

PROPOSAL



TOWN OF WESTPORT

Master Plan Development & Implementation for Downtown Westport

March 14, 2013

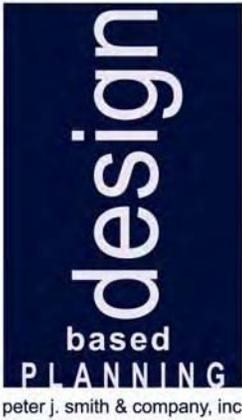
Prepared By:
peter j. smith & company, inc.

In Partnership with:
VN Engineers, Inc.

DESIGN^{based}
PLANNING, INC.
peter j. smith & company, inc.

www.pjscompany.com
United States Buffalo, New York • Canada Fort Erie, Ontario

B



Urban Design
Landscape Architecture
Economic Development
Planning

March 14, 2013

Finance Department
Town of Westport
Room 313 – Town Hall
110 Myrtle Avenue
Westport, CT
06880

RE: Proposal for Master Plan for Development and Implementation for Downtown Westport
RFP 13-710T

Selection Committee:

The future identity and branding for the Town of Westport will be determined through the quality of the Master Plan for Downtown Development and Implementation. As a premier planning and design firm, peter j. smith & company is an internationally awarded specialist in downtown planning and revitalization, urban design and public outreach. Our goal is to develop a comprehensive strategy and exciting design for the Downtown in the Town of Westport, CT. Currently we are completing the Plan of Conservation and Development for the Town of Stratford, CT.

We are pleased to submit three (3) copies of our Proposal for the Downtown Master Plan for the Town of Westport, CT.

peter j. smith & company, inc., is a full service urban planning, urban design, economic development and landscape architecture consulting firm with nine professional staff. With offices in Buffalo, NY and Fort Erie, ON, we have focused, for almost thirty years, exclusively on municipal and public sector work and are experienced in dealing with a wide variety of community planning and development issues. For our work we have received in excess of sixty-five professional awards in the last decade, the most recent, first prize for excellence in Urban Design from the International Society of City and Regional Planners (ISOCARP) for the Abu Dhabi Public Realm Design Manual, UAE.

We have included two documents for your review in evaluating our capabilities:

- Downtown Vision & Development Strategy, Glens Falls, NY
- Market District Revitalization Plan, Cleveland, OH

This past week, the Downtown Vision & Development Strategy for Glens Falls won the 2013 Smart Growth and Sustainable Planning Award from the American Society of Consulting Planners (ASCP).

To address transportation and civil engineering as outlined in the RFP we have teamed with VN Engineers, Inc., North Haven, CT.

We look forward to the prospect of working with the Town of Westport on this important and exciting project. For any additional information please visit our website at www.pjscompany.com

Sincerely,

A handwritten signature in dark ink, appearing to read "Peter Smith", is written over a light blue circular stamp.

Peter Smith, AICP, RLA
Principal

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TOWN OF WESTPORT

Proposal

Master Plan for Downtown Development & Implementation

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Executive Summary

peter j. smith & company • LEAD CONSULTANT

With almost three decades and 65 awards for our planning and design projects, peter j. smith & company, inc., is a specialized niche consulting firm offering urban planning, urban design and economic development with offices in Fort Erie, ON and Buffalo, NY. We bring an objective perspective based on international experience. Our dedicated staff of expert professionals provides only the highest quality of service.

Our in-house team of professionals offers a variety of disciplines and expertise: economic development, urban design, land use planning, landscape architecture, environment, circulation and infrastructure. We specialize in preparing community plan and have done so for communities similar to Westport across the United States and Canada: Milton, FL, Stratford, CT, Cromwell, CT; Enfield, CT, London, ON, Cobourg, ON, Hamilton, ON; Port Colborne, ON; Niagara Falls, ON; Glens Falls, NY;; Monroe, LA; Brunswick, OH; Walla Walla, WA; Westerly, RI; New Hartford, NY; Buffalo, NY; New Paltz, NY; Tarrytown, NY; Las Cruces, NM; and Doña Ana County, NM. In addition to land use planning one of our main strengths is economic planning and community revitalization.

We work exclusively for public sector clients and we understand community issues. We apply innovative design techniques, planning policies and sustainable growth management practices to direct community development and revitalization.

We understand the importance of creating interesting and active public participation forums to help stakeholders express their visions of the preferred future. We have a variety of interactive public outreach techniques to ensure the plan represents the desires and visions of the community while addressing current and future issues and needs. We also specialize in producing visionary, user-friendly, and visually graphic comprehensive plan, making implementation of goals and related policies easy to understand and viable.

It is a point of pride with us that we provide unparalleled customer service. Your project team is led by experienced planners and designers. Most personnel assigned to your project have a minimum 20 years experience. We are attentive to our client community's needs and concerns during the project process, ensuring the finished product truly reflects the aspirations of the community for its future.

Contact: Peter Smith, Principal
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Email: psmith@pjscompany.com
Website: www.pjscompany.com



VN Engineers, Inc. • SUB-CONSULTANT

VN Engineers, Inc. participates as a subconsultant on a wide variety of civil and transportation improvement projects. VN Engineers, Inc. brings planning and design expertise to deliver results-oriented performance and outstanding public agency accomplishment.

VN Engineers, Inc. offers infrastructure-engineering services for roadway, bridge, highway, transit and water resources projects. VN Engineers, Inc. is a certified Disadvantaged Business Enterprise (DBE) qualified to perform engineering services for transportation agencies in Connecticut, New York, New Jersey, Rhode Island, Massachusetts, Maine, Vermont and Florida. We are also a Small Business Enterprise/Women-Owned Business Enterprise (SBE)/(WBE), certified by Connecticut Department of Administrative Services and New York Governor's Office of Minority & Women Business Development.

VN Engineers, Inc. has the essential elements of Vision, Strategy and Execution and Value to assist engineering companies on projects like yours.

VN Engineers, Inc. knows that successful planning and design comes with team participation and synergy. Our dedicated engineers bring professional rigor to project controls. With our tested methods, they deliver quality plans...on time, every time. Each of our proposed staff has successful experience with completing similar roadway/urban reconstruction contract documents. The list below highlights our areas of service we can offer your project team

Qualified Infrastructure Provider

- Highway, Roads and Street Design
- Drainage Design
- Utility Coordination and Design
- Site Planning and Engineering
- Design of Parking Lots
- Rail Road Station Improvements
- Rail Design
- Roadway Planning
- Public Involvement Services

We Offer Services to Enhance your Team

- Bicycle and Pedestrian Planning
- Safe Routes to School
- Planning Services
- Roadway Design
- Signals Analysis and Design
- Traffic Impact Studies
- Illumination Design
- Parking Loading and Geometric Design
- Signing and Pavement Markings
- Feasibility Studies
- Maintenance and Protection of Traffic
- Data Collection Origin and Destination Surveys
- Traffic Management Studies, Traffic Calming, Traffic Operations Studies
- Traffic Safety Enhancement
- Construction Inspection Services

