create jobs, add self-complementary new uses, identify public infrastructure and security improvements, and assure investment success. High priorities include:

- Ensure the protection of the Cushman for Bay building by building an appropriate river-use when the Cushman leaves the building – on adjacent streets.
- Encourage the adaptive reuse of the Cushman building, including negotiation of the potential to create a retail connection to the river from the neighborhood through the building.
- Build on the existing Whaler's Cove and Whaler's Place redevelopment by exploring residential redevelopment opportunities nearby.
- Use signage to promote the area as a vibrant, high-quality urban-oriented environment.
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- Use signage to promote the area as a vibrant, high-quality urban-oriented environment.

GOODY CLANCY • 2008

DRAFT





Fort Point Channel Watersheet Activation Plan

BOSTON REDEVELOPMENT AUTHORITY | BOSTON, MASSACHUSETTS

RECOGNITION

American Planning Association
APA Massachusetts
Award for Comprehensive
Planning, 2003

Despite its location in downtown Boston's fastest-developing area, Fort Point Channel has suffered from years of neglect, becoming an underutilized waterway with limited access. The channel contains a wide variety of resources, including such citywide attractions as the Children's Museum and the Boston Tea Party Ship and Museum, both undergoing major expansions.

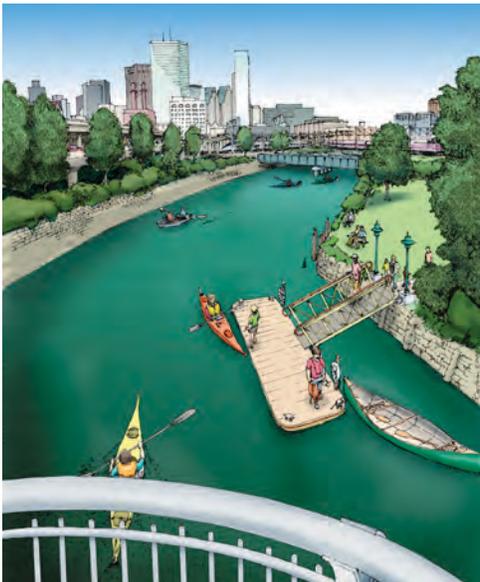
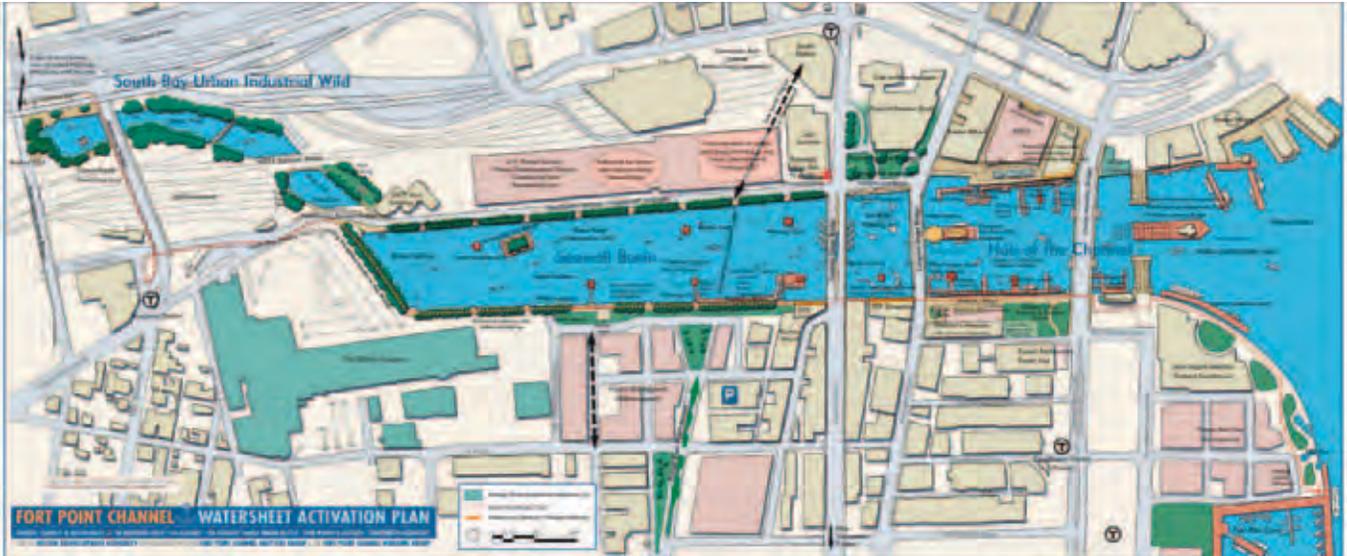
STRATEGY

- Create a plan that enhances public access to the waterfront through land- and water-based connections.
- Integrate elements of the working waterfront and important historic structures into an entirely new vision.

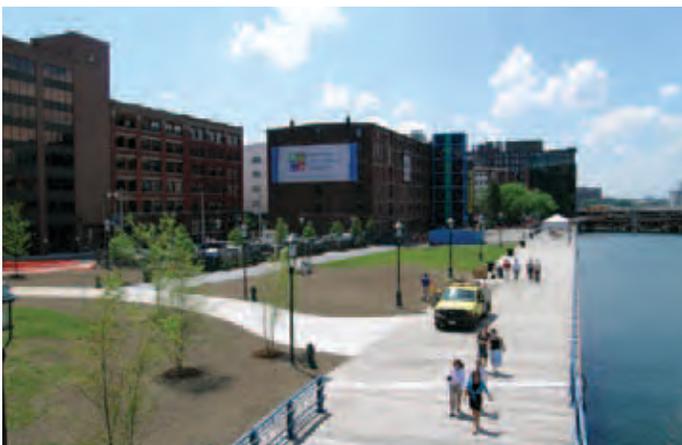
- Enhance a variety of creative water-based uses, including small boat activities, water transportation, artistic performances, special events, and festivals as well as opportunities to relax beside the water.

PROCESS AND OUTCOMES

Goody Clancy designed and facilitated a series of day-long public charrettes involving key stakeholders that formed the basis of the plan. The plan has garnered broad agency and public support. Several major development projects that formed the basis for the plan's recommendations and that will help to finance it are currently under construction or completed.



The recommendations place increased access to and activity on the water at the center of a strategy for revitalizing the area around Fort Point Channel. Boating and arts activities will draw more people, and the plan introduces an unexpected attraction: a small downtown “urban wild” area.



Major improvements on the channel include a \$47 million renovation and expansion project by the Boston Children’s Museum.



- RECOGNITION**
- American Institute of Architects
Honor Award for Regional and Urban Design, 2004
 - Congress for the New Urbanism
Charter Award, 2003
 - The Waterfront Center
Excellence on the Waterfront Award, 2003

The UrbanRiver Visions Program was launched in 2002 as a major initiative of the Massachusetts Office of Environmental Affairs. The program's purpose was to leverage the potential of urban riverfronts across the state to serve as catalysts for local economic development and community enhancement. The state believed that the lack of a clear and shared vision for the state's urban riverfronts was limiting the ability of communities to benefit from improvements in water quality. The program sought to bring together diverse stakeholders to create shared visions that would be actionable through public, private and grass-roots community actions. Goody Clancy was asked to lead the program on behalf of the state, creating a charrette-based model for public input and preparing high quality vision plans that were widely distributed. David Spillane, AICP, RIBA of Goody Clancy served as the program

director leading the firm's efforts, working closely with state and local leaders. In 2002, eight communities and over 1,000 stakeholders participated in the program and created vision plans that mixed short and long term initiatives, big and small ideas, newly created and renewed partnerships. Goody Clancy used a wide range of public engagement techniques to maximize participation in visioning events and to build the constituencies that would be needed to advance implementation. The program also brought together the participant communities at statewide forums to share best practices and discuss local success stories, and to develop solutions to the shared challenges they faced. Participants in the program included elected officials, representatives of federal, state and local agencies, advocacy organizations, local citizens and businesses.

The program was enormously successful across each of the participant communities. Within 2 years of completion of the vision plans each of the communities had already been successful in moving forward with many elements of their plans and was preparing to initiate new rounds of initiatives envisioned within the plans. Participant communities continued to meet outside of the program structure to share new knowledge. In 2005, the communities hosted a conference to share their knowledge and success stories with other Massachusetts and New England municipalities. The vision plans were used successfully by participant communities to attract capital funding from the state and federal governments—including dedicated funding from the Massachusetts Office of Environmental Affairs. Many communities used the vision plans to attract private sector funding and investment along their riverfronts. The program was discussed by EPA as a model for other states.

Building on the initial program’s success in 2002, the Executive Office of Environmental Affairs selected Goody Clancy to facilitate a second round of community visioning in additional communities in 2007. In all, fourteen communities in Massachusetts

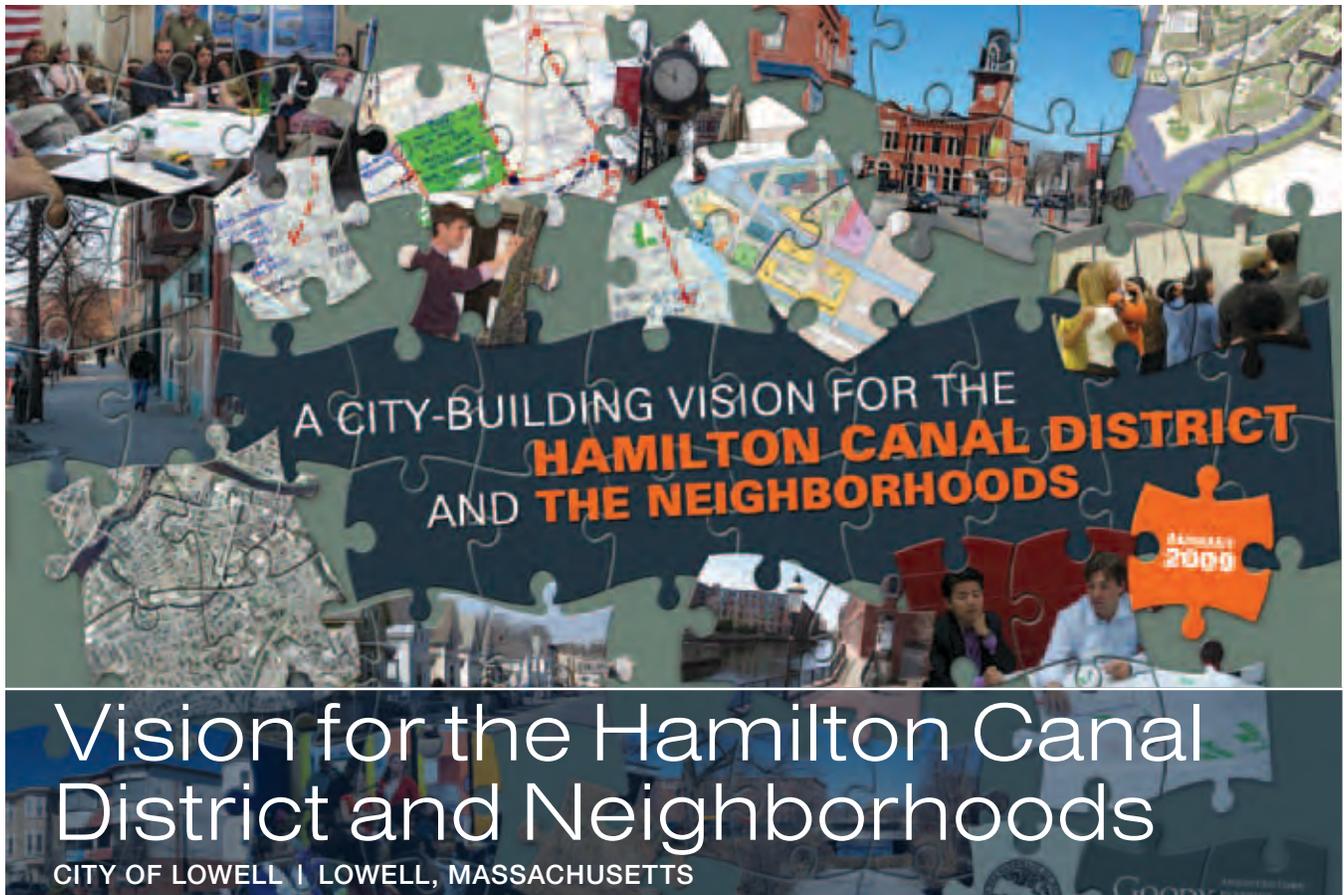
have participated resulting in new parks and trail systems, new development and reuse of mill buildings, creation of new water based programs and businesses, revised zoning, and arts and cultural programs. The participant communities are Athol, Chicopee, Easthampton, Fall River, Grafton, Greenfield, Haverhill, Hudson, Lawrence(2), Northbridge, Pittsfield, Shelburne Falls and Worcester.

The program’s success in bringing diverse stakeholders together to shape and advance community visions have received widespread recognition and have been recognized through three national awards.



The charrette for Fall River focused on reclaiming the Queequechan River and making its falls a new focal point for tourism and recreation.

A poster for each community documents charrette findings and community goals, issues, and possible next steps (left, for Pittsfield). The reverse side (facing page) includes a Vision Plan and describes actions needed to achieve this vision.



RECOGNITION
 American Planning Association
 APA Massachusetts
 Social Advocacy Award (honorable
 mention) 2010

Building on earlier efforts to solicit input on the impacts that redevelopment of the Hamilton Canal District would have on the neighborhoods immediately surrounding it, the City of Lowell engaged Goody Clancy to organize and run a series of neighborhood visioning sessions. With support from the Gateway Plus Action Grant program of the state’s Department of Housing and Community Development, the initiative began with aggressive multilingual outreach to the affected neighborhoods’ large immigrant communities and struggling commercial areas. Working with a cross section of residents, business operators, community and institutional leaders concerned about the future of their communities, we helped identify ways that redevelopment could create opportunities in the adjacent districts,

as well as challenges that large-scale new development might pose.

Lowell’s extraordinarily complex make-up meant that the workshops needed to elicit a diversity of opinion and reflect varied cultures, age groups, and ethnic identities. Equally important, the recommendations would need to grow organically from strong and widespread participation in the visioning process in order to be taken seriously. A particular effort was made to bring into the conversations representatives of Lowell’s numerous ethnic populations. For many participants, these meetings provided an opportunity to engage in civic process and to join with the larger community—represented by their counterparts from other groups—in creating a future for their neighborhoods and for the city as a whole.



Advancing Downtown Attleboro

CITY OF ATTLEBORO | ATTLEBORO, MASSACHUSETTS

RECOGNITION

American Planning Association
APA Massachusetts
Outstanding Planning Project, 2006

Goody Clancy worked with the City of Attleboro to create a development plan that focuses on implementing the community's vision for a downtown built around a rich, pedestrian-oriented public realm, expanded housing and commercial development, improved traffic circulation, and creation of an intermodal transportation center.

A particular focus of this effort has been identification of development strategies for key publicly owned sites—including commuter and downtown public parking

areas, and the Department of Public Works yard—that can improve downtown and serve as catalysts whose development will attract significant private investment to these sites and surrounding property.

The plan envisions development of more than 500 new housing units within downtown—a mix of new construction and rehabilitation of older mill buildings—that expands the customer base for existing downtown businesses and supports the development of new commercial activity.



Union Street district: Streetscape improvements, reuse of mill buildings as loft-style apartments, and new construction will combine to transform the Union Street corridor into a lively residential district that celebrates Attleboro's industrial heritage.



The new Intermodal Transportation Center will bring together commuter rail access and bus service, consolidate commuter parking, and improve local-street access. It will anchor a public square that incorporates stores, housing, and access to the Ten Mile River greenway.



Downtown commercial district: A new public parking structure on Sanford Street will support downtown businesses; improving access to Balfour Riverwalk Park and the new South Main Street Green will encourage infill residential development.



Collegetown Urban Plan and Design Guidelines

CITY OF ITHACA | ITHACA, NEW YORK

Jointly funded by the City of Ithaca and Cornell University, this plan established a vision for Collegetown through a series of physical and urban design recommendations, while identifying the economic and investment challenges that new development will encounter. The plan also describes the components of a multilayered “strategic transportation system” that addresses congestion and parking inadequacies while demonstrating how a fully integrated system—including changes in parking-ratio requirements made possible by implementing the system—can improve the economics of development in Collegetown.

The planning process itself was notable for the range and intensity of public participation and for the deep-seated, consistently expressed desire to maintain Collegetown’s unique positive

characteristics. The process highlighted the need to build in safeguards for those characteristics and assure that proposed changes don’t completely alter the neighborhood’s scale or the ability of different populations to reside there.

Collegetown’s mix of undergraduate and graduate students, families, long-time business proprietors, and property owners; its proximity to the Cornell campus; and its easy access to many of the physical and intellectual assets of a premier American university each presented its own set of challenges. Meetings with the Collegetown Vision Implementation Committee, with its representative cross-section of stakeholders, ensured that multiple voices and communities were heard—and that the final recommendations reflected their concerns.



IMPLEMENTATION

- *Form-based code:* Based on the character areas from the Collegetown plan, the City has produced a draft hybrid code that will regulate built form, density, and use of new development in Collegetown. The new code encourages redevelopment in the central core of Collegetown while preserving the character of existing neighborhoods in the peripheral areas. It is anticipated that Common Council will vote on the proposed zoning in April 2011.

- *Design review:* Drawing on the plan, the City is drafting legislation to implement a binding design review process, initially to be implemented in Collegetown. The Common Council is expected to enact binding design review in April 2011. The City also intends to draft design standards for the different zoning districts based on the design guidelines presented in the Collegetown Plan.

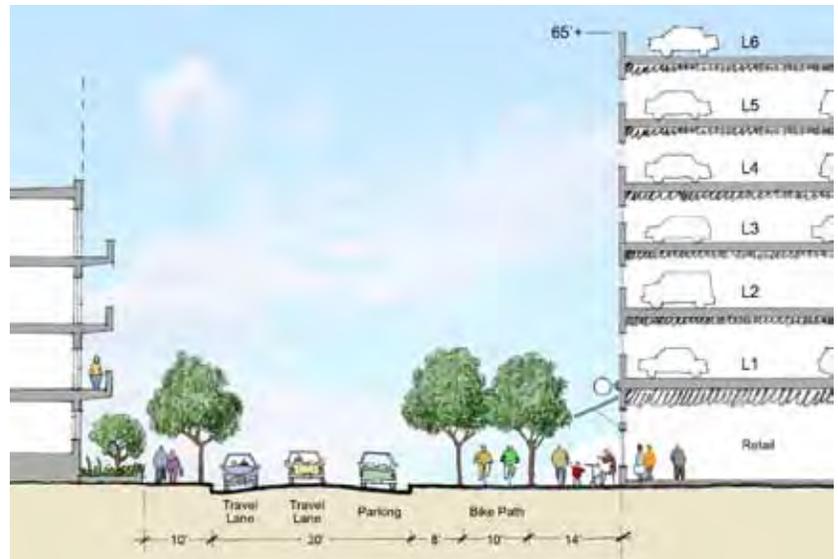


Bayside Master Plan Study

CITY OF PORTLAND, ME | PORTLAND, MAINE

Goody Clancy worked with the City of Portland to create a vision and development strategy for disposition of nearly seven acres of publicly-owned land in the Bayside District, adjacent to the downtown core. The vision—developed in conjunction with a project steering committee and the wider public—created a framework for 375,000 square feet of new commercial development and a 705-car parking

structure in conjunction with the extension of the Bayside Trail as a major new community amenity. Following the completion of the visioning process, the city revised local development controls and issued a developer RFP for the parking structure as a catalyst for the commercial projects. While a developer was selected in 2007, current real-estate market conditions have caused the project to be placed on hold for the time being.





Reconstruction Framework for Biloxi

LIVING CITIES AND CITY OF BILOXI | BILOXI, MISSISSIPPI

Goody Clancy led a team assembled by Living Cities—an alliance of foundations that invest in cities across the U.S.—to work with citizens, public officials, and local businesses during an intensive three-month planning process in Biloxi that began just months after Hurricane Katrina.

The team's report, *Moving Forward: Recommendations for Rebuilding East Biloxi*, lays out a framework for guiding both public and private investment. The recommendations reflect goals and values championed by residents in a series of community meetings and workshops held in the winter and spring of 2006.

The framework blends respect for Biloxi's history and architectural traditions; citizens' hopes and goals; and a pragmatic understanding of the realities of building in a vulnerable coastal area. *Moving Forward* outlines catalyst projects that can help jump-start the housing market. It identifies distinct redevelopment zones within the city, including a tourism and entertainment zone, residential areas that can accommodate expanded housing options at every income level, and the traditional downtown, where new, mixed-use development can spark revitalization. It calls for expansion and combination of existing parks into a green corridor that connects the Gulf and the Back Bay, turning some of the Biloxi's most flood-prone land into a distinctive and character-defining community asset.

The recommendations call for new construction to fill gaps among existing, less-damaged homes. Using familiar architectural forms, the infill housing can maintain neighborhood character while meeting new requirements for floodplain construction.