Our Understanding

The Town of Westport has an opportunity to combine public input and planning efforts to the development of visionary and pragmatic revitalization strategies for the Downtown. A historic river front community, Westport understands the opportunities that a comprehensive economic and urban design based strategy can bring in the form of a comprehensive Downtown Master Plan and an Urban Design Plan and Guidelines. In our understanding the issues include:

- Define a real vision for the community and downtown economic development
- Integrate the downtown and the surrounding neighbourhoods physically and visually
- Develop a cohesive and progressive community downtown vision
- Define future land uses, signature developments, growth areas and densities
- Protect and interpret historic resources and community character
- Enhance linkages and connections: visual, pedestrian, bicycle and vehicle
- Build on community assets, intrinsic resources, arts, culture and education
- Protect environmental, scenic and heritage resources
- Create iconic public realm reflective of community identity

The project requires a comprehensive input program from the diverse local population to assist in developing the vision for the community. To achieve these goals peter j. smith & company offers specialized expertise in the following:

Specialization in Community Planning & Urban Design

Within the broad scope of expertise and services that we offer our public sector clients, our specialization and greatest interest is in urban design, waterfront design and economic development. We have completed numerous urban design plan for communities across North America and the Emirate of Abu Dhabi.



PUBLIC INPUT SESSION IN DONA ANA COUNTY



DEMONSTRATION IMAGES OF DESIGN STANDARDS FOR PARKS, ABU DHABI, UAE

INTERACTIVE PUBLIC MEETING IN WALLA WALLA, WA



Public Input Programs

We specialize in developing innovative public participation programs that actually work and result in meaningful input. Our sessions are interactive and promote participation and interest in the work. We have developed many different interactive input techniques such as public workshops, informational sessions, vision sessions, focus groups, public/business surveys and website design.

Economic Revitalization

The Town of Westport exists within a strategic location that holds potential to capitalize upon the growth of new economic market opportunities. Our projects evaluate national, state-wide and localized industry trends in relation to the capacity of the community to support economic growth. Our economic planners examine the local and regional market capabilities, spending power and identify opportunities for new growth.

Creative Award Winning Approach

peter j. smith & company, inc. has built an international reputation of devising innovative approaches to planning and design projects. We have won more than 65 awards from our peers in planning, landscape architecture and architecture including:

- first prize in Urban Design from the International Society of City and Regional Planners (ISOCARP) for the Public Realm Design Manual for the Emirate of Abu Dhabi, UAE.
- first Place, International Awards for Livable Communities, La Coruna, Spain for the Glenridge Quarry Naturalization Site, Niagara Region, ON (Regional Central Park)

Scope of Services

Task 1: Regional Context

The plan cannot be created in isolation. A context map will be created to understand downtown Westport in the regional context. We will inventory and map the following:

- Outline the study area
- Define proposed projects in the community, downtown and in the vicinity
- Outline vehicular & pedestrian circulation patterns and access
- Outline surrounding attractions and local destinations
- Outline parks and trails system



Task 2: Inventory & Analysis

A comprehensive inventory of all aspects of the study areas including buildings and sites will be completed and mapped:

- Building conditions
- Utilities – telephone, cable, fibre-optics
- Road conditions and hierarchy
- Sidewalks, alleys and trails
- Historic buildings, places and events
- Quantity and location of public and private parking
- Define gateways
- Proposed new developments
- Existing infrastructure & capacity
- Views/sightlines/viewsheds
- Environmental issues
- Vacant/underutilized buildings & sites



REGIONAL CONTEXT MAPS FOR THE LAKE ERIE CONCORD GRAPE BELT, NY

Task 3: Transportation Analysis

Our team understands that the demand placed on a community's transportation network by development is an important dimension of assessing the overall impacts of development. All development generates traffic, and it may generate enough traffic to create congestion and to compel the community to invest more capital into the transportation network, whether it is in the form of new roads or traffic signals or turn lanes. We also understand that development projects provide an important opportunity to improve a neighborhood by ensuring the proposed site plan complements the surrounding properties and infrastructure.



There are many steps involved in order to produce a traffic study. The first is to determine the study area and study time frame. According to the study area map, there are 5 signalized intersections and 12 unsignalized intersections within the downtown area of Westport, CT. We would obtain all relevant data for the study area including collecting traffic volumes (ADT and turning movement counts), reviewing traffic signal plans, and compiling accident data. We would also examine traffic data for any development proposed in the downtown area. This data would then be incorporated into the traffic analysis.

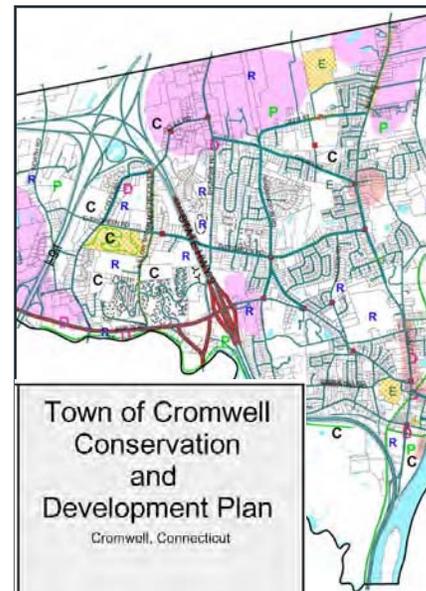
The study would include an existing conditions analysis and a future analysis documenting any approved or proposed developments, roadway capacity conditions compared to roadway cross sections, intersection and driveway traffic control device requirements, crash summary and identification of trends and/or potential safety hazards and mitigation measures

CIRCULATION OPTIONS IN TARRYTOWN, NY

Task 4: Parking Inventory

The first step is for evaluation of parking facilities in downtown Westport is stakeholder involvement. Before beginning any survey it is imperative to learn about the perceived parking needs and problems. We would then begin reviewing previous studies that have focused on the area, including a 2007 study that investigated several parking lots in the downtown area.

A crucial step in the parking facility review is an area parking survey to consider all the parking available in an area. Besides identifying who is parking and for how long, area surveys can also identify where there are unused parking spaces or those designated for specific users that could be shared. The survey will include an inventory of spaces, counts of vehicles parked, and an analysis of results. The counts should include bicycle racks, rings and all types of appurtenances being used for bicycle parking. After completion of the survey and analysis, a plan will be developed to address the identified parking issues while considering stakeholder concerns.



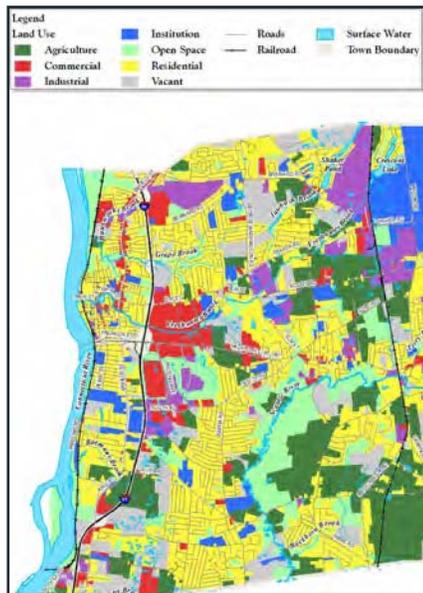
SUMMARY MAP OF PUBLIC INPUT IN CROMWELL, CT

Task 5: Infrastructure & Flooding Analysis

Our Our team will perform a review of the downtown flooding issues and make recommendations for improvements. This task will begin with a field review and inventory of the existing drainage system. We will meet with the Town's Engineering and Maintenance staff to identify any areas of local flooding. If existing plans are available, we will evaluate the drainage systems and make recommendations for improvements that could be implemented now or when funding becomes available. The goal of this portion of the study will be to create a prioritized list of projects that will serve as a blueprint for the future.

Hurricane Sandy proved that the Downtown area is vulnerable to high tide events and our study will consider what can be done to mitigate these events. The study will also consider less frequent storm events and emphasize relatively low cost maintenance solutions that will increase the performance of the existing system.

EXISTING LAND USE MAP IN ENFIELD, CT



Task 6: Land Use Inventory

An inventory and analysis of the land uses in and around the study area will be undertaken by walking the entire area and documenting: existing land uses, vacant and underutilized sites/buildings and land use conflicts. We will determine land use types, percentages and ratio comparisons with similar communities to evaluate ideal configurations.

Task 7: Linkage & Wayfinding Analysis

The plan will examine access, traffic and connectivity within the Downtown for vehicles, pedestrians and bicycles. We will also include considerations for gateways, access and connections to study area and external destinations. Linkages with regional transportation, trails, hubs including rail, air and major highways that will bring visitors into and through the area and offer them options for enjoying the region. Recommendations will be developed for routing and signage to address traffic and visitor flow provisions to public services and visitor amenities.

Task 8: Vision, Goals, Objectives

The steering committee vision session and the public outreach session combined with state of the art planning principles will be employed to develop concise and clear vision, goals and objectives addressing the following:

- Economic Development and Tourism
- Future Land Use
- Sustainability and Environment
- Circulation
- History and Culture
- Appearance and Revitalization
- Marketing



ECONOMIC FOCUS GROUP IN THE LAKE ERIE CONCORD GRAPE BELT HERITAGE AREA, NY

Task 9: Urban Design Principles

We will prepare a series of urban design principles. The principles will establish priorities of the highest order and will provide the foundation for developing the specific design guidelines. The Principles will also be used as a decision making tool for evaluating potential alternatives or conflicting objectives.

The principles will establish priorities of the highest order and will provide the foundation for developing the specific policy. The Principles will also be used as a decision making tool for evaluating potential alternatives or conflicting objectives.

Task 10: Character Area Analysis

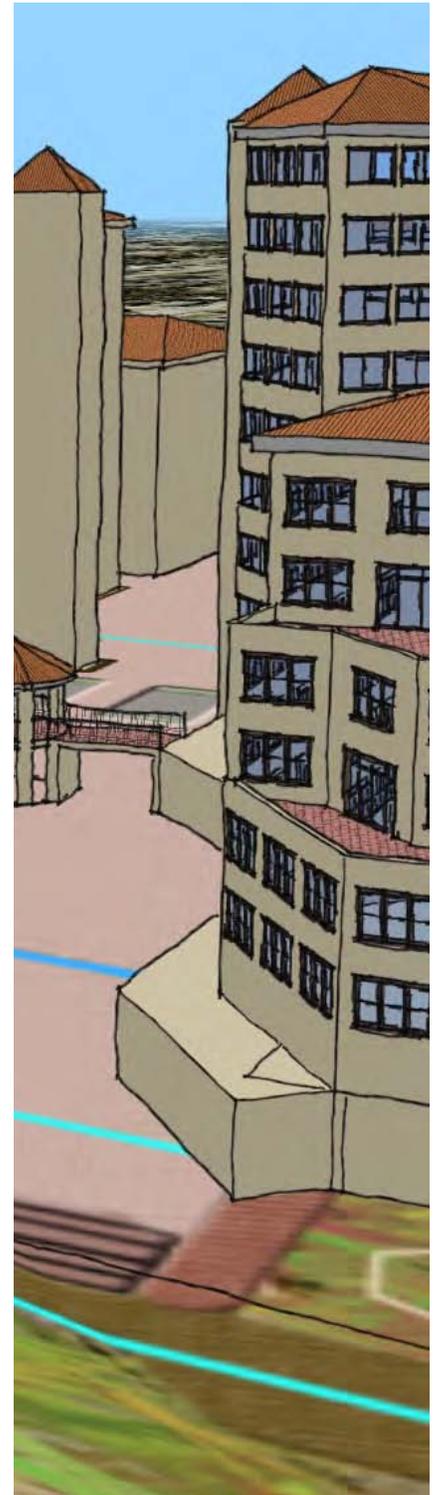
We will focus on articulating the unique character of the community for the purpose of identifying the qualities which make it a distinct place. We will identify areas of different character and describe the attributes or design "language" which define it. We will use the character analysis as a tool to develop the design guidelines to ensure compatibility and create a strong sense of "belonging" in future developments and community improvement projects.

Task 11: Real Estate Market Analysis

To gain an accurate grasp on the current market for real estate, we will conduct an analysis to pinpoint land values and assist the town to better manage change in the face of development pressures. Our analysis will examine recent sales and development costs, providing an up to date snapshot of the local market.

Task 12: Commercial/Retail Market Analysis

We will conduct a market analysis to determine types of new commercial development activity that could develop in the study area. Our study will evaluate the market's ability to absorb additional retail, restaurant, entertainment and office activity. To do this, we will augment existing local information by purchasing specialty marketing and business inventory data to establish the economic base, potentials for expansion and identify new niche development opportunities



HIGH RISE URBAN RESIDENTIAL
CAROLINA BEACH, NC

Task 13: Tourism Market Analysis

From our experience in tourism and community revitalization we will outline market potentials and opportunities to support the revitalization strategy including: tourism user groups, the economic mix of retail businesses, institutional, light industrial and a mix of residential. The market analysis will be reflected in the Future Land Use and Urban Design Plan.

Task 14: Urban Redevelopment Program

We will develop an Urban Framework Plan and Redevelopment program that schematically illustrates the physical organization of the study area, Future land Use and its relationship to the broader community. The Plan will be diagrammatic and will identify how the key physical elements of the study area (land use, circulation systems, transit facilities, development/infill areas, signature features, heritage resources, community linkages, gateways, open space, etc.) are spatially organized to create a functional urban form.