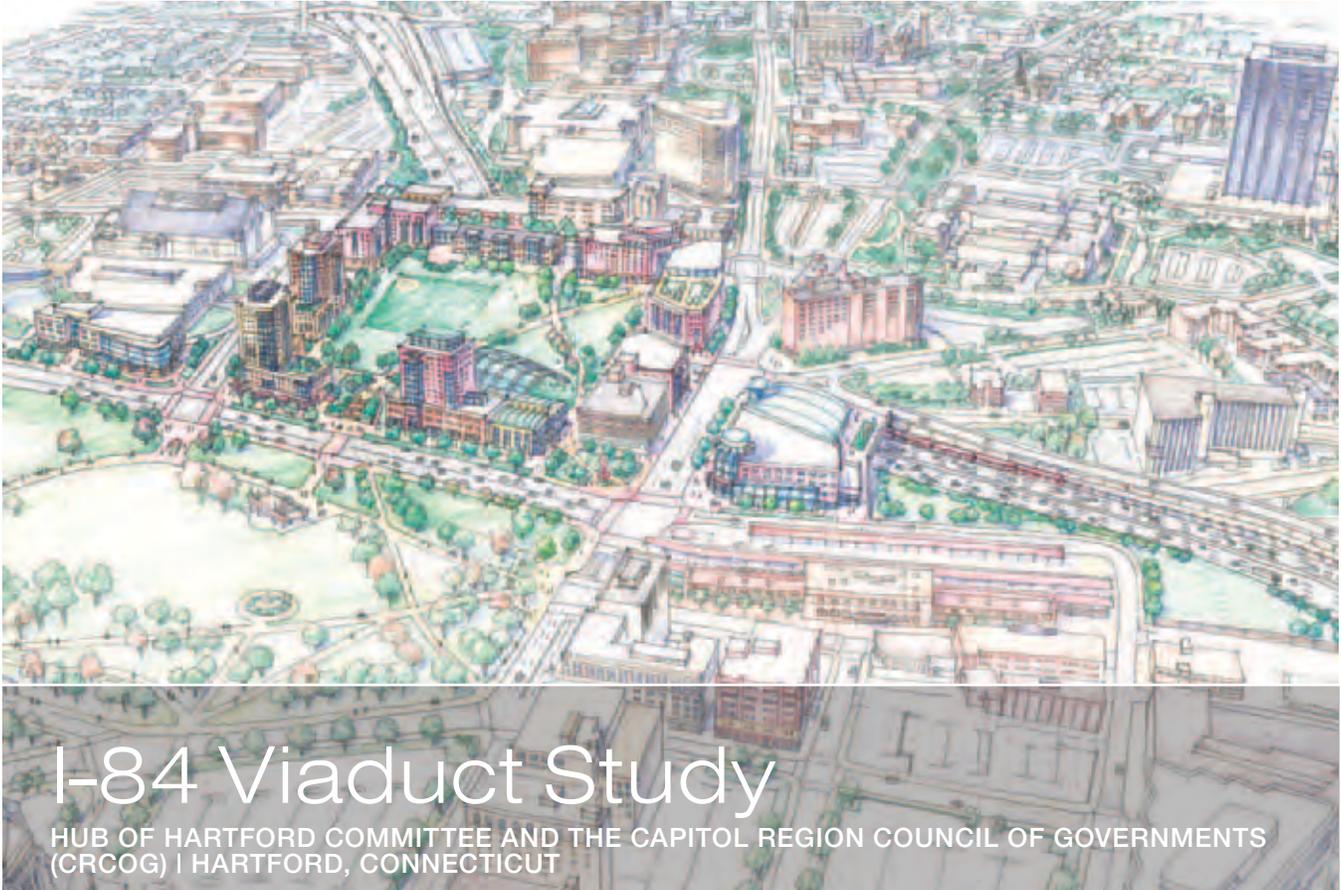


Several hundred Biloxians took part in a series of five public meetings designed to identify ideas and concerns at the grassroots level. The meetings helped shape the final Moving Forward recommendations.



Recommended "catalyst projects" built on publicly owned land would serve multiple ends. They would create new housing quickly, increase choices for households across a range of incomes, and demonstrate how building at higher densities can strengthen community character.





I-84 Viaduct Study

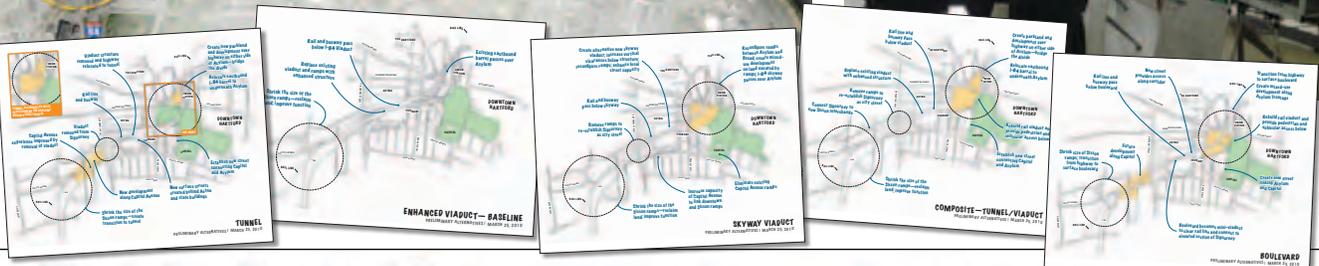
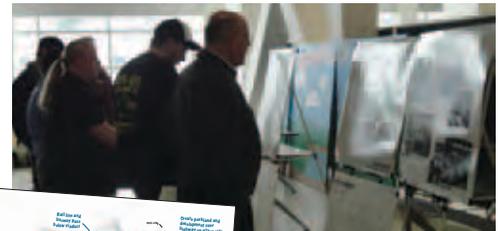
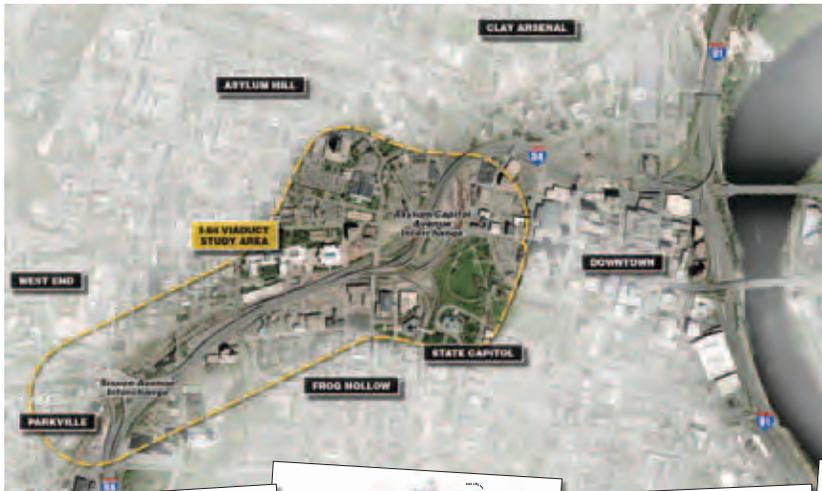
HUB OF HARTFORD COMMITTEE AND THE CAPITOL REGION COUNCIL OF GOVERNMENTS (CRCOG) | HARTFORD, CONNECTICUT

Goody Clancy’s goal of the I-84 Viaduct Planning Study was to identify an array of preliminary alternatives to reconstruct, replace or remove an elevated portion of highway in downtown Hartford, and evaluate their ability to serve the many transportation functions of the existing viaduct, improve the quality of life and provide opportunities for economic growth in the Capitol Region. Working with the Hub of Hartford Committee and the Capitol Region Council of Governments (CRCOG), Goody Clancy developed 5 alternative concepts for the replacing/removal of a 3/4 mile long section of the Viaduct.

The section of the elevated highway extends from the Sisson Avenue interchange to the Asylum and Capitol Avenue interchanges that serve Hartford’s downtown, the Capitol, and other major employment centers and surrounding neighborhoods. With daily

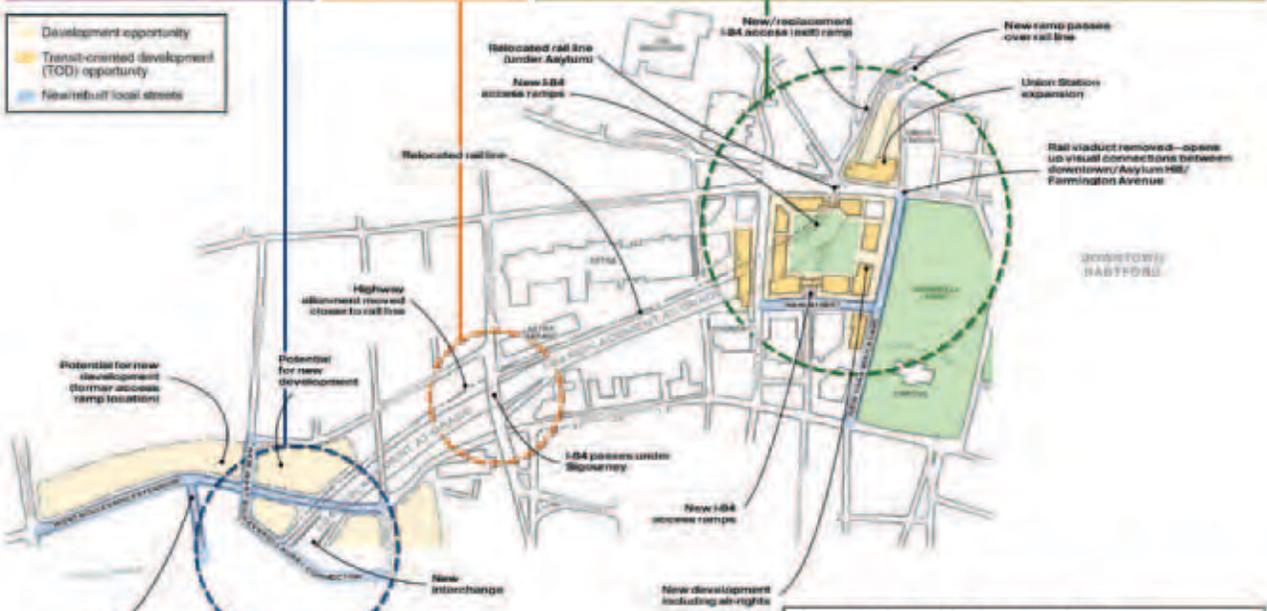
traffic volumes of approximately 175,000 vehicles this segment of highway is the state’s highest volume roadway.

Of the three primary alternatives evaluated through a series of successful public meetings, one alternative has attracted almost universal support and enthusiasm, offering the potential of major public benefits for all project constituencies at reasonable public cost—equal or lower than the broadly unacceptable Baseline. Study findings have been endorsed and supported by key official bodies including city council, planning and zoning commission, the regional planning agency’s policy council of elected officials, and transportation planners. The state transportation agency has also endorsed study findings and is advancing towards the next round of analysis.



Alternative Concept 2 VIADUCT REPLACED WITH SURFACE ROADWAY; RAIL LINE RELOCATED TO NORTH SIDE OF I-84; CITY RECONNECTED ACROSS HIGHWAY

- | | | |
|---|--|--|
| <p>SISSON/WEST BOULEVARD</p> <ul style="list-style-type: none"> New more compact interchange replaces Sisson interchange. Usable land freed for development or open space including air-right development over highway between Sigourney and Laurel Streets. Enhanced local street connections. Laurel Street access over I-84. New West Boulevard extension (located east of Sisson Avenue), this new street connects over I-84 and connects to downtown Frog Hollow via Capitol Avenue. | <p>SIGOURNEY</p> <ul style="list-style-type: none"> Enhanced street connectivity. Enhanced street connectivity. Enhanced street connectivity. Enhanced street connectivity. | <p>ASYLUM/BUSHNELL PARK</p> <ul style="list-style-type: none"> Asylum Street was formerly severed by removal of elevated viaduct structure. I-84 interchanges located adjacent to new Asylum Street, relocated rail line located below street. I-84 Highway access (interchanges) - four ramps provide EB/WB connections. 15-20 acres of new usable land (redeveloped for development and open space). Rail viaduct removed from Bushnell Park area, rail station relocated to north side of I-84. Urban Station area development (new station to provide, rail station access, rail services (train, or existing train). New Park Boulevard (streetscape, new street grid, connects Capitol Avenue and Asylum Street) also enhances access to the Park. New Street (located along Elm Street and New Park Boulevard). Streets enhanced as pedestrian streets through new development of atmosphere and economic regeneration. Church Street connection below I-84 is closed. |
|---|--|--|



PRELIMINARY CONCEPT FOR DISCUSSION ONLY
 ALL HIGHWAY RAMP, SURFACE STREET AND RAIL ALIGNMENTS AS WELL AS THE TYPE AND LOCATION OF ALL DEVELOPMENT ARE PRELIMINARY AND SUBJECT TO EXTENSIVE ADDITIONAL REVIEW AND ANALYSIS.

PLANNING

SPECIAL CONFERENCE ISSUE: BOSTON

City of Neighborhoods

Big Dig and Beyond

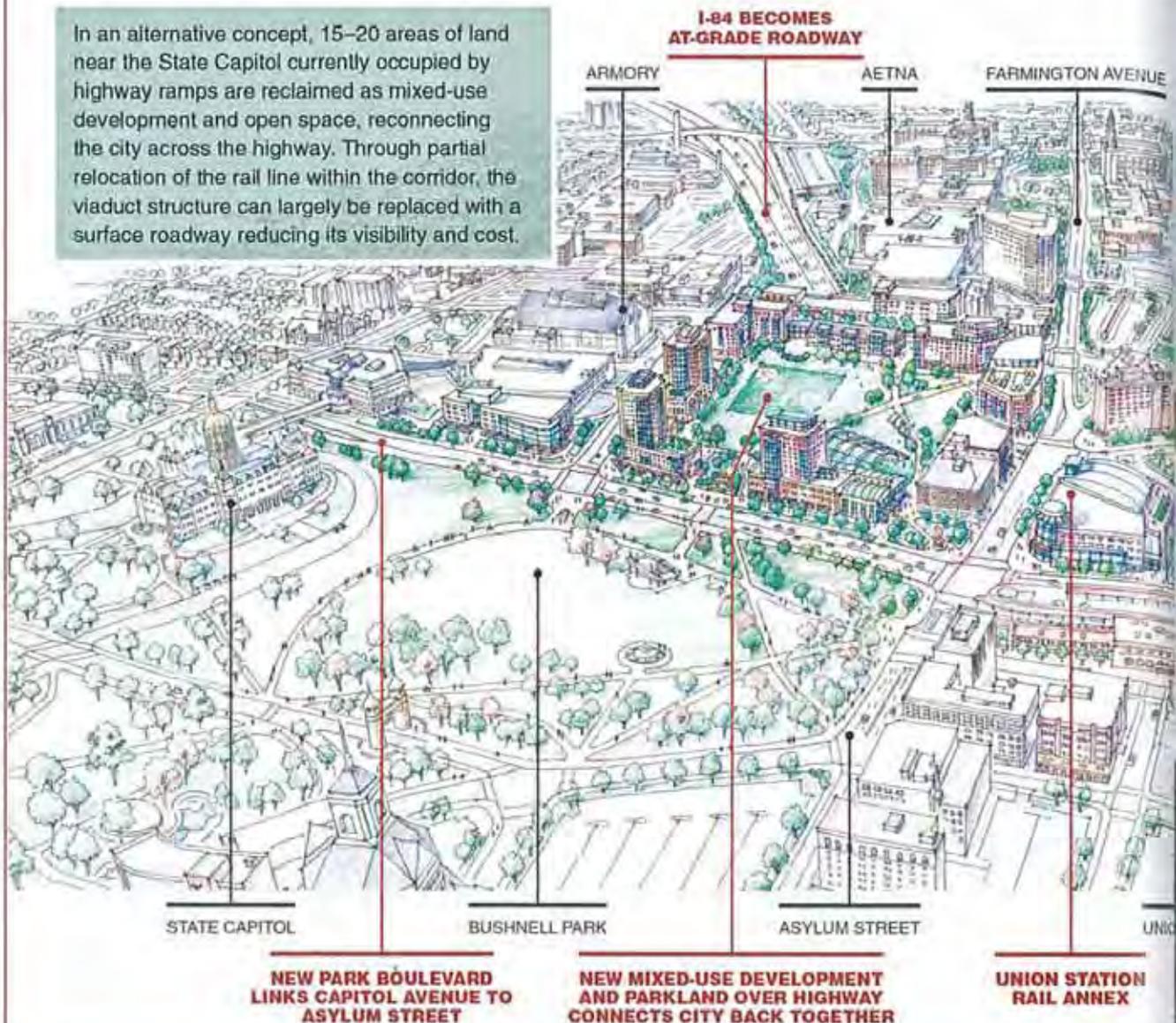
Greenway Debate

Beantown Brains

Smart Growth's Rocky Road



In an alternative concept, 15–20 acres of land near the State Capitol currently occupied by highway ramps are reclaimed as mixed-use development and open space, reconnecting the city across the highway. Through partial relocation of the rail line within the corridor, the viaduct structure can largely be replaced with a surface roadway reducing its visibility and cost.



TAKING A LESSON FROM

**HARTFORD
HAS
ITS
OWN
PLANS
FOR
I-84.**

By Mary Means

In a way, Boston started it all. The tunneling of the Central Artery, the elevated highway that separated the city from its waterfront, was finally completed in 2007, at the cost of \$15 billion and a decade of construction migraines.

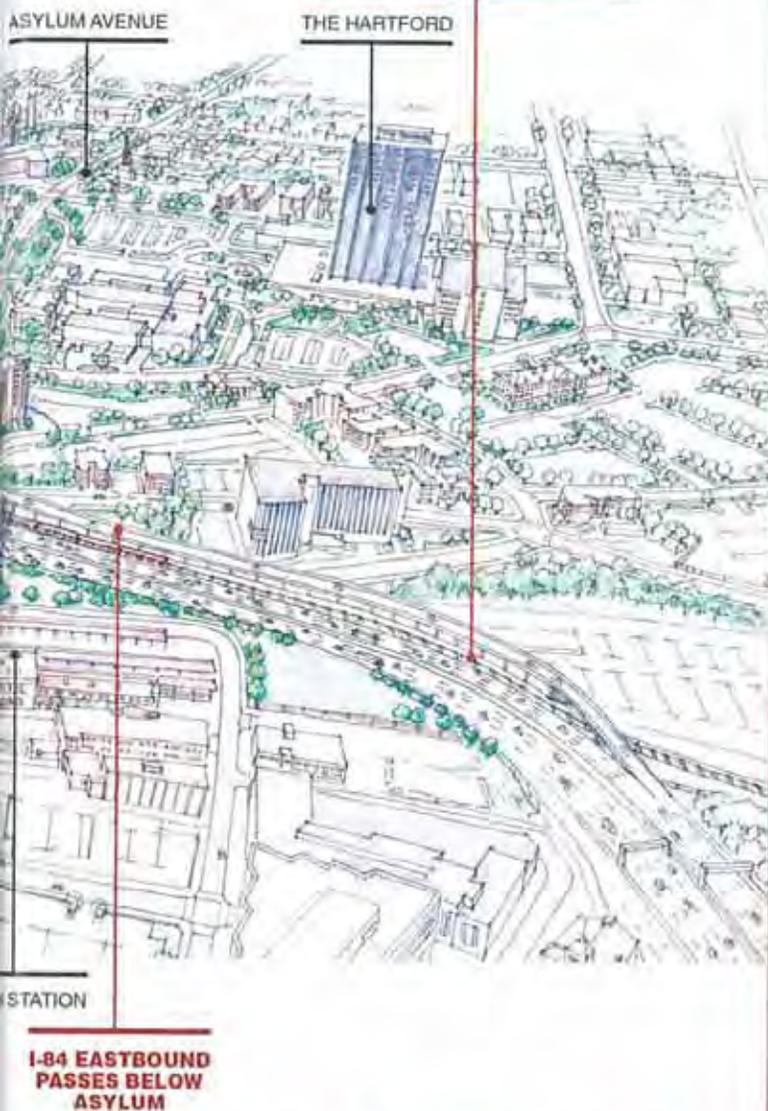
Now, communities in New England (and throughout the nation) are considering their own versions of “the Big Dig” as they grapple with the challenge of repairing or replacing their aging highway infrastructure in a way that responds to current transportation needs and economic constraints. Local officials know, however, that while some may dream of a new park like the Boston’s Greenway, which decks the newly depressed Central Artery, that very costly model is unlikely to be replicated any time soon.

Hartford, Connecticut’s state capital, shows what can, in fact, be done. Forty

years ago, the core of the city was sliced through by two intersecting elevated interstate highways, both ill-conceived in the 1950s and ’60s. Together, the two roads consumed nearly 100 acres of land. I-91 separated the city from the Connecticut River. I-84 remains a deadening barrier between the downtown and the historic neighborhoods and major employment centers of Asylum Hill.