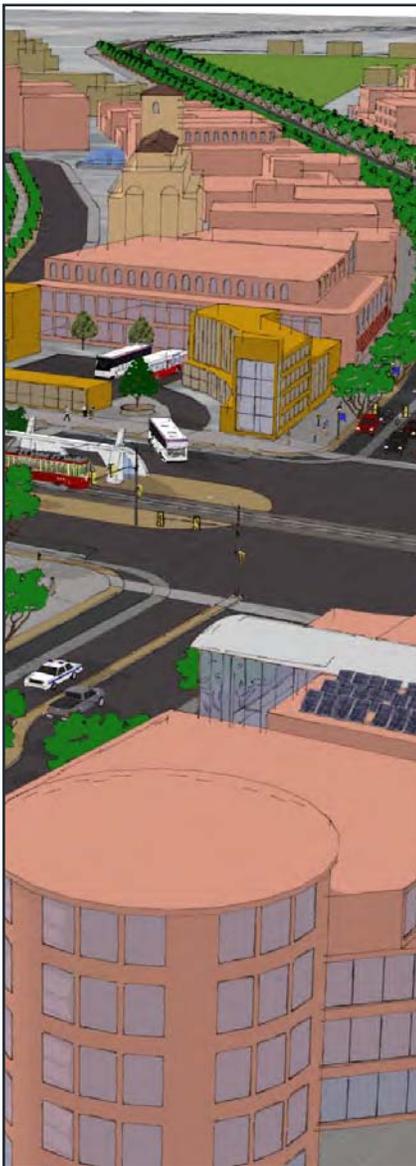
Task 15: Modeling and Alternative Scenarios

Alternative development scenarios and 3-dimensional models will be prepared to examine alternative approaches to infill/redevelopment in the study area. The purpose of this task is to explore and evaluate different strategies for how the Downtown can develop in a manner consistent with the goals and objectives. To evaluate the models, we will develop criteria directly linked to the project goals and objectives and the core principles developed in earlier tasks. Based on the results of the evaluations, we will prepare demonstration plan that depict the intent of the design guidelines that are developed for public review and comment.

Task 16: Zoning Evaluation and Revisions/

We will review the Zoning By-law to evaluate limitations to development and outline bonusing/incentive opportunities. Additional development rights in exchange for public benefits will be reviewed and can be incorporated in the urban design guidelines. Recommendations will be prepared for zoning revisions by district and provisions for redevelopment bonuses/incentives.

3D MODEL OF DEVELOPMENT SCENARIO IN DONA ANA COUNTY, NM

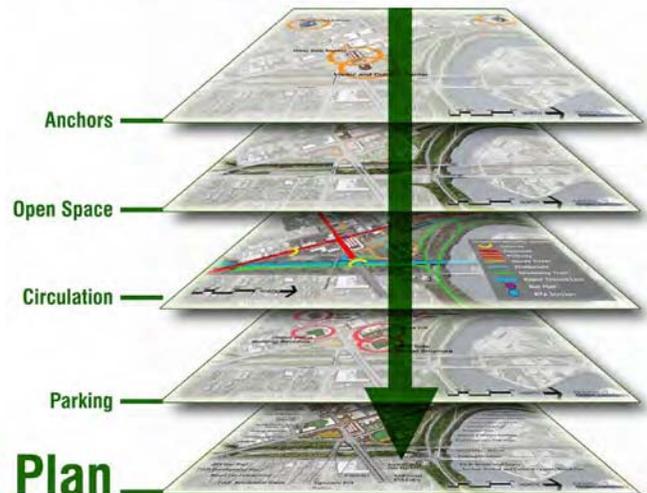


Task 17: Urban Design Plan Schematic

A graphic urban design concept will be prepared to outline the future potentials for the study area for committee review and approval. The plan will demonstrate locations for:

- Greenways, pedestrian areas and trails
- Open spaces, public plazas and parks
- Future land uses
- Signature projects/Anchor projects
- Circulation improvements

Layering Key Urban Design Components to Create a Complete Plan for the Future.



Task 18: Public Realm Design Guidelines

Streetscape concepts will be prepared for the study area to demonstrate how the redesign of the street could occur and what its appearance would be. Open space/parks guidelines will be prepared to demonstrate:

- Street hierarchy design guidelines
- Bikeways & pedestrian walkways
- Street amenities & planting
- Lighting (pedestrian and vehicular)
- Planting
- Interpretive panels

Task 19: Urban Design Guidelines

The facade improvement program will identify type, eligibility, funding potential and application criteria. We will prepare graphic scenarios demonstrating the following potential building and site design guidelines:

- Building context
- Historic conservation
- Architectural character
- Building massing (height/setbacks)
- Parking
- Signage & lighting
- Doors, fenestration, colours

PUBLIC REALM DESIGN GUIDELINE
 GRAPHIC VISUALIZATIONS
 ABU DHABI, UAE

Task 20: Urban Design Policy Framework

Urban Design Policy suitable for incorporation into the POCD will be developed as guiding principles to facilitate short and long term revitalization. A policy evaluation schedule will be prepared to facilitate development approval applications.



Task 21: Urban Design Master Plan

We will prepare a detailed comprehensive plan reviewing vacant and underutilized buildings and sites. A graphic urban design concept will be prepared to outline the future potentials for the study area. The plan will demonstrate locations for:

- Building Masses/Mixed Use
- Greenways, pedestrian areas and trails
- Open spaces, public plazas and parks
- Future land uses
- Signature projects/Anchor projects
- Circulation improvements, Parking
- Historic interpretive programs



Task 22: Interpretive Plan and Wayfinding Plan

Resource interpretation is an overall approach to the interpretive themes and character areas that the area can offer. The Plan will highlight our recommendations for the placement of resources that could include gateways, a wayfinding system, visitor centers, interpretive markers, and other proposed cultural, historic, scenic and/or recreational opportunities.

PROMOTIONAL MATERIALS
 GLENRIDGE QUARRY



Task 23: Financial Incentives

The Plan will incorporate a variety of financial incentives intended to assist private property owners to consider investment within the Downtown. These may include: planning or building fee rebates, development charges rebates, parking standard exemptions, heritage property tax relief, commercial façade improvement programs, etc. We will outline appropriate cost recovery opportunities to off-set municipal implementation costs on proposed incentive programs. Specific financing incentives will be targeted to specific development/revitalization opportunities.

Task 24: Recommendations and Implementation

Recommendations will be prepared for all aspects of the Downtown Plan and will be incorporated into a step-by-step checklist or matrix to facilitate review. We will prepare a matrix that for each action will outline a rationale, responsibility, schedule and cost.

Task 25: Marketing Strategy

The successful implementation of the Downtown Plan is dependent on the clear and ongoing marketing of the potentials and incentives to local property owners, businesses, residents and developers. The market strategy will outline a comprehensive approach to promoting the opportunities in the vision. including: newsletters, websites, facebook page, advertising, presentations, development and promotion of "quick wins", etc.