Local business and civic leaders began tackling I-91 in the mid-1980s, forming a broad-based nonprofit group called Riverfront Recapture, Inc., commissioning urban design and planning studies, and harnessing media and political support for their goal of reuniting the downtown with the riverfront. By the early ’90s, the Connecticut Department of Transportation had embraced the group’s design concept and agreed to restore

RAIL LINE RELOCATED TO NORTH OF I-84; PASSES BELOW ASYLUM



THE BIG DIG

public access to the river as part of the ongoing I-91 improvement process.

Over the next 15 years, the highway was lowered to ground level, new bridges replaced the old ones, and a string of parks was added. A landscaped deck above the highway became Riverfront Plaza; its grassy terraces descend to the riverfront to create amphitheater seating for 2,000 people.

Today, the parks are actively programmed by Riverfront Recapture and the river hosts international boating and fishing events. ConnDOT and Riverfront Recapture have been acclaimed by the Waterfront Center, the American Society of Landscape Architects, and the Federal Highway Administration.

Another task

About five years ago, Hartford's civic leaders turned their sights on I-84, particularly the

viaduct that stretches three-fourths of a mile from the Sisson Avenue interchange to the Asylum and Capitol Avenue interchanges. This elevated section of highway serves the downtown, the state capitol, other major employers, and surrounding neighborhoods. Below it is a noisy and barren no-man's-land that limits redevelopment options.

I-84 plays a vital role in New England's economy, and this segment is the busiest of any Connecticut road, with a traffic count of 175,000 vehicles a day, 40 to 50 percent of that through-traffic. Yet the viaduct is deteriorating structurally, making replacement a necessity. The question is, what will be built in its place?

To answer that, another group was formed, representing a broad cross-section of civic leaders (including some veterans of Riverfront Recapture). This organization,

called the HUB of Hartford Committee, obtained funding for a study of potential solutions and is now working in collaboration with the city, ConnDOT, and the Capital Region Council of Governments, which continues to manage the project.

The whole issue is complicated by the fact that the I-91 corridor is also used by Amtrak and is the location of a proposed commuter rail line that would connect Springfield, Hartford, and New Haven. The existing rail line and the highway cross twice within the corridor, adding to the complexity of the design of the road and associated access ramps.

The consultant team, led by Goody Clancy, was asked to consider urban design, economic development, and transportation issues associated with replacing the viaduct, and to encourage public discussion of major issues. The team began by examining a broad range of replacement options: boulevard, tunnel, skyway, and various combinations. For each option, team members looked at potential gains in connectivity, economic development, and environmental quality, along with probable cost. One of the most intriguing ideas emerged from one of the three lively public meetings that were held during the process: What if the rail line were to be moved?

On the surface, that idea seemed prohibitively expensive. Yet, after work sessions with ConnDOT and Amtrak, the team concluded that moving the line could have tremendous benefit. For one thing, it would free up 15 to 20 acres of choice downtown land—enough to accommodate over a million square feet of mixed use, transit-oriented development within walking distance of the state capitol, Union Station, and the major employers on Asylum Hill. If the highway and rail reconstruction projects could be coordinated, the cost savings could be in the hundreds of millions.

Much more refined planning remains to be done as the city of Hartford and the leaders of HUB of Hartford, the COG, and ConnDOT officials move to the next stage. The key question now is whether the steady political will is there to carry on such a bold project, one that would truly transform the core of the city.

Planners would do well to stay tuned to Hartford to see how the experiences of two generations of collaboration and persistence can recapture a riverfront and reknit a city.

■ Mary Means is the director of community initiatives at Goody Clancy.

References



JAMESTOWN DOWNTOWN REVITALIZATION PLAN (JAMESTOWN, NEW YORK)

Bill Rice
Principal Planner, City of Jamestown
Tel: 716-483-7657



NEW BEDFORD UPPER HARBOR COMMUNITY VISIONING (NEW BEDFORD, MASSACHUSETTS)

Edmund Starzec
Director, Land Entitlements
Tel: 978-784-2945



URBANRIVER VISIONS PROGRAM (STATEWIDE IN MASSACHUSETTS)

Kurt Gaertner
Director of Sustainable Development, Executive Office of Environmental Affairs
Tel: 617-626-1154



VISION FOR THE HAMILTON CANAL DISTRICT AND NEIGHBORHOODS (LOWELL, MASSACHUSETTS)

Aaron Clausen
Associate Planner, City of Lowell
Tel: 978-446-7200 x1422



COLLEGETOWN URBAN PLAN AND DESIGN GUIDELINES (ITHACA, NEW YORK)

Leslie Chatterton
Planner, Department of Planning & Development
Tel: 607-274-6550



I-84 VIADUCT STUDY (HARTFORD, CONNECTICUT)

Jennifer M. Carrier, P.E.
Director of Transportation Planning, Capitol Region Council
of Governments
Tel: 860-522-2217

3

subcontractors

Goody Clancy will oversee all aspects of the Riverfront Island Master Plan, including the disciplines led by the following team of expert consultants. More information about our consultant team members follows.

- **Desman Associates** (parking)
- **ORW Landscape Architects and Planners** (landscape architecture/design)
- **Smart Mobility** (traffic/transportation)
- **W-ZHA** (market analysis/financial feasibility)
- **Woodard & Curran** (brownfield redevelopment/permitting/infrastructure)

DESMAN ARCHITECTS • ENGINEERS • PLANNERS • PARKING CONSULTANTS • RESTORATION ENGINEERS
ASSOCIATES

COMPANY OVERVIEW



“In-House”

Professional Services:

- Master Planning*
- Functional Planning/Design*
- Supply and Demand Analyses*
- Economic and Financial Feasibility Studies*
- Development and Zoning Consulting*
- Civil & Traffic Engineering*
- Structural Engineering Architecture*
- Restoration Engineering*
- Condition Surveys*
- Materials Testing and Evaluation*
- Design and Bidding Documents*
- Technical Specifications*
- Construction Administration*
- Job Site Supervision*
- Resident Engineering*
- Access & Revenue Control*
- Design and Consulting Management/Operations Consulting*
- Owner’s Agent*
- Expert Witness Services*
- Peer Review*

Founded in 1973, DESMAN, Inc. dba **DESMAN Associates** is a Professional Corporation with more than 100 professional and technical personnel. The firm is a national specialist in the planning and design of parking and transportation improvements and the restoration and rehabilitation of parking facilities, plazas and building envelopes. DESMAN Associates is a minority owned business enterprise and operates from principal offices located in the following cities:

Boston

18 Tremont Street, Suite 300
Boston, MA 02108
Telephone: (617) 778-9882
Fax: (617) 778-9883

Washington, D.C.

8000 Westpark Drive
McLean, VA 22102
Telephone: (703) 448-1190
Fax: (703) 893-4067

Cleveland

50 Public Square, Suite 824
Cleveland, OH 44113
Telephone: (216) 736-7110
Fax: (216) 736-7140

Hartford

175 Capital Boulevard
Rocky Hill, CT 06067
Telephone: (860) 563-1117
Fax: (860) 563-1118

Chicago

20 North Clark, 4th Floor
Chicago, IL 60602
Telephone: (312) 263-8400
Fax: (312) 263-8406

Las Vegas

1304 Fields Street
Las Vegas, NV 89122
Telephone: (702) 431-0328
Fax: (702) 431-1259

Denver

Denver Corporate Center III
7900 East Union Blvd. #925
Telephone: (303) 740-1700
Fax: (303) 740-1703

*** New York**

49 West 37th Street, 5th Floor
New York, NY 10018
Telephone: (212) 686-5360
Fax: (212) 779-1654

*** *Corporate Headquarters***

CORPORATE INFORMATION

Legal Name: Desman, Inc. – Founded 1973
Business Name: Desman Associates
State of Incorporation: Delaware
Date of Incorporation: August 20, 1984

The principals and officers of DESMAN Associates have an average of over 30 years of specialized experience in the planning, design, management, operations, revenue control and restoration of multi-level parking facilities and entire parking programs. This has been attained in the completion of over 2,500 parking projects over a 40 year period. As a result of this extensive experience, they are intimately familiar with all facets of parking planning, design, restoration engineering along with the various structural types.

PROJECT MANAGEMENT AND AVAILABILITY OF CORPORATE RESOURCES

The professional services of the DESMAN staff are controlled and managed with a rigorous project management system. Project assignments are performed under the close supervision of the Corporate Principals with regularly scheduled weekly meetings to ensure that the necessary corporate resources are committed for the various project assignments. Also, the work of the various sub-consultants are coordinated and closely supervised so that the project milestones and deliverables are completed on time, within budget and conform to all program requirements. We begin our approach by reaching a mutual understanding with the Client regarding the goals for the project including schedule.

DESMAN has the corporate resources and the capacity to respond to our Client's needs in completing projects in a timely manner. Our total work force in excess of 100 people enables us to draw upon available staff in multiple offices as is necessary. As projects often have short deadlines, our structure enables us to mobilize the required staff and resources needed to meet the project's requirements. In addition to the Principal-in-Charge, a Project Manager is assigned for each assignment based upon the disciplines involved and their area of expertise. The Project Manager is dedicated to the project throughout its completion.

COMMITMENT TO QUALITY

DESMAN's commitment to quality is best expressed through our management approach to projects. Independent peer reviews are performed by senior DESMAN personnel for each project phase to ensure efficiency, economy and durability in meeting with the various program requirements. Additionally, DESMAN identifies a Principal-in-Charge for each and every project. While not dedicated to the assignment on a daily basis, the Principal-in-Charge ensures that the necessary manpower is available for the efficient, cost effective and successful completion of the various projects. The Principal-in-Charge also reviews all draft and final documents, reports, drawings and recommendations before they are delivered to the Client.

MINORITY BUSINESS ENTERPRISE

DESMAN Associates is recognized as a certified Minority Business Enterprise (MBE) by many states, municipalities and other government and public agencies including the PA-NJ-DE Minority Supplier Development Council, Port Authority of New York and New Jersey and the Massachusetts State Office of Minority and Women Business Assistance (SOMWBA) which may assist our Clients in meeting or exceeding their affirmative action goals and policies.

EEO & AFFIRMATIVE ACTION

DESMAN Associates actively solicits minority groups for employment as is evidenced by our Affirmative Action Program that is administered by Mr. Giri Chhabra, President. In fact, DESMAN is truly a minority business enterprise as nearly 50% of all our employees are comprised of minority and female employees.

It is DESMAN Associates' policy to provide equal employment opportunity to all persons without regard to race, religion, sex, natural origin, ancestry, age or physical handicap and to promote the full realization of equal employment opportunity through a positive continuing education program. DESMAN provides employee orientation and training programs and tuition reimbursement for continuing education outside of the company allowing all employees the opportunity for advancement. As such, DESMAN is in compliance with and meets all City, State and Federal affirmative action and equal opportunity practices.

CORPORATE & SOCIAL RESPONSIBILITY

Throughout the years, DESMAN Associates has contributed to many civic, professional, educational and social organizations for the benefit of the underprivileged, distressed families, mentally and physically handicapped, medical research, continuing education programs and community development programs. Individuals of the company are also members of non-profit and humanitarian organizations that improve the quality of life for the general public.



Norman L. Goldman

Associate Vice President

Total Years of Experience
40

Years with DESMAN
15

Education
Associate of Arts, New York
City College, 1958 Business

Affiliations
National Parking Association
-Parking Consultants Council
I.P.I. Parking Professionals

New Jersey Association of
Parking Authorities

Transportation Research

Board of the National
Academy of Sciences (Parking
Committee)

Connecticut Build Congress
Board of Directors

Previous Experience
Parking Directions, Inc., New
Jersey and Hartford,
Connecticut, President

Volume Indoor Parking, New
York City, New York,
President

Litton Industries, Brooklyn,
New York, Industry Manager
of Parking Division

Edison Parking Corporation,
Newark, New Jersey, Vice
President of Parking Garage
Operations and Consulting

Project Assignment
Principal-In-Charge

Experience & Qualifications

Mr. Goldman's experience ranges from assisting public and private sector clients in conceptual program development, to establishing functional design and operational criteria. Throughout his career Mr. Goldman has refined the position of Owner's Agent working on projects from inception to completion, advising the Owner on subjects ranging from site selection to financing.

His intimate knowledge of project organization and management of disciplines required to implement various stages of project development, combined with the familiarity of various project delivery methods, provides Mr. Goldman with a well-rounded background from which to serve clients.

Mr. Goldman advises clients at the board level, as well as working directly with senior administrative personnel on all matters relative to the parking industry including, operational overview, management analysis, marketing and financial feasibility.

Mr. Goldman also has considerable experience in related areas of private and public sector parking management, operations, rate structures, manpower, signage/graphics systems and revenue control systems. Over the past 32 years he has negotiated leases, trained management personnel and executed business plans for various clientele.

He has participated in and managed demand and feasibility study programs, functional planning, design development and management studies. Mr. Goldman has directed engineering staff work, production scheduling and preparation of specifications. He has often spoken on various subjects at industry meetings and has participated on open panels at national and regional levels.

A partial listing of major private, institutional and municipal parking garage projects Mr. Goldman has managed include:

- University of Massachusetts Building Authority, Boston, MA
- Civic Center Parking Garage, Springfield, MA
- Department of Transportation, Hartford, CT
- Department of Public Works, Hartford, CT
- Office of Legislative Management, Hartford, CT
- University of Connecticut, Hartford, CT
- Connecticut State University System, Hartford, CT
- Hartford Parking Authority, Hartford, CT



Norman L. Goldman

Page Two

- High Street Associates, Hartford, CT
- New Britain General Hospital, New Britain, CT
- New Haven Parking Authority, New Haven, CT
- Yale University, New Haven, CT
- City of New Britain, New Britain, CT
- Metro Center II & III, Hartford, CT
- City of Norwalk, SONO Rail Station, Norwalk, CT
- Montefiore Hospital, Bronx, NY
- European American Bank I, Hempstead, Long Island, NY
- Perth Amboy Parking Authority, Perth Amboy, NJ
- Johnson & Johnson World Headquarters, New Brunswick, NJ
- Beneficial Management Corporation, Peapack, NJ
- Mountainside Hospital, Montclair, NJ
- Caesars Transportation Center, Atlantic City, NJ
- State of New Jersey, Trenton, NJ
- Trump Transportation Center, Atlantic City, NJ
- Trump Taj Mahal Expansion, Atlantic City, NJ
- Rutgers University, Newark, NJ
- Bridgewater Mall, Bridgewater, NJ



Michael C. Connor

Senior Associate

Total Years of Experience

22

Years with Desman

17

Education

Virginia Polytechnic Institute and State University
B.S., Urban Affairs, Environmental and Urban Systems

Previous Experience

Kellerco, Inc., Project Manager – Transportation Planning
JHK and Associates, Engineering Technician-Data Collection
Virginia Department of Transportation, Traffic and Safety Division, Highway Technician B

Affiliations

American Planning Association
Institute of Transportation Engineers

Experience & Qualifications

Mr. Connor has over 20 years of experience on a variety of parking/transportation master plan, site selection, and financial feasibility studies for public, private, institutional and joint development clients. He has a strong background in traffic impact analysis, land use analysis, parking needs assessments, demand projections, and parking operations and management.

Among the more recent projects to benefit from Mr. Connor's expertise include:

- Downtown Lexington Parking Study, Lexington, VA
- Maryland Transit Administration Park n Ride Lot Operations, Various Location, MD
- Ellicott City Parking Master Plan, Ellicott City, MD
- Bath/Berkley Springs Parking Access and Circulation Study, Berkley Springs, WV
- Historic Leesburg Comprehensive Parking Study, Leesburg, VA
- Leonardtown Rte 24 Corridor Analysis, Leonardtown, MD
- University of Maryland Medical Center Transportation Demand Management Recommendations, Baltimore, MD
- Montgomery County Judicial Center Parking Impact Study, Rockville, MD
- West Virginia University Parking & Circulation Master Plan, Morgantown, WV

Master Plan Studies

Acted as project manager/coordinator for the parking and circulation component of numerous master plan studies. Project ranges from small, historically sensitive downtown areas to regional medical centers and large state universities. The following are a sample of master plan projects:

- East Tennessee State University Parking & Access Master Plan, Johnson City, TN
- Parking Master Plan and Facility Development Plan; Williamsburg, VA
- City of Falls Church Parking & Streetscaping Design, Falls Church, VA
- St. Tammany Parish Hospital Parking & Circulation Study, Covington, LA
- Parking & Transportation Master Plan, Univ. of No. Carolina, Asheville, NC
- Downtown Harrisburg Parking Study, Harrisburg, PA



Michael C. Connor

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Feasibility Studies

Managed a number of studies which projected the financial feasibility of parking structure development and included demand estimates, determination of market rates, cash flow projection, development and operating and maintenance expenses, and the formulation of pro forma statements (debt service coverage). Related projects include:

- Inner West Street - Park Place Mixed User Project with integrated 1,100 space public parking structure , Annapolis, MD
- \$60 Million Bond Issuance for infrastructure and parking improvement, Community Development Authority, Richmond, VA
- \$54 Million Bond Feasibility Study of McArthur Center, Norfolk, VA
- 350 Space garage with neighborhood/residential commitment and redevelopment; Adams Morgan, Washington, D.C.
- 300 Space garage with adjoining hotel/theater uses; Carlisle, PA

Site Access

Involved data collection supervision, vehicle trip generation, capacity analysis, determination of improvement alternatives, and project management. Provided support on a variety of projects including the following:

- University Arena Parking Garage, College Park, MD
- Francis Scott Key Mall Expansion; Frederick, MD
- Washingtonian Center Garage III (Target), Gaithersburg, MD
- CIT Dulles Corridor Access Alternatives; Chantilly, VA
- Vogel-Stafford Mixed-Use Project; Stafford, VA
- Cornerstone Business Center; Mount Joy, PA



Gregory A. Shumate, CAPP

Associate

Total Years of Experience

30

Years with Desman

12

Education

University of Cincinnati
Cincinnati, OH
B.A., Urban Planning & Design

Previous Experience

Senior City Planner
City of Cincinnati

Senior City Planner
City of Cleveland

Assistant Economic
Development Director
City of Cleveland

Parking Commissioner
City of Cleveland

Affiliations

International Parking Institute
International Parking Institute-
CAPP Certification

American Planning Assoc.
Council on Urban Economic
Development

Project Assignment

Financial Analysis

Project References

City of Worcester, MA
Mr. John Prankevicius,
Budget Director
508.799.1202

Cleveland-Cuyahoga County
Port Authority, Cleveland, OH
Rose Ann DeLeón
Director of Strategic
Development
216.241.8004

Erie Parking Authority
Erie, PA
Ray Massing, Director
814.456.7588

Experience & Qualifications

Mr. Shumate has over 30 years of professional experience as a public administrator in urban planning, economic development and enterprise management. He has served as a project manager or team leader for the design, financing and implementation planning of various commercial, industrial, residential and waterfront projects. With many years of experience in varied responsibilities in municipal government, Mr. Shumate has a seasoned perspective and understanding of public and semi-public sector policies, processes, fiscal resources and regulatory constraints which must be respected within their political and/or institutional context.

As Parking Commissioner for the City of Cleveland, Mr. Shumate was the chief operations administrator for the City's entire on-and off-street parking system consisting of 5,150 parking garage spaces, 7,000 parking lot spaces and 3,700 parking meter spaces. While Commissioner, he was the central administrative figure in a \$71 million Parking Revenue Bond issue to fund the design and development of three new parking garages (a total of 4,700 spaces) to serve Cleveland City Hall, the Cleveland Cavalier's Quicken Arena (a.k.a. Gund Arena) and the Cleveland Indians Jacobs Field. The design and construction of all three garages completed his tenure as Commissioner.

Mr. Shumate is the Managing Associate of DESMAN's Cleveland Ohio office. Since joining DESMAN Associates in 1995, he has authored numerous parking studies for public and private sector clients throughout the Midwest and East Coast. The studies he has produced have covered a broad range of parking related concerns including master planning, supply/demand, site selection, facility staffing, management and maintenance strategies and parking meter systems but the majority of his assignments have dealt with determining the economic feasibility of parking projects and program initiatives.

The following is a partial list of parking studies Mr. Shumate has completed:

- Smith Avenue Transit Center Ramp Feasibility Study – City of St. Paul, MN
- Missouri Development Finance Board – St. Louis Gateway Hotel Garage Financial Performance Assessment, Jefferson City, MO
- Lake Erie Ferry Terminal Site Planning Study – Cleveland-Cuyahoga County Port Authority, Cleveland, OH
- St. Louis, Office of the Treasurer – Multiple Parking Feasibility Studies, St. Louis, MO
- Capital City Economic Development Authority – Adriaen's Landing Parking System Feasibility Study, Harford, CT



Gregory A. Shumate

Associate

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- Cleveland State University Main Campus Parking Master Plan, Cleveland, OH
- CitySquare Development Parking Feasibility Study – Worcester, MA
- Parking Supply/Demand Study for Three Neighborhood Business Districts – City of Cleveland Heights, OH
- Downtown Lowell Parking System Study – City of Lowell, MA
- Ohio State University Parking Garage Site Alternatives Analysis – Columbus, OH
- Erie Parking Authority – Dobbins Landing Hotel Garage Feasibility Study, Erie PA
- Erie Parking Authority – Hamot Medical Center M2-Parking Ramp Feasibility Study, Erie PA
- Erie Parking Authority – Hamot Medical Center M1-Parking Ramp Feasibility Study, Erie PA
- Erie Parking Authority – St. Vincent Medical Center Peach Street Parking Ramp Feasibility Study, Erie PA
- University Circle Parking System Operations & Management Consulting – University Circle Inc., Cleveland, OH
- Grant Medical Center Parking Site Alternatives Analysis
- Columbus, OH
- Downtown Dayton Site Selection & Master Plan Study
- Dayton, OH
- Downtown Hartford Parking Garage Site Selection Analysis, Hartford, CT
- Columbus Municipal Airport Authority Parking Demand Analysis, Columbus, OH
- MetroHealth Emergency Care Pavilion Parking & Traffic Study Cleveland, OH
- City of Canton – Feasibility Study of Acquiring Private Parking Garages, Canton, OH
- St. Louis Washington Avenue Historic Loft District Parking Study St. Louis, MO
- City of Miami Beach Parking Revenue Financing Bond Study – City of Miami Beach, FL
- Marquette Parking Garage Feasibility Study – City of St. Louis, MO
- Kiel Center, City of St. Louis, MO
- City of New Britain Comprehensive Parking Meter System Master Plan – New Britain, CT
- Cheshire County Courthouse Parking Garage Feasibility Study Keene, NH

DOWNTOWN WATERBURY PARKING STUDY

Waterbury, Connecticut


SUMMARY

The City of Waterbury has plans for over \$100M in planned developments in the East Main Street area, involving Arts/Education, Entertainment, Urban Lifestyle programs and Parking. The goals of the study were to analyze the on and off-street parking components, the parking demand generated by current building use, as well as to identify the impact of proposed buildings related to a planned Arts District and the resulting future demand generated from revitalization efforts. Desman analyzed the operational and financial performance of both on- and off-street parking systems and recommended steps that the City could take to better manage their parking supply and ensure the viability of the parking system.

Contact:
 Mr. Michael O'Connor, CEO
 Naugatuck Valley Develop. Corp.
 100 Grand Street
 Waterbury, Connecticut 06702
 (203) 597-7008

PROJECT DESCRIPTION

An assessment of existing conditions, including an inventory and peak period occupancy levels were undertaken within a 10-block area encompassing all on/off-street parking supplies within the Central Business District. Significant differences were noted between occupancy levels of on-street parking spaces as compared to that of the occupancy levels realized at public and private off-street parking facilities. The observed disparity in utilization levels represented a significant imbalance between the on-street and off-street parking components within the East Main Street district parking system.

The limited supply of convenient on-street parking spaces in close proximity to East Main Street area business district destinations requires a relatively high level of enforcement, often a concern for merchants, employees and City planning officials, particularly as the City attempts to revitalize East Main Street and attract new businesses to the area. A lack of incentives and controls contributed towards the imbalance in utilization of on-street and off-street parking components and, limited customer use of the conveniently located public garages.

The study team developed and evaluated alternate parking configurations to determine an optimum scheme for accommodating the existing and projected new parking demand to be generated by planned developments. A total of four development schemes were formulated to increase the existing parking supply within the East Main Street area. The costs, configurations and level of service provided by each parking development scheme enabled Naugatuck Valley Development Corporation officials to evaluate and determine the most practical solution to address their current and future parking concerns.

It was determined that the new parking demand to be generated by the University of Connecticut Branch, the Magnet School, a renovated Palace Theater and existing parking demand could best be satisfied by building a new, expanded parking facility at an existing facility location that had reached the end of its effective life-cycle.

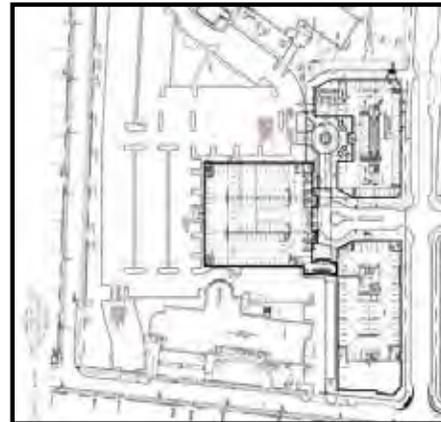


PARKING ACCESS AND REVENUE CONTROL BID SPECIFICATIONS

Town of West Hartford
West Hartford, CT

Contact:

Town of West Hartford
Mr. John Phillips, Parking Manager
50 South Main Street
West Hartford, CT 06107
Tel: 860.561.7500



SUMMARY

The Town of West Hartford is developing a large mixed-use municipal development, which includes a 1,400 space parking system of surface lots and two garages with multiple access points. As such, the development required the services of a professional parking consulting firm to develop bidding specifications, identify potential bidders, provide assistance at a pre-bid meeting, evaluate bids and provide recommendations based on bids received for the system.

To ensure that the product and services bid were received by the Town of West Hartford, it was necessary to review the final installation of these devices and confirm the functionality of the options chosen to be included with these devices. A review of the related functionality of the related software/communication package was also conducted to ensure the seamless integration of both program components.

PROJECT DESCRIPTION

DESMAN was charged with the responsibility to develop specifications for Parking Access and Revenue Control Systems that meet the goals and objectives established by Town of West Hartford for the multiple parking facilities on the development site. The first phase of this project involved the development of related bidding documents and related engineering drawings that were included with the public bidding documents, which detailed the placement, and mounting method to be used for each surface parking lot and parking garage location

DESMAN then identified qualified bidders to be sent specifications for the system and held a pre-bid conference to answer questions regarding the intent of the specifications for each system. Upon receipt of bids by the Town of West Hartford, DESMAN checked references and discussed respective job performance with referenced municipal agencies. Upon award of contract, DESMAN attended an on-site mobilization meeting at the commencement of installation. Upon completion of installation of these devices, DESMAN reviewed all report formats for conformance with specifications, oversaw the testing of hardware for compliance with specifications and confirmed spare parts inventory.

DESMAN recommended the amount to be paid to the individual contractor and an appropriate amount to be retained upon certification to ensure that the completed system meets specifications and has passed the testing and acceptance program.



Project Profile

**FINANCIAL FEASIBILITY AND BOND STUDY FOR
THE PROPOSED PARKING AUTHORITY**

City of Lowell Division of Planning and Development
Lowell, Massachusetts



Contact:

Mr. Colin M. McNiece
Director of Economic Development
City of Lowell - Div. of Planning & Development
JFK Civic Center
50 Arcand Drive
Lowell, MA 01852
(978) 446-7239



SUMMARY

DESMAN Associates was contracted by the City of Lowell, Massachusetts to perform a *Financial Feasibility and Bond Study for a Proposed Parking Authority*. The study included an analysis of proposed Parking Authority legislation, a financial proforma of the existing parking system with the cost of a new 950-space parking structure. As part of the analysis of the parking system, it was necessary to review programs, policies and management structures associated with the delivery of on and off-street parking services. This included an analysis of on and off-street parking rates, charges for parking violations, the current management structure, and an analysis of the condition the City's existing parking facilities. A goal of the study was to divest the City of parking management responsibilities, return the parking system to profitability, and remove the financial responsibilities of the City with respect to operation of the parking system and transfer those responsibilities to a new Parking Authority.

PROJECT DESCRIPTION

Over the past century, the City of Lowell has undergone significant economic changes. In 1978, Lowell's National Historical Park was established as a tribute to Lowell's contributions to the Industrial Revolution. During the 1980's, the City experienced a revitalization that was caused by a technological rise. While celebrating its industrial roots, Lowell has attracted new technology companies and continues to provide a thriving and growing business-friendly environment.

The early years of the revitalization process used the City's then supply-rich parking assets as a means to attract new business by charging below market rates. The City's success has caused the parking supply to erode and now limits the ability of the City to attract new business in key development areas. Old rates and charges for parking needed to be adjusted upward and become market driven for the parking system to maintain its ability to grow with the City's economic development initiatives. Recognizing the need for change, the City proposed the creation of a parking authority to improve the delivery of parking services and to remove parking debt from the City's budget and transfer that debt and associated responsibilities to the new agency.

DESMAN quantified the costs that would be incurred to make the proposed parking authority solvent. DESMAN'S financial analysis set forth a timeline and roadmap for the authority's future growth and activity. Changes in the proposed parking authority legislation were recommended that included adding the enforcement function to the proposed legislation to create a single source responsibility center to manage the totality of the City's parking assets. New market rate fees and fines were recommended that would allow the new parking authority to issue revenue bonds. The proceeds of the bonds would be used to construct a new 950-space parking facility, provide system upgrades, and fully restore the City's other parking facilities.

*Project Profile***CHESHIRE COUNTY SUPERIOR COURTHOUSE
PARKING GARAGE FEASIBILITY STUDY**

Keene, New Hampshire

SUMMARY

Cheshire County Courthouse and Administrative Offices, located in the north central area of downtown Keene, New Hampshire, was engaged in an effort to enhance the level and quality of services to the County constituency by expanding the County Courthouse. Ancillary to the Courthouse expansion plan was a desire to address a long-standing parking shortage. DESMAN Associates analyzed the current downtown parking supply and demand, quantifying the varying levels of parking demand generated by County-related functions and activities. DESMAN then formulated a number of development schemes to be considered by the County in the effort to alleviate its parking shortage.

Contact:
Mr. Jack Wozmak
County Administrator
Cheshire County
33 West Street
Keene, New Hampshire 03431
(603) 852-8215

PROJECT DESCRIPTION

The Cheshire County Courthouse and Administrative Offices draw large numbers of people from all over the County to the north central area of downtown Keene. This influx of people accounts for a significant portion of business enjoyed by the restaurants and commercial establishments in downtown. Consequently, the demand for public parking in the immediate vicinity of the County buildings is significant. DESMAN's task involved first assisting the County in identifying the extent of their parking needs and then determining what options could be considered to satisfy the unmet parking demand.

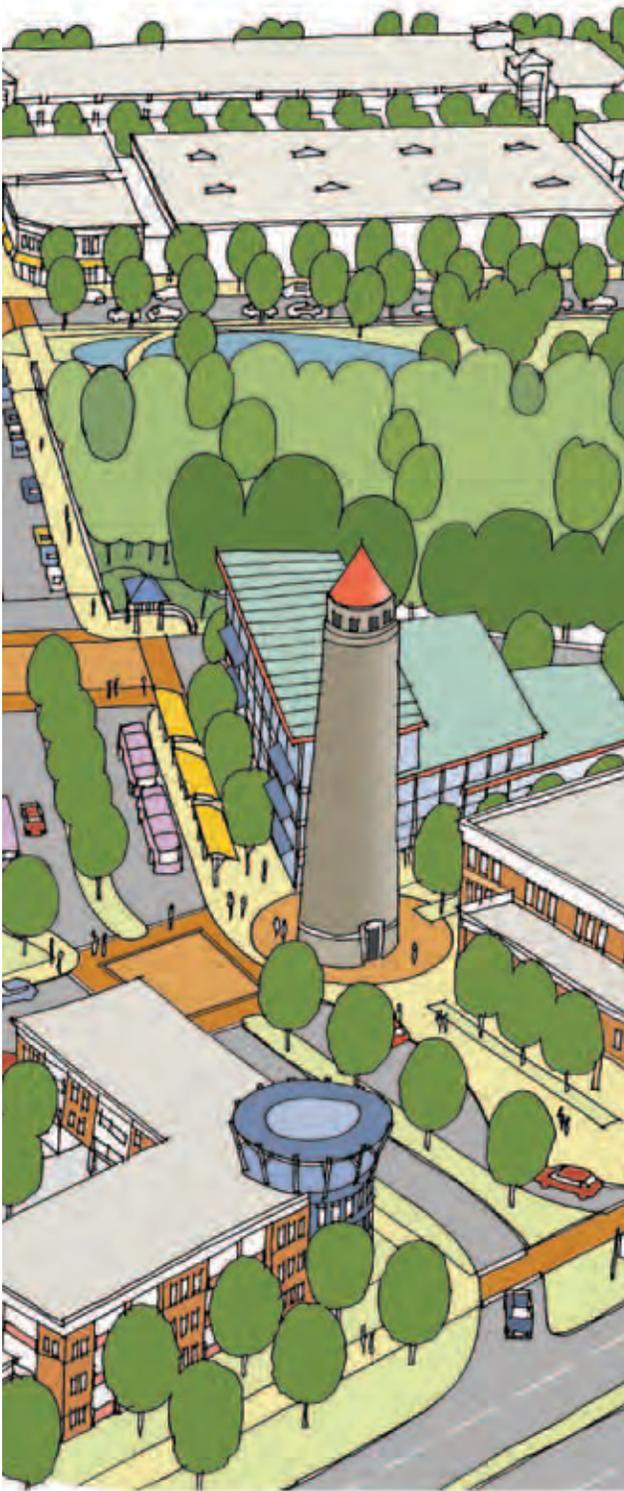
The analysis revealed that the City of Keene suffers from a shortage of convenient long-term parking for the working population in the north central area of downtown. In terms of the county-related parking demand, DESMAN found that while the present parking supply controlled by the County marginally exceeded the number of spaces needed to accommodate its employees, state law obligated the County to provide free parking for all jurors and prospective jurors. The parking analysis concluded that both the County and the City of Keene would be best served if the existing parking supply for County needs were increased by approximately 236 spaces. This increased capacity would allow institutions such as the library and the courthouse to accommodate a high percentage of their employees and visitors, even on the busiest days.

The study team developed and evaluated alternate parking configurations to determine an optimum scheme for accommodating an additional 240 spaces at the 80-space Winter Street lot, which collectively would result in a facility size of approximately 320 spaces. A total of five development plans were formulated to increase the existing parking supply at the County Courthouse. The costs, configurations and level of service provided by each parking development scheme enabled Cheshire County officials to evaluate and determine the most practical solution to address their parking problems.



Landscape Architects & Planners

INTRODUCTION



ORW Landscape Architects & Planners is devoted to providing personalized and professional service in the areas of landscape architecture and planning. We are committed to preserving the integrity of the natural and cultural landscape and focus on projects that promote a more sustainable world.

ORW has expertise in the following areas:

- Urban and Village Planning and Design
- Transportation Planning and Design
- Landscape Design
- Land Planning
- Resource Analysis and Planning
- Historic Preservation
- Trails and Greenways
- Master Planning for Educational and Public Facilities
- Environmental and Historic Interpretation

Based in White River Junction, Vermont, the office has been established in the Upper Valley Region since 1992. During this time we have enjoyed a long history of public involvement both as professionals and as active citizens who care about their community and region. All the projects undertaken by the firm are completed with the oversight of the partners by experienced staff and affiliated professionals.

ORW is a Vermont Limited Liability Corporation (LLC). We are certified as a WBE by the Vermont Agency of Transportation and New Hampshire Department of Transportation.

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Landscape Architects & Planners

AWARDS



Perry Hall and Lawn, Champlain College, Burlington, VT



Vermont Neighborhoods Project, Vergennes, VT



Old Man of the Mountain Museum and Artists Pathway, Franconia Notch, NH

- 2011 Vermont Public Space Awards, Merit Award
"Perry Hall at Champlain College,"
- 2009 AIA New Hampshire, Honor Award
"Hanover Co-op Community Market,"
- 2008 American Association for State and Local History, Merit Award
"Mount Independence Baldwin Interpretative Trail,"
- 2007 Vermont Chapter ASLA, Merit Award
"Champlain College Landscape Master Plan,"
- Smart Growth Vermont, Merit Award
"Middlebury South Village,"
- Plan New Hampshire, Merit Award
"Tilton Riverfront Park,"
- 2006 Smart Growth Vermont, Merit Award
"Groton Village Revitalization Plan,"
- Smart Growth Vermont, Merit Award
"Visualizing Density in Putney Village,"
- Congress of the New Urbanism, New England Chapter Award
"Vermont Neighborhoods Project,"
- 2005 Vermont Public Space Awards, Honorable Mention
"St. Johnsbury Academy Campus Green,"
- Vermont Planners Association, Project of the Year
"Vermont Neighborhoods Project,"
- Vermont Chapter ASLA, Merit Award
"Old Man of the Mountain Museum and Artists Pathway,"
- Vermont Chapter ASLA, Merit Award
"Vermont Neighborhoods Project,"
- 2003 Vermont Chapter ASLA, Merit Award
"Irasville Growth Area Study,"
- Vermont Chapter ASLA, Merit Award
"Wells River North Bank Study,"
- 2002 Vermont Public Space Awards, Honor Award
"Burlington North/South Bicycle & Pedestrian Plan,"
- 2001 Vermont Chapter ASLA, Honor Award
"Mount Independence Trails Master Plan,"
- Vermont Chapter ASLA, Merit Award
"The Vermont State Standards,"
- Vermont Chapter ASLA, Presidents Award of Excellence
"Capital District Master Plan,"
- Vermont Chapter ASLA, Merit Award
"Route 2 Corridor Village Planning,"

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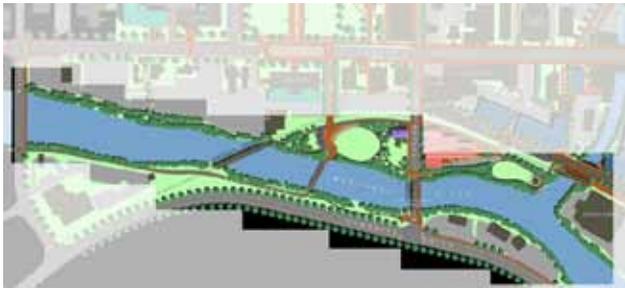
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Landscape Architects & Planners

AWARDS



Montpelier Master Plan for Wnooski River Greenway, Montpelier, VT



Mt. Independence State Historic Site Trails Master Plan, Orwell, VT



Interpretive kiosk design and scenic wayside, Smugglers Notch Scenic Highway, Stowe, VT

- 2000 Northern New England Chapter APA, Award "Montpelier Capital District Master Plan,"
- New England Regional Council AIA, Design Award. "Montpelier Capital District Master Plan,"
- VT Chapter of the ACEC, Grand Award "Manchester Parking and Pedestrian Plan,"
- 1998 Boston Society of Landscape Architects Award "The Smuggler's Notch Scenic Highway Corridor Plan,"
- Northern New England Chapter APA, Award "The Barre City Economic Action Plan,"
- 1995 Vermont Chapter AIA, Design Award "Dorset Street Park Pavilion," So. Burlington VT*
- 1994 AIA, Award for Excellence in Health Care Design "Kendal at Hanover," Hanover NH
- Vermont Chapter AIA, Award "Dorset Street Park Pavilion," So. Burlington VT .*
- Vermont Chapter AIA, Design Award "Totman Hill Residence," Pomfret, VT *
- 1993 Vermont Chapter ASLA, Design Award "Dorset Street Park," South Burlington VT*
- Vermont Chapter ASLA, Design Award "The Miller Estate," West Windsor VT *
- 1992 Vermont Chapter AIA, Design Award "The Essex Center Master Plan," Essex VT *
- Vermont Chapter AIA, Design Award "The Miller Estate."
- New England Regional Council AIA, Design Award "The Essex Center Master Plan"*
- 1991 Northern New England Chapter APA, Award "The Essex Center Master Plan." *
- Vermont Chapter AIA, Design Award "Tenshu." Hartland VT*
- Vermont Chapter AIA, Design Award "71 Central Street," Woodstock VT *
- Vermont Chapter AIA, Design Award "The Woodstock Inn," Woodstock VT *
- 1989 New England Regional Council AIA, Design Award "Tenshu." *
- The National Peace Garden Design Competition Honorable Mention. Washington, DC. *

**Awards received by Ertel Associates during Robert White's tenure as Landscape Architect/planner.*

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ROBERT WHITE, RLA

Principal, Landscape Architect

EDUCATION

Harvard Graduate School of Design
Master of Landscape Architecture, 1984

Recipient of the Janet Darling Webel Prize, 1982

University of Massachusetts, Amherst
Bachelor of Science in Environmental Design with Honors
1981

PROFESSIONAL PRACTICE

ORW Landscape Architects and Planners
White River Junction, Vermont
2003 - Present

The Office of Robert A. White, ASLA
Norwich, Vermont, 1993-2003

Ertel Associates
Woodstock Vermont, 1986-1993

The Cavendish Partnership
Cavendish Vermont, 1984-1986

Cambridge Community Development Department
Cambridge Massachusetts, 1982-1984

ACADEMIC EXPERIENCE

Vermont Council on the Arts, Faculty
Vermont Design Institute, Juror
Vermont Council on the Arts, Arts/Education Selection Panel
Vermont College, Montpelier Vermont, Critic
University of Vermont, Burlington Vermont, Critic
Career Discovery Program, Harvard GSD, Instructor

AFFILIATIONS

American Society of Landscape Architects
American Planning Association, Northern New England
Chapter

PROFESSIONAL REGISTRATIONS

Registered Landscape Architect
State of Vermont No. 125.0069946
State of New Hampshire No. 083
State of Maine No. 96