Task 26: Final Strategic Plan & Poster

Our work will be consolidated in a final document formatted to suit the Town's needs. Included in the document will be key recommendations, future land use plan, urban design plan, design guidelines and strategies to implement the plan. We will develop a summary poster of the vision and urban design plan suitable for printing and distribution.

IMPLEMENTATION MATRIX FOR THE LAKE ERIE CONCORD GRAPE BELT HERITAGE AREA, NY

CIRCULATION	Goal (s) / Objective (s)	Time Frame	Responsibility / Partners	Estimated Cost	Notes
CGB Circle Route					
Initiate discussions with NYSDOT, NY Seaway Trail	2 / e 3 / b, c, e, g	Short term	CGBHA, County, NYSDOT	NA	
Develop Circle Route design guidelines		Short term	CGBHA, County	\$25-\$40,000	create design continuity
Link concept with Trails Master Plan		Medium term	CGBHA, County	NA	integrate cycle lanes
Integrate into Wayfinding System		Medium term	CGBHA, County	NA	
Nominate Route 20 as State/National Byway		Medium term	CGBHA, County	NA	
Escarpment Scenic Drive					
Conduct route selection study	2 / b 3 / c, e, g	Long term	CGBHA, County, municipalities	\$20-\$35,000	based on existing roads
Link concept with Trails Master Plan		Long term	CGBHA, County	NA	integrate cycle lanes
Integrate into Wayfinding System		Long term	CGBHA, County	NA	
Wayfinding					
Arrival Gateways	2 / e 3 / b, c, e, g 4 / d, c	Short term	CGBHA, County, NYSDOT	T8D NA	retail uses west gateway
Initiate discussions with NYSDOT/Canal Corp		Short term	CGBHA, County	NA	
Identify potential partnerships		Short term	CGBHA, County	NA	
Orientation Pullovers	2 / e 3 / b, c, e, g 4 / d, c	Short term	CGBHA, County, NYSDOT	NA	consider views design to support theme
Initiate discussions with NYSDOT		Short term	CGBHA, County	\$25-\$40,000	
Develop concept plans for pullovers		Short term	CGBHA, County	\$40-60,000	



PUBLIC PARTICIPATION

Task 27: Vision Session/Start-Up Meeting

A vision session will be conducted with the steering committee to discuss local ideas and issues. All background data and mapping will be collected previous to the meeting. We will undertake the following actions:

- Review work program and existing planning efforts
- Review project management and communication protocol
- Review work plan and schedule
- Review public outreach program and vision session workbooks
- Conduct a "Vision Session" with the steering committee
- Prepare a written summary of the vision session

Task 28: Committee Meetings (5) & Focus Groups (4)

Three committee meetings will be held to bring the committee up to date on the completed tasks and discuss the revitalization concept. In addition, four focus group sessions will be held with groups determined by the committee.

- Conduct one vision session and three Steering Committee meetings
- Prepare agenda and all written materials one week in advance of the meeting
- Prepare and distribute a meeting summary
- Conduct four focus group sessions with interest groups as determined but could include: community leaders, developers, educators, circulation, businesses, environmental, cyclists, elected officials etc.



PUBLIC MEETING MAPPING EXERCISE IN STAFFORD COUNTY, VA

Task 29: Public Meetings (3) and Council Presentation

Public meetings will be conducted to incorporate the community's vision and present the results of the study. We will work with the public in interactive sessions to review the draft plan and prioritize the various options, we will complete the following:

- Summary handouts, PowerPoint presentation
- Prioritization workbooks
- Meeting summaries and Synthesis Map

Public Meetings:

1. Define Issues, Opportunities and Community Vision using maps and workbook exercise
2. Evaluate goals, objectives and development alternatives using 3D graphics and evaluation forms
3. Review draft plan and determine priorities

Task 30: Web-based outreach and Surveys (2)

We will provide two public surveys to define issues and opportunities regarding downtown revitalization/business survey and community wide zoning. Materials suitable for electronic media access to be posted on the Town's website include: meeting times and locations, progress updates, mapping review, etc.

GEIS PUBLIC MEETING
NEW HARTFORD, NY



Our Advantages

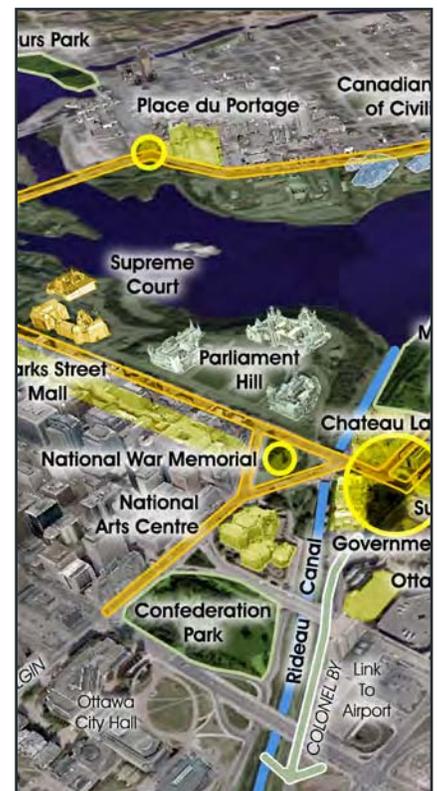
Cost Effective Project Management

We have learned that communication is the key to managing projects effectively to ensure work is of the highest quality and is completed on time and within budget. At the onset of each project, we clearly establish work schedules and team procedures for communication, information distribution and reporting. Format and graphic presentation techniques are established early in our study process to ensure product continuity and consistency. All work completed internally, or by our sub-consultants, is reviewed in-house by Peter Smith and the project manager prior to being presented/forwarded to our client.

On a monthly basis, we circulate a project status brief to our client to update progress on the work. The brief describes what actions/activities have been completed, what needs to be completed, and what products will be prepared. At start up meetings, we prepare a detailed weekly project schedule identifying key activities, completion dates and future meetings. The dates established are adhered to. If it is necessary to change a date during the process to accommodate our client's needs, we set a new date close to the original to ensure the study is not significantly impacted. Our projects are scheduled so that we staff are flexible and can be mobilized quickly to respond to unforeseen project needs. Approximately one week in advance of meetings, we forward to our client a meeting agenda and copies of key products to be reviewed. This ensures that meetings are productive and focused with their purpose and intended results clear. Because much of our work is distant from our office, we schedule weekly conference calls with our clients to maintain dialogue on the project and its progress.

Costs are monitored closely throughout the project. All time spend on a project is keyed to work tasks and is collated to the project budget and overall percent complete. We assume full responsibility for estimating our time involved in completing a project. If our estimates are too low or insufficient to do the job properly, we assume the costs and do not request additional fees.

CONTEXT MAP FEATURING CULTURAL VENUES FOR THE NATIONAL CAPITAL COMMISSION IN OTTAWA, ON



TOURISM ECONOMIC DEVELOPMENT IN STEUBEN COUNTY, NY

Innovation in Zoning

We developed one of the first encoded design-based zoning ordinances over a decade ago for downtown Rochester NY. The ordinance streamlined quality development based on pre-approved standards. It is still a cutting edge and highly successful city building tool.

Market Analysis

We develop a comprehensive market analysis including tourism groups to develop a better picture of the development potentials and area required for various uses. For example our evaluation does not simply reflect retail/office space but addresses the types of retail/office that can be supported by the existing and future community. The analysis also determines the ability to support signature developments and destinations that enhance the community as a recreational or tourism destination.

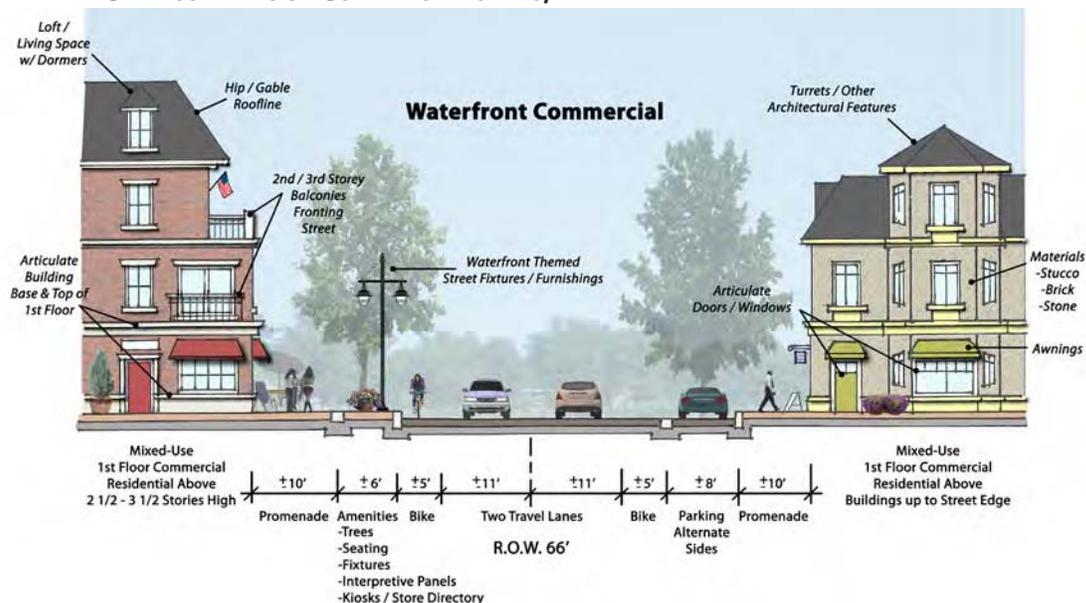
Greenway Plan

Some areas need to be preserved or enhanced such as wetlands while other sensitive areas need to be passively accessed. Both should play a role in connecting the community through a greenway/linkage system to all regional destinations where residents can walk and or cycle in safety and comfort. The greenway plan will form the backbone for the Urban Design Plan of the community and the identity for branding the community.

Complete Streets

Complete streets allow automobiles, pedestrians and cyclists to mix in right of ways that are designed to a comfortable scale in the urban environment. Introducing complete streets in conjunction with our skill in designing roundabouts promotes a safe and interesting experience for all modes of travel. Included with the design of streets and roundabouts is the opportunity to manage storm water in a more ecologically friendly environment.

STREETSCAPE DESIGN GUIDELINES - BUFFALO, NY



Character Based Urban Design Guidelines

Too often design guidelines for the urban environment are generic one community is the same as the next. Westport has a historic basis and is developing a future brand or identity. Therefore the design guidelines will reflect the desired character of the community both through building scale and massing but also in architectural details that are unique to the Westport area.

Public Realm Design Guidelines

For the Emirate of Abu Dhabi we completed the first comprehensive Public Realm Design Manual to guide the development of a world class capital city. The Public Realm includes everything outside of the built form: waterfront, streets, sites/grounds, parks both public and private owned land. It guides the quality, character, comfort and experience of the future community.

Urban Design Plan

The Urban Design Plan guides all community planning. It is a detailed three dimensional understanding of what the future community will look like. It is not just a massing plan or a schematic plan but shows all built form and public realm in one comprehensive picture. Our urban designers have broad experience and innovation not just of what's new but of what works in designing cities and for this capability have won 65+ awards.

Public Consultation

Public understanding and "buy in" is essential to implementation. We have completed hundreds of meetings across the continent where we have learned to engage the public. We employ three dimensional graphics and workshop techniques in all our public consultation to clearly communicate the concepts and interact with residents. We also follow up with synthesis maps and statistical results of all web based surveys and meetings.





Staffing Plan • AND INDIVIDUAL EXPERIENCE

Senior staff is committed to the project including Peter Smith, Paul Carabott, our senior urban designer, Eve Holberg, our senior economic planner. All have over 20 years experience and all have worked together for at least 10 years. **Full resumes for all our staff members can be found in the Appendix.**

Key Personnel • PETER J. SMITH & COMPANY, INC.



Peter Smith, AICP, RLA • Principal

Peter Smith, principal of peter j. smith & company, inc., will be personally involved in all aspects of the project. He will ensure that all parts of the project are completed to the highest standard, on time and within budget. Peter will be responsible for overseeing all document preparation, ensuring all issues and topics outlined in the scope of services are addressed. Peter will attend committee meetings and public meetings as needed throughout the project period and direct community participation sessions where appropriate. Peter has extensive experience in planning and design in the United States, Canada and the Middle East. Peter has worked with a wide variety of municipal boards, committees, government officials.



Eve Holberg, AICP • PROJECT MANAGER

Eve has over 15 years of planning experience, is a specialist in tourism planning and downtown revitalization and has completed a variety of economic analyses and land use plan for communities throughout the country. She has been with peter j. smith & company for 10 years and previously worked as a downtown development director. During her tenure with the firm, she has served as project manager for a variety of projects including the Seaway Trail, PA, Scenic Byway Management Plan, Long Island North Shore Heritage Area Management Plan, Stafford County Comprehensive Plan, the City of Walla Walla Comprehensive Plan and the City of Monroe Comprehensive Plan.



Dan Leonard, AICP • Planner

Dan's work with peter j. smith & company focuses around community planning and revitalization, considering all aspects of place from land use, the built environment and development patterns to the economy, recreation and overall qualities of life. Dan works to engage the public in every project to ensure active participation and the expression of community sentiment in projects. His background in both community planning and economic development gives a well-rounded perspective for developing quality and sustainable neighborhoods.

Paul Carabott, OALA • Senior Urban Designer

Paul Carabott is an urban designer with over 25 years professional experience. For the past 17 years, Paul has worked extensively throughout Canada and the United States with our firm. His projects include downtown master plan, Downtown Revitalization and Waterfront Integration Master Plan, design standards, wayfinding, streetscape and transportation design. Paul was project manager and lead designer for the Lauderdale-By-The-Sea Master Plan and the Carolina Beach Downtown Plan. Our working relationship has continued in the Carolina Beach with the development of a four million dollar streetscape plan.