Landscape Architects & Planners

RESUME**CAROLYN RADISCH, AICP**

Principal, Urban and Transportation Planner

EDUCATION

University of California, Berkeley

Masters of City and Regional Planning, 1995

Masters of Civil Engineering, Transportation Engineering,
1995**PROFESSIONAL PRACTICE**

ORW Landscape Architects and Planners

Norwich and White River Junction, Vermont

2003-Present

EDAW

San Francisco, California

Senior Associate, 1999 to 2001

ROMA Design Group

San Francisco, California

Associate and Senior Planner, 1990 to 1998

National Transit Access Center, Institute of Urban and

Regional Development, UC Berkeley

Research Associate, 1993-1995

SELECTED PUBLICATIONS

“Travel Choices in Pedestrian versus Automobile-Oriented
Neighborhoods,” Robert Cervero and Carolyn Radisch,
Transport Policy, Vol. 3, No. 3, 1996

Original transit and pedestrian related research and
drawings included in *Transit Villages for the 21st Century*,
Michael Bernick and Robert Cervero, McGraw-Hill, 1997

“Anatomy of a Transit Stop,” Bonnie Fisher and Carolyn
Radisch, *On the Ground*, Volume 1, No. 2 (1995)

COMMUNITY SERVICE

Advance Transit

Board of Directors

Upper Valley Transportation Management Association

Board of Directors

Zoning Board of Adjustment

Hanover, New Hampshire

PROFESSIONAL AFFILIATION

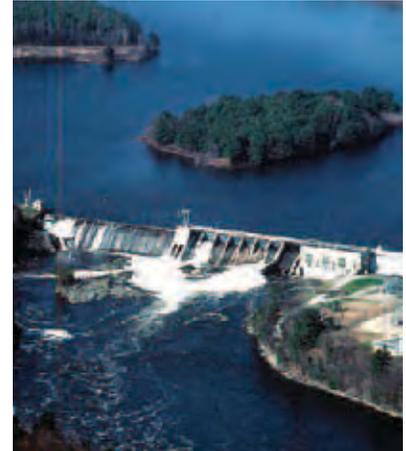
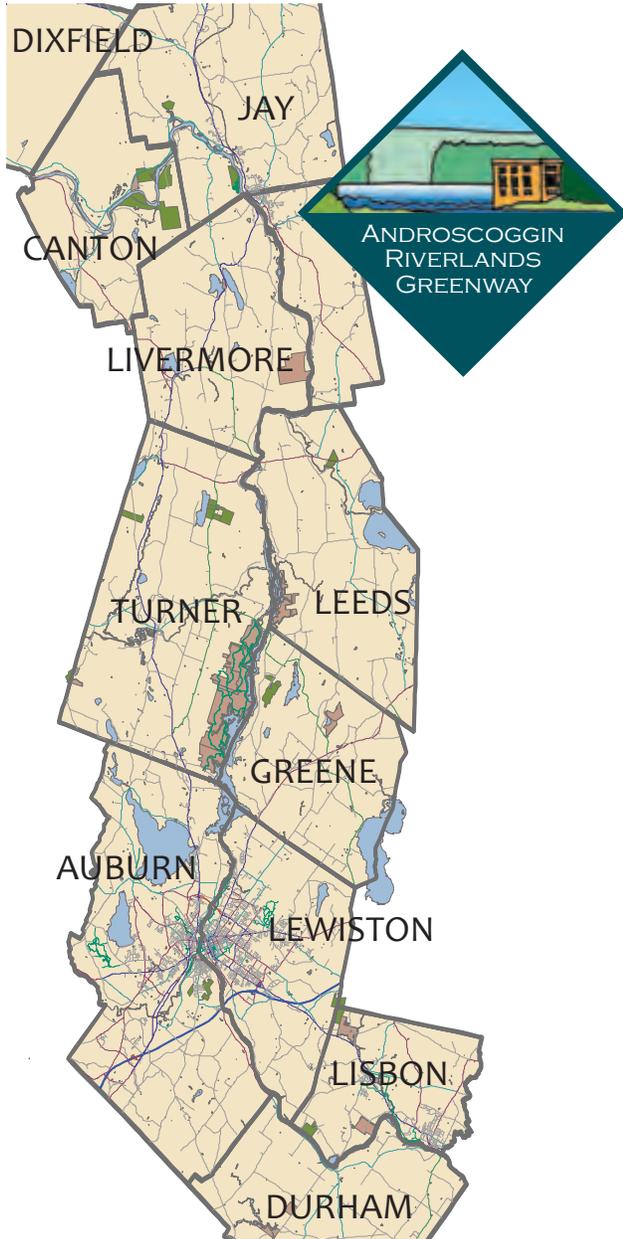
American Institute of Certified Planners

Association of Pedestrian and Bicycle Professionals



Landscape Architects & Planners

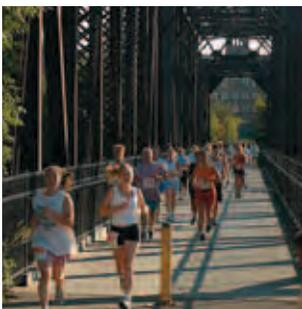
ANDROSCOGGIN GREENWAY WAYFINDING



Engaged by the Androscoggin Land Trust in Lewiston-Auburn, Maine, ORW prepared a scoping report to define wayfinding strategies for the Androscoggin Greenway, a sixty-mile river corridor that traverses central Maine. The project identified over 60 sites, including river recreation access points, hydropower dams regulated under FERC, Maine State Parks and local parks, Bates College, and land trust preserved properties. Of great importance was the linkage between recreational use of the river and integration with regional economic development through tourism and visitation to town and city centers and cultural institutions such as Museum LA, the Maine Paper Museum and other heritage venues.

The scoping report defined wayfinding opportunities for:

- A river recreational protocol integrated with the dam sites and portages for river safety and interpretation about the water power heritage of the Androscoggin.
- A series of initial graphic standards to unify the multiple entities in the Greenway with an umbrella wayfinding program.
- Initial thoughts regarding the “branding” of the Greenway as a form of heritage corridor designation management, such that the local unity created by the land trust could elevate the individual parties to a larger sense of place.
- A proposed a family of wayfinding installations including: signage at urban and village gateways; directional signage from state highway and downtowns to river destinations and back; site identification and use signage; interpretive kiosks and other structures; and trail signage.



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A Complete Street including accommodation for pedestrians, transit bicycles and cars within a limited right-of-way.

ORW prepared street design guidelines for the City of Burlington Transportation Plan. The guidelines are a major component of the plan which address expanding transportation choices, safety, connectivity, aesthetics and the quality of experience of the city's street system. The street design guidelines address a city-wide hierarchy of streets including:

Complete Streets: Important gateway streets that accommodate all modes of travel (pedestrians, bicycles, transit, and automobiles).

Transit Streets: Streets which place a priority on the efficient facilitation of transit.

Bicycle Streets: Streets which place a priority on completing a network for bicyclists.

Slow Streets: Streets in downtown/waterfront 'pedestrian core' with pedestrian priority and slow traffic speeds.

The guidelines also include a section on traffic calming design options for neighborhood streets.

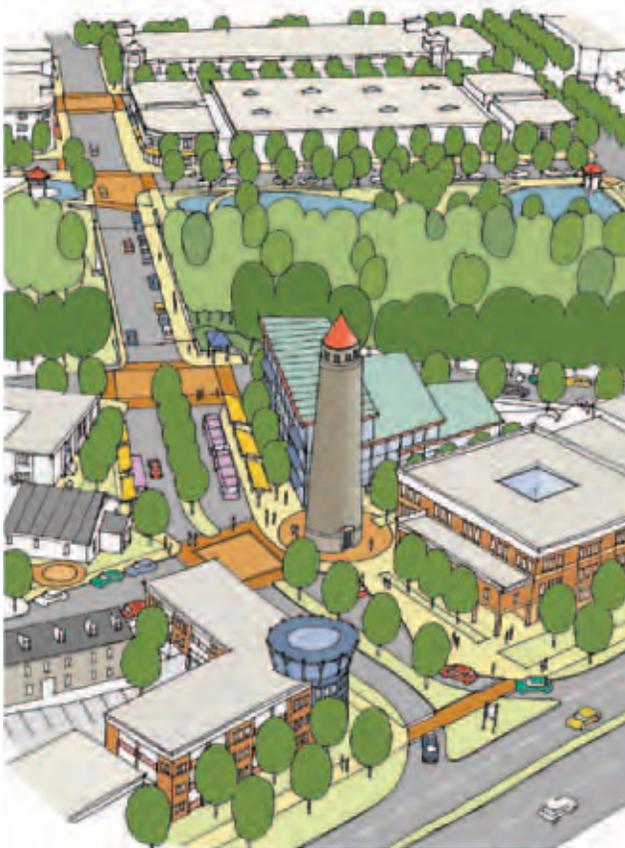
The **Complete Streets** are the major corridors leading into and out of Burlington. In their current condition, they are typically four-lane arterials dominated by automobile movement, often creating a hostile environment for pedestrians and bicyclists. Given the significance of these corridors in providing access into and through Burlington, the goal of the Complete Street is to accommodate all modes as effectively as possible within the given curb-to-curb dimension.

Depending on the existing configuration of the street, conversion to a Complete Street may involve a reduction from four vehicle lanes to three lanes (a 'Road Diet') while in other areas the conversion may be simpler, involving re-striping vehicle lanes, adding bike lanes and making transit improvements. A model analysis of a 'Road Diet' for Colchester Avenue was undertaken. The analysis found that average speeds would be reduced (as intended for traffic calming and safety) because passing is prevented. However, there would be fewer stops because conflicts are removed from left turns, which translates to fewer accidents, lower air emissions, as well as an improved environment for bikes, pedestrians and transit.



Landscape Architects & Planners

ESSEX TOD MASTER PLAN

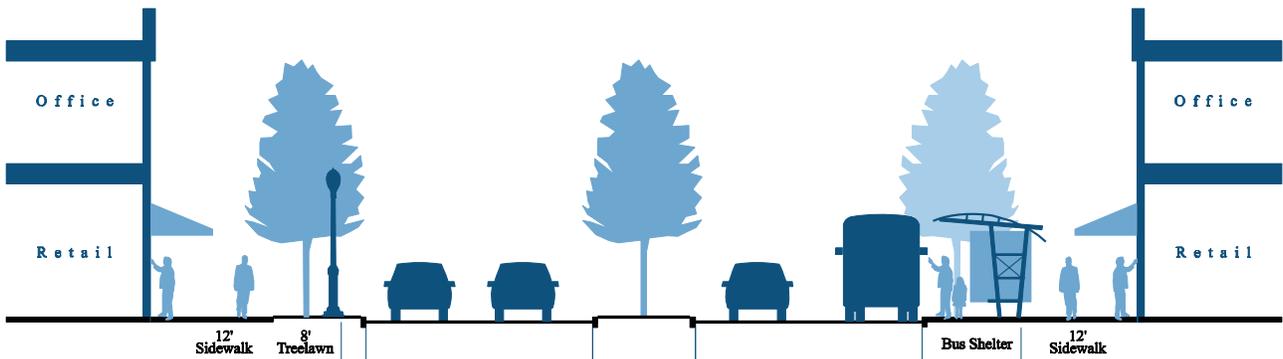


Above, bird's eye view of the TOD transit stop.

ORW prepared a Transit Oriented Design (TOD) Master Plan for a portion of Essex at Vermont Route 15 and Susie Wilson Road. The plan articulates a vision and sets a blueprint for new growth in a more compact, pedestrian and transit-friendly fashion, building on a long-term conversation in the town and region about higher-density development in this area.

In this plan, new development is primarily organized around the bus transit stop along Route 15, recognizing that this route is one of the highest ridership routes in the CCTA system, and making the area 'ready' for future potential extension of rail from Burlington to Essex. The overall land use and design strategy for this area is to promote mixed uses, so that people can live, work, shop, and recreate within this compact district. Another key strategy in this area is the expansion of the street network to provide multiple route choices for cars, pedestrians and bikes. One of the more vexing problems in the Susie Wilson Road area is the street network that is not interconnected, requiring all traffic to use congested Susie Wilson Road. The conflict between local and through traffic on this roadway has caused it the dubious distinction of having one of the higher accident rates in the region. Expanding the street network provides an option for traffic to be more dispersed through the network, rather than loaded on one arterial, and provides a street and block pattern at a walkable scale.

The final section of the plan contains a set of illustrated development standards and design guidelines intended to promote pedestrian and transit-friendly development in the area.



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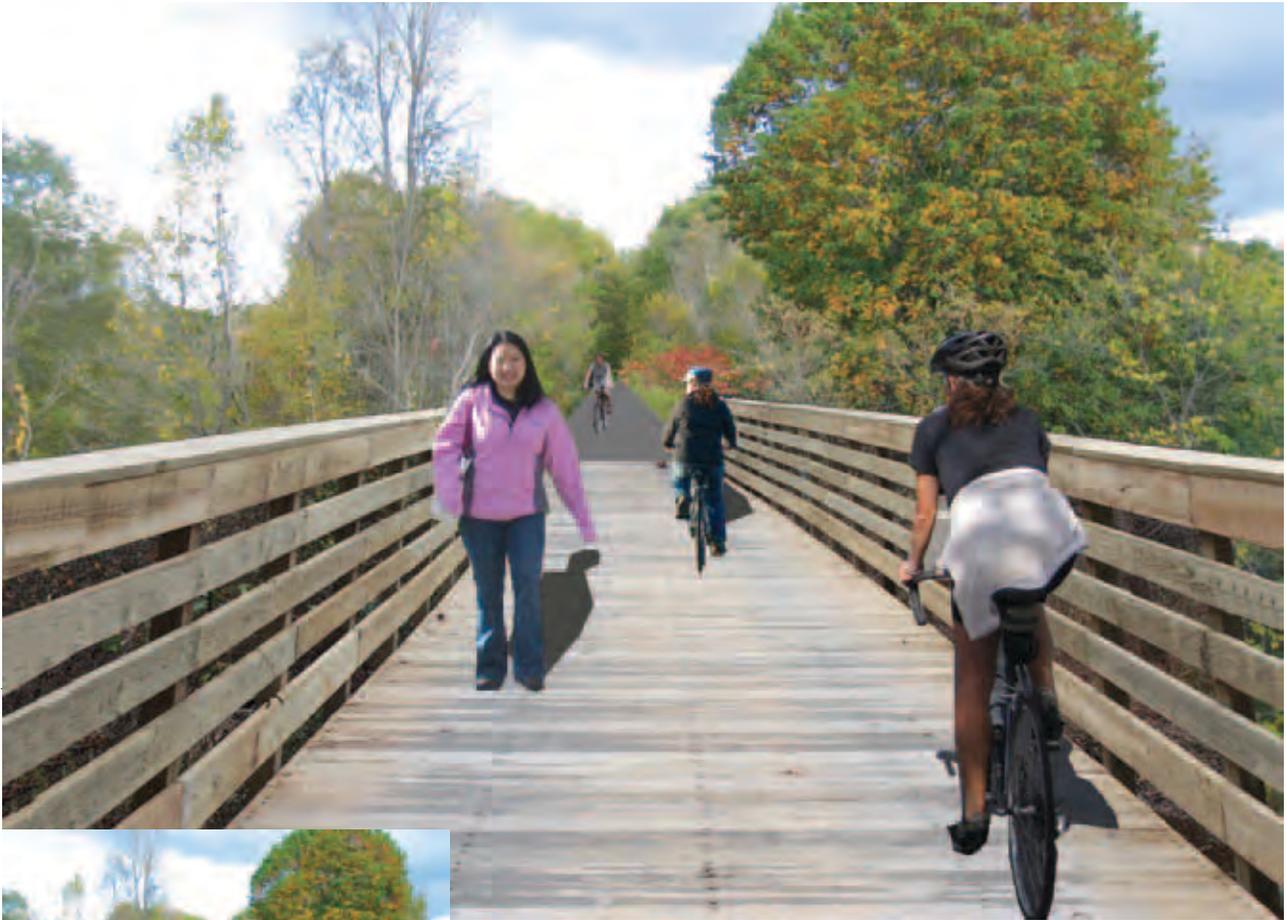


Photo simulation of the proposed Mascoma River Greenway in Lebanon, New Hampshire. Left, existing conditions on the recommended Greenway corridor.

For the City of Lebanon, ORW was the lead consultant in the preparation of the Mascoma River Greenway Action Plan which provided an evaluation, conceptual trail alignment and plan for improvement of greenway rail trail that extends the Northern Rail Trail for downtown Lebanon to West Lebanon.

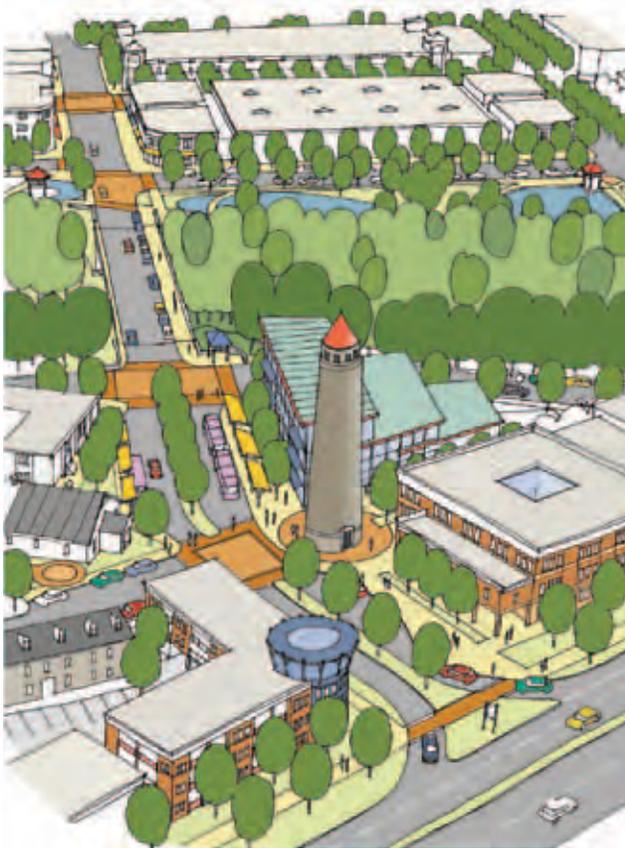
The Mascoma River Greenway will be a 4.5 mile shared use path that will connect Lebanon's neighborhoods with schools, parks, employment centers, shopping destinations, transit hubs, and the City's downtown.

The Action Plan evaluated the northern rail corridor and recommended an alignment that incorporates portions of the railroad corridor that are unused, in-road segments, segments that are parallel to the rail road corridor, and segments that are 'rail with trail' alignments. Through the Action Plan planning process, various alignments for the Greenway were evaluated. The planning process was lead by the Mascoma River Greenway Coalition, and the plan was 'vetted' through public meetings.



Landscape Architects & Planners

ESSEX TOD MASTER PLAN

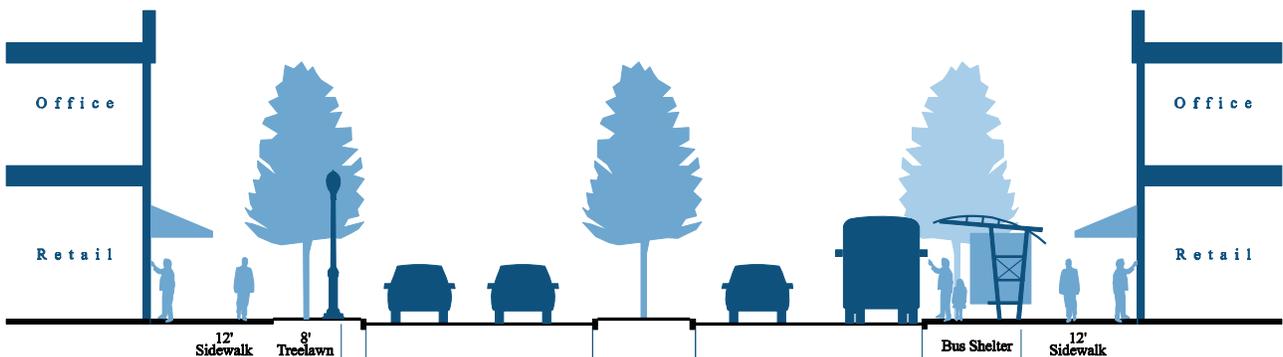


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Johanna Lyons
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Mike Miller AICP CFM
 Director of Planning & Zoning
 City of Barre
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 Barre, VT
 (802) 476-0245 mmiller@barrecity.org



About Smart Mobility

Smart Mobility, Inc. is a transportation engineering and planning firm based in Norwich, Vermont. Our work focuses on developing multimodal, sustainable transportation approaches that are integrated with land use plans and community visions. In our projects we seek to build on a solid foundation of public input and engagement, and strive to clearly communicate transportation choices, opportunities, and implications. The firm was founded in 2001, and in the past ten years, the company has become a nationally recognized leader and innovator in multimodal transportation planning, modeling, and analysis for clients, and developed both a regional and national practice. The firm offers a variety of consulting services including:

- Comprehensive multimodal transportation planning.
- Computer modeling and analysis of land use and transportation systems (regional and corridor).
- Developing context sensitive, multimodal project designs for streets, bicycles, pedestrians and transit.