Allison Harrington, MCIP, RPP, AICP

Allison has a wide variety of land use planning and design experience and has been with peter j. smith & company for nine years. Allison's area of expertise includes urban design, sustainability planning and graphic design. Recently Allison served as project manager for the Abu Dhabi Public Realm Design Manual in which she worked directly the Abu Dhabi Urban Planning Council (UPC) to complete a plan that demonstrates how the public realm should be developed. This project was awarded a First Prize Award for Excellence in the Category of District Planning/Urban Design from the International Society of City and Regional Planners.

Molly Vendura, RLA, LEED AP

Molly has over fifteen years of experience in landscape architecture, environmental science and chemical engineering, working on projects throughout the United States. As a planner, LEED accredited professional and registered landscape architect, Molly offers expertise in environmental planning, landscape architecture and GIS mapping. With her education in engineering, environmental science and landscape architecture, Molly is able to approach projects from a unique perspective and develop sustainable, environmentally responsible projects.

Jim Wagner, AICP

Jim brings a scientific approach to planning projects. In his 10 years with peter j. smith & company, Jim has developed an expertise in quantitative analyses, database management, and geographical information systems (GIS) applications. He has developed methodologies for build out analyses and land use allocation models. He tabulates all survey data and organizes spatial inventories. Jim has a strong understanding of land use patterns, regulations, and law. He also possesses outstanding research skills.

Andrew Schrauth, RLA

With 13 years of experience with peter j. smith & company, Andrew has developed valuable skills in the areas of recreation and open space master planning and construction documentation preparation. He is responsible for completing site inventories and site and data collection. His background in engineering allows him to effectively complete detailed technical design for the most complex projects.

Wendy Gowen, BSc

Wendy has been with the firm for ten years. She is responsible for administration, project coordination and grant writing/funding sources utilizing her past experiences and educational background in the fields of hospitality and business management. Wendy brings to the company unique skills and training including over a decade of experience in the tourism industry and hospitality management. Wendy's past experience includes management with both the Hyatt and Hilton Hotel Corporations in South Florida and Newport, RI.

Staffing Plan • VN Engineers, Inc.

Robert S. Gomez, PE

Mr. Gomez has 26 years of experience in transportation engineering. He has extensive familiarity with design standards, procedures, practices, and guidelines. He also has considerable knowledge in a wide variety of roadway and CADD software including MicroStation, Geopak and InRoads. As a project manager, he takes a hands-on approach to project management and is involved in all phases of roadway design.

Michael Dion, PE, PTOE

Mr. Dion is a registered Professional Engineer and Professional Traffic Operations Engineer with more than 14 years of experience in the field of Traffic Engineering/Transportation Planning. He has extensive familiarity with traffic impact studies, procedures, practices and guidelines. Mike has worked on dozens of traffic impact studies in Connecticut. This experience includes traffic impact studies, corridor studies, capacity/level of service analyses, safety/crash analyses, traffic simulation modeling, traffic signal designs, coordinated signal system designs, roundabout designs, pavement marking design and signing design. Mr. Dion has broad knowledge of most traffic analysis tools including SYNCHRO 7.0, the Highway Capacity Software (HCS+), RODEL, TSDWIN, Highway Safety Analysis Software 3.0 (HSA), ITE Trip Generation Manual, MUTCD and Simtraffic.

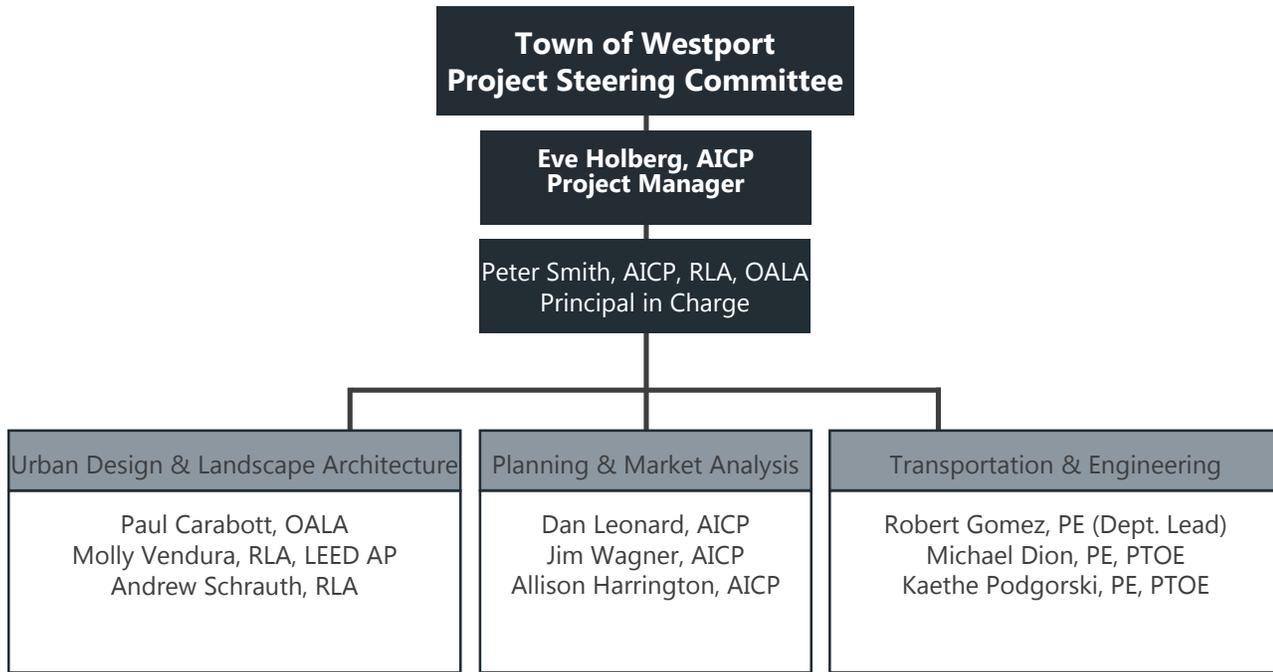
Kaethe V. Podgorski, PE, PTOE

Ms. Podgorski has over 12 years of experience in the analysis and design of traffic, transportation, and civil improvement projects. She has considerable experience in corridor and subarea planning studies, micro-level operations analysis, safety studies, traffic design, traffic control planning, and data collection and analysis. Ms. Podgorski has worked with a number of clients in several states, including DOTs, Counties, Cities, and Toll Authorities.

Project Organization

Our team will maintain an efficient and effective project development process based upon streamlined communication and feedback between the consultants and the Town of Westport. Eve HOLberg, AICP, will serve as Project Manager, coordinating all aspects of the project with the Steering Committee. Eve will be the primary point of contact with the Steering Committee and will manage all peter j. smith & company staff and provide guidance to sub-consultant VN Engineers for transportation and engineering elements. Peter Smith, Principal, will personally review all product.