We use state-of-the-art, innovative techniques and tools that allow our clients to fully explore sustainable approaches to developing local and regional transportation plans or designing transportation projects. We also strive to provide clear, understandable plans and reports to allow the public and community to understand of transportation choices and trade-offs with the public and community



Corridor and Local Area Planning, Engineering and Design Our work has ranged from regional-scale planning, modeling and analysis; to local area or corridor planning. The firm has provided numerous municipalities and community organizations with transportation planning and traffic engineering services. These have ranged from data collection to traffic signal capacity analysis to review of proposed developments and their potential traffic impact to a community. Our staff has a wide range of traffic analysis and modeling capability, including levels of service, traffic signal coordination, traffic simulation modeling, and travel demand modeling. Among the software tools that we use for this work are HCM2000, Synchro, SimTraffic, VISSIM, aaSIDRA, RODEL, TransCAD and TP-plus/Cube.

Context Sensitive Design Smart Mobility has served numerous clients in developing context sensitive multimodal street designs that can better meet community goals and objectives than conventional engineering solutions. Our design alternatives consider both the types of investments that will promote the desired form of development, and also incorporate context sensitive design techniques. Context sensitive design can create walkable, attractive streets that can serve dual purposes of efficient transportation corridors. Proper selection of design criteria, such as design speed and peak hour level of service, are critically important to development successful designs that integrate community, land use, and transportation goals. Smart Mobility has been on the consulting team for the development of a revolutionary new document, *Designing Walkable Urban Thoroughfares: A Context Sensitive Solutions Approach*.

Transportation Planning for Sustainable Communities For communities that are pursuing more sustainable forms of growth, traffic and transportation needs to be looked at differently, and must go far beyond the conventional practice of looking primarily at automobile levels of service. Multimodal and placemaking considerations must be brought into the balance. Our goal in developing transportation plans are to determining types of investments and actions that will actually promote the type of growth desired. The transportation goals of a community, and the types of projects they undertake, are critically important in promoting in setting the stage for more desirable and sustainable patterns of growth to occur. Communities can use their transportation investments to foster the type of growth they want through rather relying solely on town plans and zoning ordinances.





Resume

NORMAN L. MARSHALL, PRINCIPAL

nmarshall@smartmobility.com

EDUCATION:

Master of Science in Engineering Sciences, Dartmouth College, Hanover, NH, 1982

Bachelor of Science in Mathematics, Worcester Polytechnic Institute, Worcester, MA, 1977

SELECTED PROFESSIONAL EXPERIENCE:

Mr. Marshall helped found Smart Mobility, Inc. in 2001 and is its President. Prior to this, he was employed for 14 years at Resource Systems Group, Inc. where he developed a national practice in travel demand modeling and related transportation planning work. He focuses on developing regional transportation models, applying regional transportation models, and critiquing regional transportation models and studies based on regional transportation models.

Land Use/Transportation Scenario Planning

Chicago Metropolis Plan and Chicago Metropolis Freight Plan (6-county region)— developed alternative transportation scenarios, made enhancements in the regional travel demand model, and used the enhanced model to evaluate alternative scenarios. Developed multi-class assignment model and used it to analyze freight alternatives including congestion pricing and other peak shifting strategies. Chicago Metropolis 2020 was awarded the Daniel Burnham Award for regional planning in 2004 by the American Planning Association, based in part on this work.

Envision Central Texas Vision (5-county region)—implemented many enhancements in regional model including multiple time periods, feedback from congestion to trip distribution and mode choice, new life style trip production rates, auto availability model sensitive to urban design variables, non-motorized trip model sensitive to urban design variables, and mode choice model sensitive to urban design variables and with higher values of time (more accurate for “choice” riders).

Mid-Ohio Regional Planning Commission Regional Growth Strategy (7-county Columbus region)—developed alternative future land use scenarios and calculated performance measures for use in a large public regional visioning project. Allocation model developed as part of project was recently applied by MORPC in developing its new long-range transportation plan.

Baltimore Vision 2030—working with the Baltimore Metropolitan Council and the Baltimore Regional Partnership, increased regional travel demand model’s sensitivity to land use and transportation infrastructure. Enhanced model was used to test alternative land use and transportation scenarios.

Transit Planning

Capital Metropolitan Transportation Authority (Austin, TX) Transit Vision – analyzed the regional effects of implementing the transit vision in concert with an aggressive transit-oriented development plan developed by Calthorpe Associates. Transit vision includes commuter rail and BRT.

Bus Rapid Transit for Northern Virginia HOT Lanes (Breakthrough Technologies, Inc and Environmental Defense) – analyzing alternative Bus Rapid Transit (BRT) strategies for proposed privately-developing High Occupancy Toll lanes on I-95 and I-495 (Capital Beltway).

Central Ohio Transportation Authority (Columbus) – analyzed the regional effects of implementing a rail vision plan on transit-oriented development potential and possible regional benefits that would result.



Essex (VT) Commuter Rail Environmental Assessment (Vermont Agency of Transportation and Chittenden County Metropolitan Planning Organization)—estimated transit ridership for commuter rail and enhanced bus scenarios, as well as traffic volumes.

Roadway Corridor Planning

State Routes 5 & 92 Scoping Phase (NYSDOT)—evaluated TSM, TDM, transit and highway widening alternatives for the New York State Department of Transportation using local and national data, and a linkage between a regional network model and a detailed subarea CORSIM model.

Twin Cities Minnesota Area and Corridor Studies (MinnDOT)—improved regional demand model to better match observed traffic volumes, particularly in suburban growth areas. Applied enhanced model in a series of subarea and corridor studies.

Research

Obesity and the Built Environment (National Institutes of Health) – Working with the Dartmouth Medical School to study the influence of local land use on middle school students in Vermont and New Hampshire, with a focus on physical activity and obesity.

The Future of Transportation Modeling (New Jersey DOT)—Member of Advisory Board on project for State of New Jersey researching trends and directions, and making recommendations for future practice.

Trip Generation Characteristics of Multi-Use Development (Florida DOT)—estimated internal vehicle trips, internal pedestrian trips, and trip-making characteristics of residents at large multi-use developments in Fort Lauderdale, Florida.

Improved Transportation Models for the Future—assisted Sandia National Laboratories in developing a prototype model of the future linking ARC/INFO to the EMME/2 Albuquerque model and adding a land use allocation model and auto ownership model including alternative vehicle types.

MEMBERSHIPS/AFFILIATIONS

- Associate Member, Institute of Transportation Engineers
- Individual Affiliate, Transportation Research Board
- Member, American Planning Association
- Member, Congress for New Urbanism

RECENT PUBLICATIONS AND PRESENTATIONS

Sketch Transit Modeling Based on 2000 Census Data, with Brian Grady. Presented at the Annual Meeting of the Transportation Research Board, Washington DC, January 2006 and accepted for publication in the *Transportation Research Record*.

Travel Demand Modeling for Regional Visioning and Scenario Analysis, with Brian Grady. Transportation Research Board, *Transportation Research Record*, 2005

Chicago Metropolis 2020: the Business Community Develops an Integrated Land Use/Transportation Plan, with Brian Grady, Frank Beal and John Fregonese, presented at the Transportation Research Board's Conference on Planning Applications, Baton Rouge LA, April 2003.



Resume

LUCINDA GIBSON, PE, PRINCIPAL

lgibson@smartmobility.com

EDUCATION

- Master of Science in Engineering Sciences, Dartmouth College, Hanover, NH, 1988
- Bachelor of Science in Civil Engineering, University of Vermont, Burlington, VT, 1983

PROFESSIONAL EXPERIENCE:

- Nov 2001 to present **President and Co-Founder, Smart Mobility, Inc., Norwich, VT**
 Since starting the company, Ms. Gibson has developed a national practice of innovative transportation engineering designs that meet today's challenges, and advance smarter growth and new urbanism. Her current work at Smart Mobility focuses on context sensitive and multi-modal traffic engineering, preparing alternative transportation solutions for conventional roadway projects, and preparing comprehensive, multimodal community transportation plans. This work includes bicycle and pedestrian planning and design, scenic byway corridor planning, and moving beyond conventional traffic engineering by addressing traffic congestion through improving transportation networks, consideration of land use and development patterns, and broadening the range of options in terms of both routes and modes.
- 1994 to 2001 **Senior Transportation Planner, Two Rivers-Ottawaquechee Regional Commission, Woodstock, VT**
 Public involvement in transportation projects and NEPA processes; Community transportation planning and design technical assistance.
- 1988 to 1994 **Senior Associate, Resource Systems Group, White River Junction, Vermont**
 Managed projects including traffic engineering and design, impact analysis, simulation modeling,

Selected Project Experience

Burlington Transportation Plan, Burlington, Vermont—Prepared a comprehensive, multimodal transportation master plan for the City of Burlington, Vermont, which included innovative transportation street design guidelines, parking strategies, evaluation for selected “road diets”, and development of a town-wide bicycle network.

Hanover Bus Stop Feasibility Study, Hanover, New Hampshire – Prepared a comprehensive plan for addressing a variety of traffic engineering, pedestrian and transit operational improvements at the forty-five bus stops in Hanover, New Hampshire, serving the region's major employment center at Dartmouth College.

Reclaiming the Franklin Street Arterial, Portland, Maine – Worked in a highly participatory planning multimodal transportation process to develop alternative future schemes for a major roadway corridor entering the historic downtown of Portland, Maine. In consultation with numerous stakeholder groups, and through working closely with a citizen's committee appointed by the City Council, three alternative concepts were designed and developed for further consideration and project scoping.

Patroon Island Bridge Smart Growth and System Analysis-SMI is part of a team of consultants working for the Capital District Transportation Council and the NY State DOT to evaluate options for the upcoming rehabilitation or replacement of the Patroon Island Bridge on I-90. We are modeling a broad range of alternatives for the entire Hudson River Crossing network including travel demand reduction and smart growth development implications.



Decommissioning of the Sheridan Expressway, South Bronx Watershed Association—Ms Gibson analyzed the options for the future of the Sheridan Expressway given the need to reconstruct one of its interchanges with the Bruckner Expressway in the South Bronx, New York City. This work was conducted for the award winning Sustainable South Bronx organization, and also included an evaluation of the economic benefits that would result to the community from the decommissioning.

Freeways to Boulevards, Congress for the New Urbanism-SMI has worked with the Congress for the New Urbanism on their Freeways to Boulevards initiative, to evaluate alternatives to the construction or renovation of elevated urban highways in Seattle, Washington and Buffalo, New York.

Institute for Transportation Engineers (ITE), Washington, DC- Consulted on two recommended practice documents, including *Designing Major Walkable Thoroughfares—A Context Sensitive Solutions Approach*, and *Planning Urban Roadway Systems*. Incorporated latest research and innovations on pedestrian safety, planning multimodal networks, and other topics. Developed model application and training materials to be presented nationally.

Halfmoon, NY Transportation Analysis and Plan-As part of a project team with Behan Planning Associates to develop an innovative plan for hamlet and mixed use center development in a rapidly growing suburb outside Albany, NY. Plan elements included improves street connectivity within proposed growth areas, pedestrian oriented designs and in the hamlet and mixed use areas, and illustrating access management concepts for the main highway corridors.

Chicago Metropolis 2020 Plan for Growth and Transportation-Contributed to this APA Burnham Award-winning project to explore alternative scenarios for growth and transportation investment and management for the Chicago Region. Developed alternative transportation investment strategies and budgets, and prepared modeling input files to analyze these scenarios with an advanced regional TransCAD model.

PROFESSIONAL CERTIFICATIONS AND MEMBERSHIPS

- Professional Engineer – P.E., Vermont Board of Professional Engineering, License #6133
- Member, Institute of Transportation Engineers (ITE)
- Member, Congress for the New Urbanism, Transportation Planning Committee
- Member, Board of Directors, CNU New England Chapter of CNU
- Member, ITE/CNU Design Standards Task Force

SPEAKING ENGAGEMENTS (Partial List)

Transportation Planning Symposium, Upstate NY ITE Chapter and APA Chapter, Latham, NY. A New Urbanist Engineer's Perspective of the *Proposed Recommended Practice Context Sensitive Solutions in Designing Major Urban Thoroughfares*, October 27, 2007.

Joint Meeting: Boston ITE Chapter and CNU-New England, A New Urbanist Engineer's Perspective of the *Proposed Recommended Practice Context Sensitive Solutions in Designing Major Urban Thoroughfares*, November 30, 2006.

Smart Growth Alternative for the Mountain View Highway Corridor, presented at the Citizens Organized for Smarter Alternatives to the Lehi City Council, Lehi, Utah, March, 2007.

Smarter Alternatives to Highway Projects. Presented at the American Planning Association annual meeting in San Antonio, TX, April, 2006.

Context Sensitive Traffic Engineering for Historic Road Corridors. Presented at the biannual Historic Roads Conference, Portland, Oregon, April, 2004.

Emerging Transportation Planning Techniques for Smart Growth Planning. Presented at the Smart Growth Network annual conference in Burlington, VT, September, 2003.

Low Impact Development Techniques in Transportation Engineering, Vermont LID Conference, Sponsored by US EPA, May, 2008, Burlington VT.



Multimodal Transportation Planning: Selected Project Experience

Re-Thinking the Franklin Street Arterial, Portland, ME

Smart Mobility has been working with the City of Portland, ME to develop conceptual plans for the re-design of an urban arterial to a context-sensitive, walkable urban street. The process has included ample public outreach, including defining community-based performance objectives for the corridor, and a hands-on design workshop attended by nearly 100 people. The project has been guided by a diverse steering committee, with ample representation by a variety of stakeholder groups, and outreach to additional populations. Three alternatives are being developed for consideration in subsequent project scoping study. A range of design solutions have been explored, including a multi-way boulevard, roundabouts, and a variety of bicycle treatments.



Above: Hands-On Street Design Workshop



Right: Multi-way Boulevard Design Concept

Rockland Downtown Revitalization Plan

Smart Mobility worked with an interdisciplinary team to advance Rockland, ME's efforts to continue enhancing their downtown through streetscape and facade improvements. Smart Mobility developed a set of recommendations for particularly challenging intersections and street segments. This plan was awarded the prestigious "Plan of the Year" award for 2010 by the Northern New England Chapter of the American Planning Association, and has helped the city garner significant funding for implementation projects in since its completion in 2009.





Multimodal Transportation Planning: Selected Project Experience

Burlington (VT) Streetcar Feasibility Study



Smart Mobility led a team to evaluate the possibility of restoring streetcar service to Burlington. This included a review of current transit services and ridership to determine how streetcar service might substitute, and identifying the types, forms, and amounts of redevelopment of key city neighborhoods that would bring about the appropriate conditions for streetcar service. The final report shows that there were several potential corridors that could have infill development capacity to warrant an investment in a streetcar system, and that this investment could have significant returns on encouraging further redevelopment.



Newport City (VT) Thoroughfare Plan

Newport City is an historic, compact city on the waterfront of Lake Memphremagog, near the Canadian Border. The city is seeing investment brought in via the EB4 program, and is seeking to develop greater multimodal accessibility to the downtown area. In addition, the City is poised to be the first in Vermont to adopt a form based code. Smart Mobility worked closely with city stakeholders to develop a thoroughfare improvement plan, which focused in enhancing multimodal mobility and aesthetics of the street network, while also addressing several traffic and safety issues. The plan included the development of a bicycle route network (top right), and a proposal to narrow traffic lanes through the core of downtown to enhance both pedestrian and vehicle safety (below right). Further, the plan provided detailed street design recommendations and streetscapes to complement the different thoroughfare types and development form zones to complement their draft form based code.

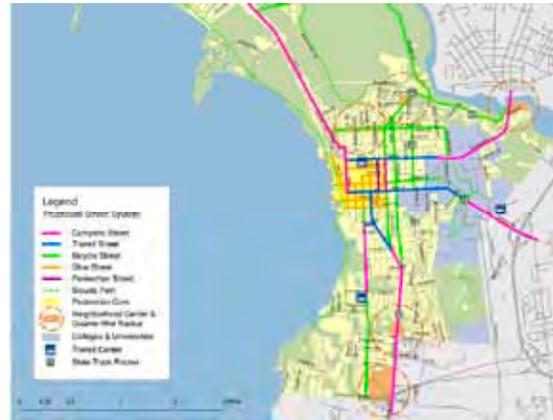




Burlington Transportation Plan

Smart Mobility developed a master transportation plan for the City of Burlington, in association with ORW LLC and Oman Analytics. The plan, which resulted from closely working with a diverse stakeholder committee, included several key components and innovations. First, urban mobility policies were developed to work toward maintaining traffic volumes into the city at their current level, and accommodate growth through non-auto modes of transportation. Second, city parking policies were analyzed, and a set of recommendations were developed that will make far more efficient use of the city’s parking resources. Third, a new street typology and guidelines were developed including Complete Streets, Transit Streets, Bicycle Streets, Slow Street, and Pedestrian Streets.

In addition to broader land use/transportation policy recommendations, the plan also focused on the analysis, planning and design on several key corridors for their suitability for road diets, which would allow the cost effective transformation of these corridors into complete streets. Smart Mobility conducted traffic simulation modeling of Colchester Avenue (right), to provide metrics for the conversion of the corridor from 4 to 3 lanes (illustrated below in design guidelines).



Merchants Row Traffic, Transit and Parking Study

Smart Mobility developed a plan to address conflicts on Middlebury’s congested and busy Merchant’s Row, where conflicts between pedestrians, transit riders and buses, and vehicle traffic were of concern. Smart Mobility worked with a stakeholder group that included representatives from the Town of Middlebury, the regional transit provider, the downtown merchants association, and the regional planning commission to explore alternative solutions for the street, which has also evolved to become a regional transit hub. A design proposal included pedestrian improvements, a redesigned transit stop, and parking redesign to address the multiple uses along the primary street block.





Partial List of Representative Clients and Projects

| | |
|---|--|
| Coalition for Northeastern Governors | Vision for High Speed Rail in the Northeast |
| New England Transportation Institute | Rural Transportation Issues Survey GIS Analysis and Research |
| City of Burlington, Vermont | Burlington Transportation Plan |
| Addison County Regional Planning Commission | Merchants Row Transit, Traffic and Parking Study |
| Dresden School District Transportation Committee | Ledyard Bridge Queue Jump Lane Study |
| City of Montpelier, VT | Comprehensive Transportation Plan |
| Town of Lyme, NH | Traffic Impact Review of the Crossroads Academy |
| Chittenden County MPO, VT | Essex to Burlington Commuter Rail Environmental Analysis Intersection Redesign in Shelburne and Essex; Traffic Calming for Huntington, VT |
| Chappaqua, NY, Hamlet Improvement Committee | Chappaqua Hamlet Improvement Plan |
| Monadnock Traffic Calming Foundation | Traffic Calming Plan for Route 101, Dublin, NH |
| Utahns for Better Transportation, et al | Citizens Smart Growth Alternative to the Legacy Highway |
| Safety, Agriculture, Villages and Environment | Two Lane Alternative for PA Route 41 |
| Vermont Smart Growth Collaborative | Alternative to the Chittenden County Circumferential Highway |
| TRB Research Panel Member | Performance-Based Geometric Design |
| Citizens for Smart Growth | Citizens Alternative for the Palm City Bridge, Stuart, FL |
| Town of Barnard, Vermont | Plan for Village Growth and Traffic |
| City of Montpelier, Vermont | Comprehensive Transportation Plan |
| Town of Halfmoon, NY and the CDTC | Halfmoon Center Development Plan |
| Vermont Smart Growth Collaborative | VSGC Alternative to the Circumferential Highway |
| Preservation Trust of Vermont | Traffic Impact Assessment for a Downtown St Albans Dept Store |
| Central Ohio Transportation Authority | Potential for Transit Oriented Development |
| Capital Metro Transportation Agency (Austin, TX) | Regional Transit Vision |
| Breakthrough Technologies, Inc. | BRT Plan for the High Occupancy Toll Lanes in Northern Virginia |
| Chittenden County Metropolitan Planning Organization | Burlington-Essex Commuter Rail Environmental Assessment |
| Boulevard Alternatives for the Alaskan Way Viaduct | King County Department of Transportation, Seattle |
| Freeways to Boulevards Initiative- the Buffalo Skyway | Congress for the New Urbanism, Chicago, IL |

Smart Mobility, Inc. • Norwich, Vermont • www.smartmobility.com • 802-649-5422

Smart Mobility References

Franklin Street Arterial Corridor Study, City of Portland, ME

Michael Bobinsky, Director of Public Services at (207) 874-8801, mbobinsky@portlandmaine.gov

Burlington Transportation Plan *and* Burlington Streetcar Feasibility Study

Nicole Losch, Transportation Planner, 802.865.5833, NLosch@ci.burlington.vt.us

Newport City Thoroughfare Plan, Newport City, VT

John Ward, Newport City Manager, 802-334-5136, jo_ward@comcast.net

Doug Morton, Northeast Vermont Development Authority, (802) 748-5181, morton@nvda.net



1031 Skidmore Drive
Annapolis, MD 21409
410-267-7070

CORPORATE QUALIFICATIONS OF W-ZHA, LLC

Established in 2007, W-ZHA, LLC is the successor organization of ZHA, Inc., a firm established in 1975. W-ZHA provides real estate advisory services to private, public and non-profit clients. W-ZHA's staff has conducted development-related assignments in over 30 states for hundred's of public and private clients. With over 20 years at ZHA, Inc., Sarah Woodworth is the Managing Member of W-ZHA, LLC. W-ZHA, LLC is a woman-owned business.

THE W-ZHA APPROACH

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

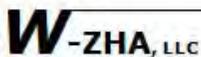
W-ZHA has extensive experience in public/private development implementation and in creating effective downtown redevelopment strategies. Strong emphasis is placed on translating redevelopment ideas into achievable development projects with the roles of all involved parties clearly defined and conditional agreements negotiated. By undertaking projects that encompass both feasibility and implementation elements, W-ZHA offers a practical, comprehensive level of expertise intent on getting projects actualized.

Municipalities, redevelopment authorities, state departments of transportation and private developers retain W-ZHA staff to create and/or evaluate development opportunities and to identify the appropriate role of the public, private and non-profit sectors. The appropriate role among various interests is a function of short- and long-term costs and benefits.

BACKGROUND OF THE FIRM

W-ZHA staff perform development-related services for a variety of public and private clients, including units of local government, private foundations, private individuals, nonprofit development corporations, private developers, property owners, downtown development associations and corporations, lending institutions, civic organizations, community and quasi-public corporations and others involved in the development process. Frequently, projects are major redevelopment efforts being pursued in the context of a public/private development partnership. Assignments can be categorized as follows:

- Large-scale, multi-use downtown development projects containing one or more of the following components: hotel; convention center; retail; residential; office;



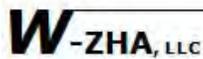
adaptive reuse; parking structures; and other public facilities. These projects often include joint development efforts involving the integration of private uses with public transportation systems or government facilities in order to minimize local capital expenditures and to leverage significant concentrations of private investment in strategic locations.

- General consultation on economic development activities including packaging the specific development projects which hold promise for job generation and relocation, attracting industry, expanding a local tax base and solving other economic development problems.
- General redevelopment studies and analyses for suburban and urban communities attempting to strategize ways of providing incentives to stimulate private investment in their communities.
- Market research, feasibility studies and financial analyses conducted on a wide range of residential, commercial and industrial projects, often in which the firm participates as a member of a multidisciplinary team.
- Joint development deal structuring for public, non-profit and private Clients. These projects involve financial feasibility analysis, economic and fiscal impact analysis and the identification of innovative financing tools. These analyses are conducted to determine the equitable distribution of investment among various stakeholders.
- Development potential analyses--analyzing a market area for various commercial, residential and industrial uses and establishing development programs which will capture and absorb significant portions of these markets.

AREAS OF PROFESSIONAL CAPABILITY

The specialized skills of W-ZHA's professional staff occur in five functional areas of particular significance. Each is briefly discussed below.

- Predevelopment Strategic Planning and Master Planning--Predevelopment strategic planning and master planning provide a sound perspective and strategic framework within which development opportunities can be evaluated. Such planning activities are often undertaken to assist local jurisdictions, redevelopment authorities, state and federal agencies, 501(C)(3) corporations and other public agencies and institutions in evaluating and implementing development opportunities. On other occasions, local and state laws may require the preparation of large-scale revitalization or redevelopment plans prior to any major development or financing initiatives being implemented.



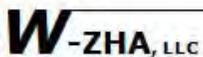
The W-ZHA approach is that the visionary, creative aspect of planning must be balanced with financial, market, physical and regulatory reality for the plan to meet the test of time. As such, our work is necessarily carried out with a clear sensitivity to the realities of financial, regulatory, market and political limitations and a working knowledge of how public initiatives, private projects and management organizations function. The focus through this process is continually implementation oriented. We provide market, financial, fiscal impact, economic impact and other analyses to support strategic and predevelopment planning efforts.

- Downtown Revitalization Strategies – The formulation of downtown revitalization strategies is an area in which W-ZHA continues to distinguish itself as a firm of innovative professionals. W-ZHA believes that downtown redevelopment activities should be driven by a defined strategy or vision of the area's role within the city and region. At the same time, these activities must also be driven by specific, identified market opportunities.

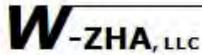
Working with its clients, W-ZHA produces comprehensive strategies containing policies, actions and elements which provide both a vision and a set of priority projects and initiatives to be undertaken to achieve that vision. Further, W-ZHA structures implementation programs to actualize the stated strategy.

- Joint Development Programming – W-ZHA staff have a track record in programming public/private development in conjunction with public transit improvements, government centers, public assembly facilities and other public facilities. These projects require the special talent of maximizing the impact of public investment, coordinating a mix of uses, and meeting the objectives of numerous public and private interests. Joint development projects such as these are often critical anchors to larger redevelopment efforts; therefore, their success and market acceptance is critical.

W-ZHA staff work with clients, both public and private sector parties, to identify and evaluate possible development alternatives. These alternatives are then refined and a feasible project is identified that meets the client objectives, can be supported by local market conditions, and is acceptable to the financial community. W-ZHA undertakes financial and market analysis in conjunction with joint development programming. The final result of the effort is a detailed development program, outlining the scale, timing, mix of uses, funding sources, and roles and responsibilities of project participants.



- Developer Solicitation, Selection and Negotiation Support – W-ZHA staff have represented both public sector and private sector clients in the process of developer solicitation, selection and negotiation support. To support our Clients, W-ZHA staff prepare and/or critique developer solicitation documents or, on the private developer side, prepare and/or critique responses to joint development Requests for Proposals. W-ZHA staff have assisted our public and private sector Clients in evaluating development proposals, particularly their financial aspects. Finally, W-ZHA supports our Clients in negotiating joint development arrangements by objectively analyzing the economic, financial, fiscal and social implications of various public/private deal structures transactions. Typically, W-ZHA provides non-development public and private entities with financial market, strategic and other advisory services to develop their real property assets.
- Litigation Support Services in Real Estate Development and Finance – Through our clear understanding of the development process, W-ZHA has assisted developers, law firms, financial institutions and public-sector clients in support of the litigation or arbitration of real estate-related issues. W-ZHA provides litigation support services and/or expert testimony relating to any of a broad range of real estate-related issues. Principally these services are in the areas of zoning, valuation and economic damages.



SARAH S. WOODWORTH, MANAGING MEMBER

As Managing Member of W-ZHA, LLC, Ms. Woodworth concentrates primarily on redevelopment strategies, feasibility analyses for various land uses, and structuring equitable financial structures on public/private development projects. Ms. Woodworth was the Senior Vice President of ZHA, Inc. and W-ZHA, LLC is the successor organization of ZHA, Inc. W-ZHA, LLC is a woman-owned business.

In understanding downtown redevelopment, Ms. Woodworth is mostly interested in identifying those competitive aspects of a place which successfully attract people and investment. Ms. Woodworth has worked on a number of projects which required a full understanding of the market and place characteristics in order to consciously cultivate opportunities for mixed-use development and sustainability. In performing redevelopment analyses, Ms. Woodworth has conducted market analysis, financial feasibility analysis, gap financing identification, transit-oriented development analysis, developer solicitation packaging and evaluation. In addition, Ms. Woodworth is fully aware of alternative regulatory strategies to enhance development potential and land use profitability.

In her 20 years of experience, Ms. Woodworth has crafted downtown development strategies for numerous towns and cities such as: Providence, RI; Greenville, SC; Norfolk, VA; Chattanooga, TN; Charleston, SC; Cincinnati, OH; Lexington, KY; Pittsburgh, PA; Ephrata, PA; Appleton, WI; and Minneapolis, MN. In each case, whether a big city or a small town, commercial and residential market dynamics form the foundation of a revitalization strategy.

In addition to her planning and analytic expertise, Ms. Woodworth has become increasingly involved in owner representation. Ms. Woodworth works with public and non-profit clients to evaluate proposed projects from a market, economic and fiscal impact perspective. Ms. Woodworth also provides the technical financial and economic analyses to support joint development negotiations. Among others, Ms. Woodworth has supported NJ Department of Transportation; Alexandria, VA; Worcester, MA; Kansas City, MO; Rockville, MD; Maryland National Capital Park and Planning Commission; and a Developer Consortium in Montgomery County, MD in their joint development negotiations.

Ms. Woodworth has extensive experience in the impacts of transit on revitalization. Ms. Woodworth managed the Federal Transit Administration's East Coast Demonstration Project on the relationship between transit, parking, and commercial revitalization. Ms. Woodworth has worked with the Delaware, Washington, New Jersey and Maryland State Departments of Transportation and AMTRAK to assess development opportunities and support joint development negotiations.

Ms. Woodworth has spoken for such associations as the National Council for Urban Economic Development, the American Planning Association, the Florida Redevelopment Authority Association and the Waterfront Center. Ms. Woodworth attended the Masters of City and Regional Planning Program at the University of North Carolina at Chapel Hill. She received her Bachelor of Arts degree in political science from Middlebury College in Vermont.



*REDEVELOPMENT PUBLIC/PRIVATE FINANCE STRUCTURING AND
IMPLEMENTATION*

W-ZHA staff have assisted more than 30 cities, development authorities, counties and private developers to carry out public/private real estate development ventures. In nearly all of these situations, we have been involved in assessing strategic urban development issues and in the eventual negotiations aimed at structuring an equitable public/private financing structure. The following projects are recent examples of owner representation work.

- Quincy, MA Town Center -- W-ZHA is working with the City and a national developer on a Development Agreement for a \$1- billion urban redevelopment project in Quincy a City in the Boston Metropolitan Area. W-ZHA worked with a team of advisors to structure the business deal and financing between the City and the private developer. The Team is charged with understanding the legal, regulatory, economic and fiscal implications of the Developer's proposal. W-ZHA's role is to craft an equitable financing arrangement between the public and private sectors. A unique application of payment-in-lieu-of-taxes legislation and grants are the source of the project's public financing. A Land Disposition Agreement was executed on January 25, 2011.
- White Flint, MD -- W-ZHA represented the White Flint Partnership, a group of private property owners and developers, in developing an innovative public/private financing strategy to fund infrastructure development in a prime development area. The Partnership was interested in financing a portion of infrastructure development in order to enhance development potential and increase the allowed development density. The innovative financing approach that included special assessments and County participation was approved in November, 2010.
- Rockville, MD Town Center – W-ZHA negotiated a joint development deal between the City of Rockville, MD and Federal Realty Investment Trust. The project is a mixed-use town center with residential, retail, hotel and institutional uses. Sarah Woodworth managed the financial and fiscal aspects of the redevelopment negotiation. ZHA negotiated the financial business terms between the public and private sector. The project is built.
- Assembly Square, Somerville, MA -- Following the successful negotiation of the Rockville Town Center development agreement, Federal Realty Investment Trust (FRIT) retained W-ZHA to perform fiscal and economic impact analysis for a project FRIT proposed in Somerville, MA. This major mixed-use project is on the Assembly Square property on the "T" line. The project is to be funded by conventional financing, State Funding, federal transportation funds and local District Improvement Financing. W-ZHA has recently been retained by the City to conduct additional economic and fiscal analysis on this project.
- NJ Department of Transportation Negotiations with Simon Properties (Princeton, NJ) – W-ZHA advised New Jersey Department of Transportation regarding the amount of money the private sector could afford to proffer for public transportation improvements. W-ZHA analyzed the private sector's redevelopment program and economic profile and determined funds available for community benefit investment. W-ZHA supported NJDOT in negotiations with the property owner, Simon Properties. The negotiated agreement was within 10 percent of W-ZHA's assessment. The project commenced construction in the Spring of 2009.

W-ZHA, LLC

- Park Place Mixed-Use Project, Annapolis, MD -- Jerome J. Parks Companies, an Annapolis, Maryland-based real estate developer, retained ZHA (Sarah Woodworth, project manager) to perform a market analysis of a major mixed-use development project in the historic district area of the City of Annapolis. The market analysis was used in the prospectus for both Tax Increment Financing and conventional financing. The project, situated on 11 acres within the Central Business District of Annapolis, is comprised of 240,000 square feet of office space (in two buildings), 50,000 square feet of retail space, 180 condominium units in a 247,000-square-foot building, a 225-room upscale hotel and a 1,400-space underground parking garage. The project was financed and Phases I and II are complete.
- Downtown Silver Spring Redevelopment -- In the Silver Spring Downtown Redevelopment Project ZHA was initially retained by the County Council to evaluate the merits of an entertainment center proposed by a private development interest for Downtown Silver Spring (the "American Dream Project"). ZHA concluded that the Project would not be able to obtain its private financing, and recommended that the Project not be pursued. The County Executive did not pursue the American Dream Project.

The County Executive then called upon ZHA to assist in identifying a redevelopment strategy for Downtown Silver Spring. The County Executive and ZHA agreed that community oriented retail with large-scale office was a politically acceptable and economically feasible redevelopment strategy. The Petersen Companies, together with Folger Pratt, proposed such a project.

ZHA was retained by the County Council to evaluate the draft joint development agreement between the County and the private developers. ZHA suggested a number of changes to the Draft Agreement, all of which were ultimately incorporated to protect the County's interest. The Development Agreement was executed and the Project is a great success.

- Washington, DC Tax Increment Financing and Gallery Place: ZHA was retained by the District of Columbia to evaluate two tax increment financing applications. These were the first two applications for the District's newly authorized TIF. One project was the Mandarin Hotel and the other the Gallery Place urban entertainment center. Woodworth evaluated the Developers' applications, operating assumptions, and tax increment projections on behalf of the District of Columbia. Gallery Place was then awarded tax increment financing. ZHA was subsequently retained by the developer to prepare the market analysis for the private financing prospectus. Woodworth managed the market analysis assignment for ZHA. The mixed-use project is icon within the F Street entertainment district in downtown Washington, DC.

PROFILE OF THE FIRM

WOODARD & CURRAN



Woodard & Curran is a 600-person, integrated engineering, science, and operations company. Privately held and steadily growing, we serve public and private clients locally and nationwide.

From our environmental roots to the range of consulting, engineering, and operations expertise we provide today, we work for a diverse clientele - including municipalities, the energy industry, food & beverage manufacturers, colleges and universities, and the real estate community.

Talented people are at the heart of our firm. Our company was founded in 1979 on a simple business concept: provide an enjoyable place to work with opportunity, integrity, and commitment, and we will attract talented people. It happened.

At the heart of our company are people who are experts in their fields and passionate about what they do, showing a level of commitment and integrity that drive results for our clients. You experience this power every day in our actions, our solutions, and our promises kept.

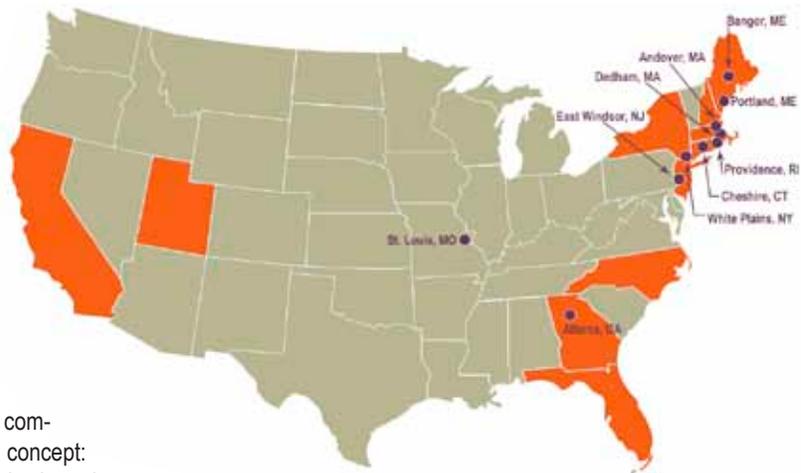
Commitment evident in personal approach

Our commitment is reflected in the personal attention, collaborative resources, and dedication to results that we devote to each project. We assign the right people with the right expertise to the job, and provide clients with easy accessibility to senior experts.

Our work is characterized by responsiveness, resourcefulness, and willingness to do what it takes to get the job done properly. Examples range from helping communities garner state and federal funding for wastewater treatment system improvement to managing a multi-vendor manufacturing project through a major snowstorm and getting production lines up and running. We are expert at navigating the complexities of environmental regulations and have been involved in transforming many brownfields sites into marketable properties. In defining moments like these, it is commitment that brings our clients results.

Operating with integrity

Our integrity impacts our decision-making at all junctures of our work — from the openness of our communication to the fairness of our prices to placing your interests above our pocketbook. We hire people who share our values of honesty, respect, and fairness and who want to do the right thing. They, in turn, treat everyone — our people, our clients, regulators, and stakeholders — respectfully and honestly.



Woodard & Curran serves clients locally and nationwide from offices throughout the U.S. The firm operates 10 offices in the locations noted above, as well as treatment facilities in the states that appear in orange.

Full-service firm with multidisciplined staff

Our integrity and commitment are matched only by the depth of our expertise. Our staff are specialists in their fields, offering in-depth understanding of cutting-edge technology, astute problem-solving, multidisciplinary engineering, and expert regulatory guidance. The firm has received numerous honors and awards, and we have ranked among *Engineering News Record's* top 100 environmental firms every year since 2000.

Services to the public sector

We have been serving cities, towns, and state governments for over 30 years. Today, we offer services beginning with studies, concept, and design on through construction and operations to address our clients' solid waste, wastewater, water, stormwater, and civil engineering needs.

These projects often incorporate hydrogeology, Geographic Information Services, and instrumentation and controls. We also offer strong capabilities in health, safety, and security, including vulnerability assessments of public water supplies, emergency planning, and environmental sustainability.

Services to the private sector

Woodard & Curran provides a range of environmental engineering, science, and operations support to companies in the bottled water, pulp & paper, automotive, food processing, pharmaceuticals, electronics, and metals forging industries, as well as to hospitals, colleges and universities, and law firms.

While the range of clients we serve has grown, our work has always been characterized by long-term relationships. Typical projects include compliance and permitting; process and infrastructure improvements; corrective and remedial action; expert witness/litigation support; air quality; and environmental information management. Our private-sector clients also benefit from our services in health, safety, and security, and environmental sustainability.

Operations and Management

Woodard & Curran operates nearly 50 water, wastewater, and groundwater treatment facilities across the U.S. Our O&M specialists focus on contract operations and other O&M assignments for water, wastewater, groundwater, and solid waste facilities.

We design flexible, expandable solutions that keep operations efficient, maximize existing assets, and conserve costs. Our projects have ranged from quick, hard-hitting operational and training assignments to comprehensive plant evaluations and process control improvements to full contract operations.

Woodard & Curran's Services Offered

Industrial engineering

- food and beverage manufacturing and source infrastructure
- electrical, instrumentation, and controls
- industrial wastewater
- process engineering

Civil and environmental engineering

- wastewater engineering
- civil engineering
- water supply
- solid waste management
- Design-build contracting

Environmental management consulting

- expert witness
- environmental information systems
- compliance
- health, safety, and security
- sustainability

Corrective action and real estate services

- due diligence
- site investigation and remediation
- risk assessment
- real estate development
- environmental ecology
- civil/site engineering and permitting

Operations and management

- contract operations
- water & wastewater treatment
- water reclamation
- groundwater remediation
- training services
- health and safety



BARRY SHEFF, PE

SR. PROJECT MANAGER



Professional Profile

Barry is a Senior Vice President and Senior Project Manager with over 16 years of experience working with the public sector on infrastructure planning and implementation, and with the private sector on site development projects. He is responsible for design and project management on a wide variety of projects, with expertise engaging and facilitating stakeholder processes. His project work has involved site development; utility infrastructure; wastewater engineering, planning studies, and evaluations; stormwater management; erosion control planning; and environmental/land-use permitting including Federal, State, and local permitting processes. Barry focuses his work on what he believes in -sustainable environmental design - and is committed to finding the balance between process, relationships, and results. He is energized by collaborating with owners and stakeholders to develop practical solutions to complex problems. He has strong cost estimating experience, a track record of understanding expectations, consistent budget controls, and excellent communication skills.

Related Experience

City of Portland, ME Ocean Gateway - Master Plan. Project Engineer for preparing a 20-year Master Plan of the redevelopment of a 19.5-acre ship repair facility to a multi-use marine transportation facility on Portland's waterfront. The Master Plan set a course to convert the generally industrial east end of the Portland waterfront, including the Maine State Pier and Casco Bay Island Ferry's facilities, into a world class, international passenger facility in Portland Harbor. Considerations for cruise ships, international and intra-harbor ferry service, customs and immigration services, landside passenger transportation, international high-speed ferry service, public and private berthing, commercial vessels, and fire and rescue vessels for the islands were addressed and incorporated into the Master Plan.

City of Portland, ME Ocean Gateway Phase 1 Improvements – Permitting and Design. Program and Manager of the permitting and design for implementing Phase 1 of the Master Plan. Under Barry's responsible charge, Woodard & Curran prepared, submitted, and obtained land-use and environmental permits for the project, including local, state and federal permits. The project includes the design of City streets, a major regional trail connection, and the narrow gauge passenger railway. The design creates a new city block and the impetus for economic development. The design of utility infrastructure and blending the facility into an existing congested urban environment proved challenging, but in the end, met the City's future needs. Barry was responsible for working with a steering committee to develop and refine concepts working within available construction funding constraints, and for preparing Phase 1 improvement recommendations as a summary of the preliminary design efforts.

Education

- B.S., Civil Engineering, University of Vermont

Registrations

- Licensed Professional Engineer, ME, 9708
- MaineDOT Local Project Administration

Professional Associations

- American Society of Civil Engineers
- American Society of Civil Engineers, Maine Section
- American Society of Civil Engineers, Environmental & Water Resources Institute - Green Streets and Green Highways Committee
- Order of the Engineer

University of Southern Maine, Portland, ME – Master Planning. Project Manager supported the efforts of an architectural/engineering firm in preparation of the University's Master Plan entitled "Vision 2020." Assisted in assessing utility infrastructure and capacity, pedestrian and vehicular circulation patterns, relationships with municipally owned infrastructure, and land-use/environmental permitting constraints.

City of Portland, ME Bayside Parking Garage – Master Planning, Permitting, and Engineering. Project Manager on a multi-consultant team to assist with the urban redevelopment of the 7-acre railyard parcels in the City's Bayside neighborhood. A dominant portion of the project encompassed the permitting and design of a 700-space parking garage. We assessed the need for utility upgrades and/or extensions, as well as potential stormwater impacts and capacity. Woodard & Curran coordinated the survey, geotechnical engineering, and transportation/traffic engineering team members, and incorporated all engineering and architectural disciplines into the site/civil drawings, as well as designing the necessary utility connections, site and off-site improvements, to develop the construction documents.

The Watermark, Portland, ME – Permitting and Engineering. Project Manager for the environmental due diligence phases (Phase 1 ESA and soil/groundwater investigations), site design, and permitting for this private mixed use development on the Portland waterfront (adjacent to the Ocean Gateway facility) with boutique hotel, luxury condominiums, retail, commercial space, office building, 750-car parking garage, and additional surface parking lots. Site/civil work includes layout, grading, drainage, erosion and sedimentation control, and utility design.

MaineHealth/United Way, Portland, ME – Permitting and Engineering. Project Manager for this urban redevelopment project, under a plan to purchase roughly four acres of property along Somerset Street between Chestnut and Elm Streets in the City's Bayside Neighborhood. The plan was to construct a 6-story, 84,000-SF office building and a 700-car parking garage. We were hired by MaineHealth's architect to collaborate with the design team and perform the site/civil engineering as well as land-use and environmental permitting. Barry coordinated the geotechnical, survey, and environmental consultants as part of our work. The project was complicated by flood plain issues and municipal infrastructure with limited capacity. All local Site Plan and State stormwater permits were secured and the design was completed in a 4-month period (in December of 2008) in order to meet the Purchase and Sale Agreement conditions.

Publications and Presentations

Sheff, B., Henderson, Z.,
"Watershed Costs," Mainebiz,
February 2010.

SMPS Maine Watershed
Management/Land Development
Panel Moderator, January 21, 2010.

American Council of Engineering
Companies (ACEC) of Maine Annual
Fall Forum on Sustainability: Why
Sustainable Design, November 18,
2009.

New England Interstate Water
Pollution Control Commission
(NEIWPC) 20th Annual Nonpoint
Source Pollution Conference:
How to Affect Change in Policy to
Eliminate Barriers to Implementation
of LID, May 18, 2009.

U.S. Green Building Council
(USGBC) Maine Chapter Panel
Discussion, Business Case for
Building Green, January 13, 2009.

Maine Society of Professional
Engineers Annual Symposium,
Co-Presenter: Green/LEED Design
Issues for Engineers, February 23,
2007.

New England Chapter APWA Fall
Meeting, Worcester MA, Ocean
Gateway: Revitalizing Portland,
Maine's Eastern Waterfront, October
18, 2006.

ASCE of Maine 2006 Annual
Meeting, Ocean Gateway, March 22,
2006.

Propeller Club of the U.S., Port of
Portland Maine Dinner Meeting,
Ocean Gateway, September 8,
2005.

KARL D. KASPER, CG

SR. VICE PRESIDENT



Professional Profile

Karl is a certified geologist in Maine and New Hampshire with over 20 years of experience in all phases of geologic and hydrogeologic field investigations and remedial design, ranging from small private clients to large Superfund sites. This has required Karl to conduct detailed technical negotiations with a variety of state and federal regulatory agencies regarding the scope of investigation and an in depth knowledge of risk-based cleanup. He has pioneered several innovative investigations and remedial technologies at numerous sites across the country. The ability to redevelop contaminated properties often hinges on addressing regulatory and public concerns about, how 'clean' does a site need to be to protect human health and the environment. The economic and public health issues surrounding Brownfield redevelopment not only require scientific expertise but also the ability to communicate often complex technical issues to the general public. Karl has been asked by client throughout the northeast and the country to be their public spokesman when communicating these sensitive issues to the public.

Related Experience

City of Ellsworth, ME – Brownfield redevelopment. Karl was the Technical Lead for the Ellsworth Brownfield investigation conducted along the Union River. The goal of this VRAP project was to evaluate and quantify environmental issues at four properties along Water Street to facilitate redevelopment of Ellsworth historic waterfront. This project involved work with MaineDEP and EPA to negotiate investigation scope and cleanup standards, as appropriate.

MaineDEP, Several Communities in Maine – Brownfield redevelopment. Karl was the Project Manager for MaineDEP's Municipal Brownfields Site Assessment program. Woodard & Curran was selected to provide Brownfield investigation and evaluation services to Maine Municipalities through a MaineDEP grant program. To date, Woodard & Curran has worked on nine sites as part of this contract. This work involves developing the EPA-approved SSQAPPs and SSHASPs, conducting Phase I and Phase II Environmental Site Assessments, and assisting with VRAP applications.

Confidential Client, Portland ME – Brownfield redevelopment. Karl is currently the project manager of a former rail yard and coal gasification plant in the MaineDEP VRAP closure program. Currently a feasibility study is being conducted to integrate engineer controls to manage the potential the migration of CGRM and site re-development plans that would include commercial/industrial activities. The goal is to turn an environmental liability into a productive property along Portland's busy waterfront.

Confidential Client, Portland ME – Brownfield redevelopment. Karl was the technical lead for a Brownfield redevelopment project along Portland waterfront. The investigation remediation was conducted under the MaineDEP VRAP closure pro-

Education

- B.S., Geology, University of Utah

Registrations

- Certified Geologist, ME #GE333
- Professional Geologist, NH #239
- Site Evaluator, ME #S325
- OSHA 40-Hour Certified

Professional Association

- National Groundwater Association

Publications and Presentations

House, J.R., K.D. Kasper, A. Parsons, and N. Hodgkins, 2001. "Cone Penetrometer/Laser Induced Fluorescence Used For Rapid and Cost-Effective MGP Site Characterization at the Former Portland Gas Works Site in Portland, Maine," 14th Annual GTI Conference on Site Remediation Technologies and Environmental Management in the Utility Industry, December.

"Apparent Product Thickness in Monitoring Wells as a Function of Subsurface Hydrocarbon Concentrations," Presented NWWA National Convention Washington, D.C., Oct. 1991.

"On-Site Analysis of Fuel-Related Hydrocarbons in Soils by Infrared Methods," Published in the proceedings of the Petroleum Hydrocarbon and Organic Chemicals in Ground Water; Prevention, Detection, and Restoration. Presented Houston, TX, Nov. 1991.

gram. The property has been redeveloped in to a parking garage and hotel. .

Confidential Client, Presque Isle, ME – Brownfield redevelopment. Project Manager for a Phase I/Phase II and PCB investigation/ remediation under the VRAP. Woodard & Curran was retained by a major bank in Maine to investigate and remediate PCB and fuel-contaminated soils and building surfaces at a site in northern Maine. Two previous consulting firms had unsuccessfully investigated the site when the bank requested Woodard & Curran's assistance. Using an innovative approach, Woodard & Curran collected numerous soil, chip, and dust samples and analyzed them at a mobile lab to determine in a single field effort the dimensions and extent of PCB contamination above TSCA limits both in the building and surrounding soils. Based on this data, we then wrote and successfully negotiated with the Maine DEP a Remedial Plan, Health and Safety Plan, and Quality Assurance Project Plan that outlined decontamination activities and allowed the use of an economical mobile lab to analyze samples during remediation. We subsequently managed and oversaw the field remediation, which included decontamination of the concrete building floors and excavation of 134 tons of contaminated soil. Careful soil sampling and analysis at a mobile lab ensured that no soil containing PCBs below the cleanup standard was excavated.

Department of Energy, Hanford WA – Remedial investigation and risk assessments. Currently the project manager for the remedial investigation of 100 linear miles along the Columbia River. The goal of this investigation is to quantify the residual hazardous substances that remain in the surface water, sediments and biota of the Columbia River as a result of weapons grade nuclear material during the end of WW II and the subsequent Cold War era. Woodard & Curran was selected not

only because of our technical expertise, but as significantly our ability to communicate, negotiate, and build consciences with local, state and federal regulatory agencies. In addition to, Karl heads up the human health and ecological risk assessment adjacent to and downstream of the Site to evaluate effects of radionuclides and other materials discharged to the river during reactor operations.

US Navy, Brunswick Naval Station, Brunswick, ME – Remedial Investigation. Karl was directly involved in the planning and completion of an investigation that characterized landfill waste and evaluated the associated groundwater contamination. The project delineated a solvent plume for over 3/4 of a mile through very complicated geology.

City of Saco, ME – Remedial Investigation. Karl was the technical lead for the CERCLA investigation of four former landfills.. The results of this investigation found that the landfill was not directly degrading groundwater quality. However, naturally occurring arsenic had been reported from several monitoring wells in the area of the landfill. Woodard & Curran is currently working with the EPA New England, the Maine DEP, and the U.S.G.S. to investigate the mechanism by which naturally occurring arsenic is being released from the bedrock and into the groundwater.

Town of North Berwick, ME – Investigation and Redevelopment. Technical Lead for the North Berwick Municipal Garage Landfill in North Berwick, Maine. Concerns at the site focused both on the contaminated groundwater and the potential impact on adjacent surface water bodies. Karl provided key technical support during the negotiation of the Consent Order that resulted in site-specific clean-up standards. These standards allowed the landfill to be closed and redeveloped as a town sand and salt shed. This required

a variance from the MaineDEP.

US Air Force Base, Limestone ME – Remedial Investigation. Remedial Investigation Lead for Loring Air Force Base, a Superfund site in Limestone, Maine. This project consisted of soil, groundwater, and surface water investigations at several sites across the base including three landfills. On-site field analytical techniques were used in conjunction with off-site analysis to characterize these sites. At times there were as many as four drill rigs collecting samples, which required a detailed sample and data management system to insure that each sample collected was handled, shipped, analyzed, and evaluated in accordance with the project plans.

ARCO Pipeline Company, Across Midwest – Remedial Investigation and Feasibility Study. Project Manager characterizing 18 petroleum sites across 450 miles of pipeline from Ohio through Indiana and Illinois for a major petroleum distributor. The project was completed within five weeks with a total of 600 explorations and over 900 samples collected and analyzed. This approach met all of the client's requirements, including a compressed project schedule, and resulted in a significant reduction in project cost.

TARGET CORPORATION ANSONIA, CT

WOODARD & CURRAN

BROWNFIELD REDEVELOPMENT

When the 12-acre site of a former manufacturing facility in the old mill town of Ansonia, CT was destroyed by fire in 2001, the property owner realized that a major hurdle to the sale and redevelopment of the property was the unknown nature of environmental conditions on the historic manufacturing site. The owner retained Woodard & Curran as the Licensed Environmental Professional (LEP), and in that capacity, Woodard & Curran designed and implemented a comprehensive site characterization program, prepared cost to cure estimates, and supported marketing and negotiating efforts for the property owner. The goal of these efforts was to make this property, which had been an industrial site since the mid-1800s, attractive to potential buyers. The city was also very interested in redevelopment of this property, as the fire had taken away its largest taxpayer and private employer.

In 2005, Target Corporation purchased the property and began preparing the site for construction of a 200,000-square-foot retail store. Woodard & Curran was retained by Target to continue as the LEP of record, and to provide all environmental services in support of the brownfield redevelopment. Woodard & Curran's role in the project included engineering design and planning, construction oversight, environmental characterization, and agency negotiation.

Woodard & Curran was successful in designing and implementing a RAP which incorporated and worked within the development plan and schedule resulting in environmental compliance for the site with the least possible impact to the construction scope, budget, and most of all, the delivery schedule.

Target Corporation was able to meet their critical grand opening date due to this effort. The July 2007 opening of the Target store location was one of the most anticipated events in Ansonia's recent history, as it was viewed by city officials as an integral part of a transformation reshaping the city's economy in the future by providing jobs, adding to the tax base, and attracting visitors and other businesses to the area. In August 2007 Governor M. Jodi Rell chose the Target Ansonia site as the backdrop for the ceremonial signing of the new Connecticut Brownfields Act, citing the project as a model for future brownfields development in the state.

REFERENCE:

Ryan Zick, Representative Environmental Services
612-304-4432 | ryan.zick@target.com



Key activities included:

- preparation of a CTDEP-approved remedial action plan that incorporated design elements of the planned construction;
- preparation of plans and specifications for materials management during construction;
- preparation of an EPA-approved Self Implementing Plan to address the extensive PCB contamination on the remaining 5-acre slab, followed by characterization and PCB remediation;
- negotiation of approvals from the EPA and CTDEP for a variety of specific environmental remedies which made possible the cost-effective and timely development of the property;
- investigation and remediation of solvent and petroleum-contaminated soil and groundwater;
- oversight and direction of excavation activities; and
- LEP services to achieve and verify compliance with CT RSRs.

CITY OF ELLSWORTH MAINE

WOODARD & CURRAN

BROWNFIELDS ASSESSMENT

Since 2002, the City of Ellsworth, Maine has made continuous progress toward achieving the goals established in its Master Plan to redevelop and improve key areas within the city. Most recently, Ellsworth has focused on revitalizing the area from downtown to the waterfront where properties have become available for sale, providing further redevelopment opportunities. To support Ellsworth's revitalization, Woodard & Curran has conducted Phase I and Phase II investigations under the U.S. EPA Brownfields Program. These investigations will help to determine the condition of the properties and if cleanup work is necessary for redevelopment to take place.



The environmental investigations are focused on achieving site cleanup and closure under U.S. EPA and Maine DEP requirements and Voluntary Response Action Program (VRAP) regulations. Services include civil engineering, community outreach, and a public participation program.

Public outreach has been a critical component of the project. The waterfront properties involve multiple stakeholders whose initial skepticism has been overcome by the public participation process. This process has involved a series of public meetings to inform stakeholders about progress of the study. Meetings have focused on the study area, historical past uses in the area, and the schedule the city and Woodard & Curran have committed to move the project ahead. The meetings are also addressing the Ellsworth's vision of redevelopment for the waterfront, including walking trails and parks.



REFERENCE:
Michelle Beal
City Manager
207.667.2563
mbeal@cityofellsworthme.org



OCEAN GATEWAY PORTLAND, ME

WOODARD & CURRAN

MASTER PLANNING EFFORT TO REVITALIZE

Woodard & Curran, in partnership with BEA International, was engaged by the State of Maine Department of Transportation to develop a multi-use transportation facility in Portland Harbor. The proposed facility will encompass the sites of both the Maine State Pier and the former Bath Iron Works dry dock facility. It would primarily provide services for marine passenger operations serving southern Maine and act as a hub to various Maine destinations.

Preserving a historic working waterfront while stimulating economic growth

The goal of the master planning effort is to preserve Portland's working waterfront while stimulating growth. "The challenge for Portland is to accommodate its growing marine business and balance that with demand for public amenities and commercial development," said Jeff Monroe, Portland's Former Ports and Transportation Director. "We have a finite amount of space and are only one of a small number of communities that have to deal with all of these demands. It's part of what makes Portland unique."

The principles guiding the effort are to develop facilities that will support long-term enhancement of the Portland waterfront economy; optimize public access; design a facility that is compatible with the existing architectural fabric and uniqueness of the city; provide an adaptable, flexible infrastructure; minimize the impact on surrounding neighborhoods; and program responsible fiscal and management impacts for the city.

Task one: master planning and conceptual design

Working with the City's Port Department, the team's first task was to develop a master plan and conceptual design to convert the Bath Iron Works site, the Maine State Pier, and Casco Bay Island Ferry's facilities into a world class, multi-use intermodal passenger facility in Portland Harbor. Considerations for cruise ships, international ferry service, local ferry service, customs and immigration services, landside passenger transportation, high-speed ferry service, public and private berthing, commercial vessels, and fire and rescue vessels for the islands were addressed and incorporated into the design.

The primary goal of these initial tasks was to provide the necessary infrastructure to support cruise ships and international ferry operations utilizing as much existing infrastructure as was practicable.

The project team subsequently worked with City and State officials to refine the details of the project. The first phase involved site infrastructure modifications along with the expansion of Pier 2 and construction of a new marine passenger terminal. Pier 2 is the new home of the international ferry to Nova Scotia, as well as visiting cruise ships.



Project Goals Accomplished

- Plan developed to preserve working waterfront while stimulating growth.
- Master planning and conceptual design plans to convert three existing facilities into one world-class, multi-use intermodal passenger facility.
- All potential services considered during plan development.
- Plan developed to provide necessary infrastructure to support cruise ships and international ferry operations.

REFERENCE:

Pat Finnigan, Interim City Manager
City of Portland
207.874.8689
pfinnigan@portlandmaine.gov

Paul Pottle
Assistant Program Manager
Maine Dept. of Transportation
207.624.3555
paul.pottle@maine.gov

CITY OF ROCKLAND MAINE

WOODARD & CURRAN

DOWNTOWN REVITALIZATION PLAN

Since 1996, the City of Rockland has put a large focus on revitalizing its downtown area with special regard to the role Main Street plays as an economic engine in the community. To build upon planning efforts completed in the past, the Woodard & Curran team (including Mitchell Rasor Landscape Design, Scott Simons Architects and SmartMobility) worked together to update the existing Downtown Revitalization Plan.

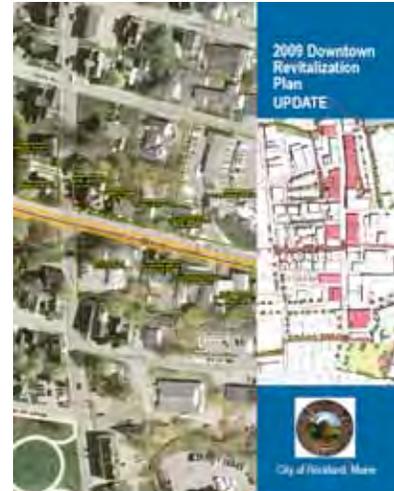
The plan update focused on fifteen main downtown components that would require careful evaluation and coordinated implementation steps. They included:

- pedestrian improvements
- traffic calming
- building facade improvements
- upper floor and basement reuse
- harbor trail
- street tree planting and landscaping
- access management
- downtown parking improvements
- scenic views
- Lermond Cove/Ferry Terminal & North End of Downtown
- Historic Preservation
- Gateways and Downtown Signage
- Roadway/Intersection Improvement
- Lindsey Brook Flood Mitigation
- Community Recreation Building

Ongoing investments and assistance with infrastructure improvements, historic building rehabilitations, façade restorations, streetscapes, open spaces, and small business loans have established an economic climate in Rockland that encourages private investment, which in turn has created a strong sense of place and civic pride.

The Revitalization Plan is part of a program where previous initiatives are reviewed in the greater context of their implementation. If the initiatives were implemented, the Revitalization Plan analyzes their effectiveness. If the initiatives were not implemented, the ongoing relevance of the initiatives are reviewed in the context of the current needs of the community. The Downtown Revitalization Plan is informed by and guides other initiatives in the community. It also reflects the latest strategies in economic development, planning, and urban design. Every aspect of the Revitalization Plan is focused on making the downtown more economically sustainable, pedestrian-friendly, and culturally vibrant.

Rockland has been recognized with numerous awards for the vibrancy of its downtown, and this is due to a sustained economic and community development program in part manifested by the Revitalization Plan. In 2009, Rockland was designated as a Main Street Community by the Maine Downtown Center and Budget Travel magazine named Rockland the second coolest town in the United States. Early in 2010, the National Trust for Historic Preservation named Rockland as one of the top 12 destinations in the country.



Award Winning:

The City of Rockland received the 2010 NNECAPA Plan of the Year Award for this project.

REFERENCE:

Rodney Lynch, AICP
Community Development Director
207-594-0306
rlynch@ci.rockland.me.us