Following is an organizational chart as well as a table defining anticipated roles of all staff.



Project Roles

TEAM MEMBER	FIRM & OFFICE	PROJECT CONCENTRATION
Peter Smith, AICP, RLA - Principal	pjs	All, Vision, Redevelopment Scenarios
Eve Holberg, AICP - Project Manager	pjs	All, Management, Policy Public Input
Paul Carabott, OALA	pjs	Urban Design, Local Character
Jim Wagner, AICP	pjs	GIS, Build Outs, Land Use, Demographics
Allison Harrington, AICP	pjs	Region, History, Culture, Graphic Design
Molly Vendura, RLA, LEED AP	pjs	Environment, Sustainability, Open Space
Andrew Schrauth, RLA	pjs	Facilities, Services, Trails, Recreation
Daniel Leonard, AICP	pjs	Land Use, Economy, Pub. Input, Market Analysis
Wendy Gowen, BS	pjs	Market Analysis, Administration
Robert Gomez, PE (Dept. Lead)	VN	Engineering, Infrastructure
Michael Dion, PE, PTOE	VN	Transportation & Parking
Kaethe Podgorski, PE, PTOE	VN	Transportation & Parking

Firm Experience • peter j. smith & company, inc.

**Plan of Conservation & Development
Town of Enfield, CT**

DESIGN based
PLANNING, INC.
peter j. smith & company, inc.
United States, Canada, New York, Connecticut, Vermont, New Jersey

Key Staff:

Smith
Holberg
Vendura

Reference:
José Giner, AICP
Director, Planning and Zoning Department
820 Enfield Street,
Enfield Connecticut 06082
(860) 253-6356
jginer@enfield.org

The Plan of Conservation and Development is a state-required planning tool that provides a framework for local land use policies and regulations and the rationale for proposed zoning revisions. Numerous public forums and focus groups allow residents from different parts of the community to gather and discuss how they are affected by local regulations and outline needed community improvements. As a result of these discussions, we were able to identify issues related to community identity, downtown revitalization, historic preservation, public access along the waterfront, wetlands and zoning regulations and a declining manufacturing base.

The resulting community vision elevates the unique attributes of each of Enfield’s hamlets and unites them through awareness of shared needs and aspirations. The vision outlines a sustainable community including a network of diverse neighborhoods and commercial areas linked by cultural and natural attractions such as historic sites, the Connecticut and Scantic rivers, and preservation of rural and agricultural lands.



Public Realm Design Manual Abu Dhabi, UAE

Reference:

Mary Kopaskie Brown
Planning Manager – Policy Planning
Abu Dhabi Urban Planning Council
mary.kopaskie@upc.gov.ae
Phone - +971 02 409 6140

DESIGN Nbased planning
Peter j. smith & company, inc.

Key Staff:

Smith
Harrington
Carabott
Leonard



peter j. smith & company was the lead consultant for an Emirate-wide project for the Abu Dhabi Urban Planning Council. The Design Manual is an essential planning tool for the development of a world class public realm. The document identifies public realm systems for the City of Abu Dhabi, the Mainland of Abu Dhabi and the City of Al Ain. Each system identifies a community-specific public realm framework that directs the future development public realm development. In addition, the Design Manual utilizes design guidelines that work with a step-by-step guide to developing a public realm project that is consistent with the public realm vision, principles and policies.



Downtown Master Development Revitalization Plan Carolina Beach, NC

Reference:
 Tim Owens, Town Manager
 Town of Carolina Beach
 1121 Lake Park Blvd.
 Carolina Beach, NC 28428
 (910) 458-2994
 tim.owens@carolinabeach.org

DESIGN based
 planning, inc.
 peter j. smith & company, inc.

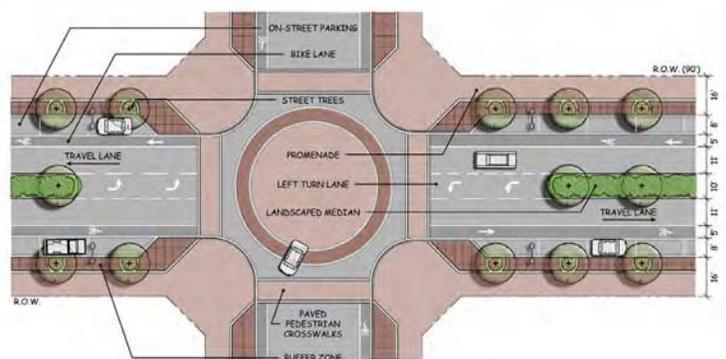
Key Staff:

Smith
 Carabott
 Harrington



Carolina Beach is located on a barrier island between the
 Fear River and the Atlantic Ocean in southeastern North Carolina.
 Separated from the mainland by the Intracoastal Waterway, the
 Town is less than 15 miles south of Wilmington, North Carolina.
 A tourism destination for over a century, the town blossoms to a
 summer population in excess of fifteen thousand.

Due to its unique setting, beaches and history, Carolina Beach is
 under extreme development pressure and desired to maintain the
 historic "beach" character of the community. The plan analyzed
 the tourism and retail market and outlined a build out analysis of
 alternative scenarios for development in order to create three-
 dimensional visualizations for evaluation. Urban design plans
 addressed the impacts of FEMA and Coastal Area Management Act
 regulations on new development. The Plans focused on revitalizing
 the CBD and enhancing the quality and function of the public realm.



**Market District
Transit Oriented Development
& Wayfinding Plan
Cleveland, OH**

Reference:
Not Currently Available
Project in Progress

DESIGNbased
planning, inc.
Peter J. Smith & Company, Inc.
10000 East 12th Street, Suite 200
Cleveland, Ohio 44104
Tel: 216.763.1234
www.designbasedplanning.com

Key Staff:

Smith
Carabott
Wagner

With its distinct clock tower and bustling activity, the West Side Market has been a Cleveland landmark for a century. The market is the city's oldest continuously operating market and attracts more than a million visitors every year who relish its array of fresh meats and produce, organic and ethnic foods. Over time, the patterns of the city have changed; as a result the market is obscured from its surroundings, limiting its potential to generate additional economic benefit in the neighborhood. peter j. smith & company was retained to develop a Transportation Oriented Development and Wayfinding Plan for the Market District. The strategy is to capitalize on the physical potentials and identify density and economic development opportunities that leverage the success of the market by improving the appearance, circulation and economic vitality of the surrounding area, making it a showpiece for the greater Cleveland Metropolitan area. Featuring an urban design plan, design guidelines and key priority projects, the District is positioned to transform its vision for the future into an exhilarating and attainable urban form.





National Capital Commission Confederation Boulevard Commemoration Node Ottawa, ON

DESIGN PLANNING INC.
Peter J. Smith & Company, Inc.
United States Offices: New York • Canada: Fort St. James

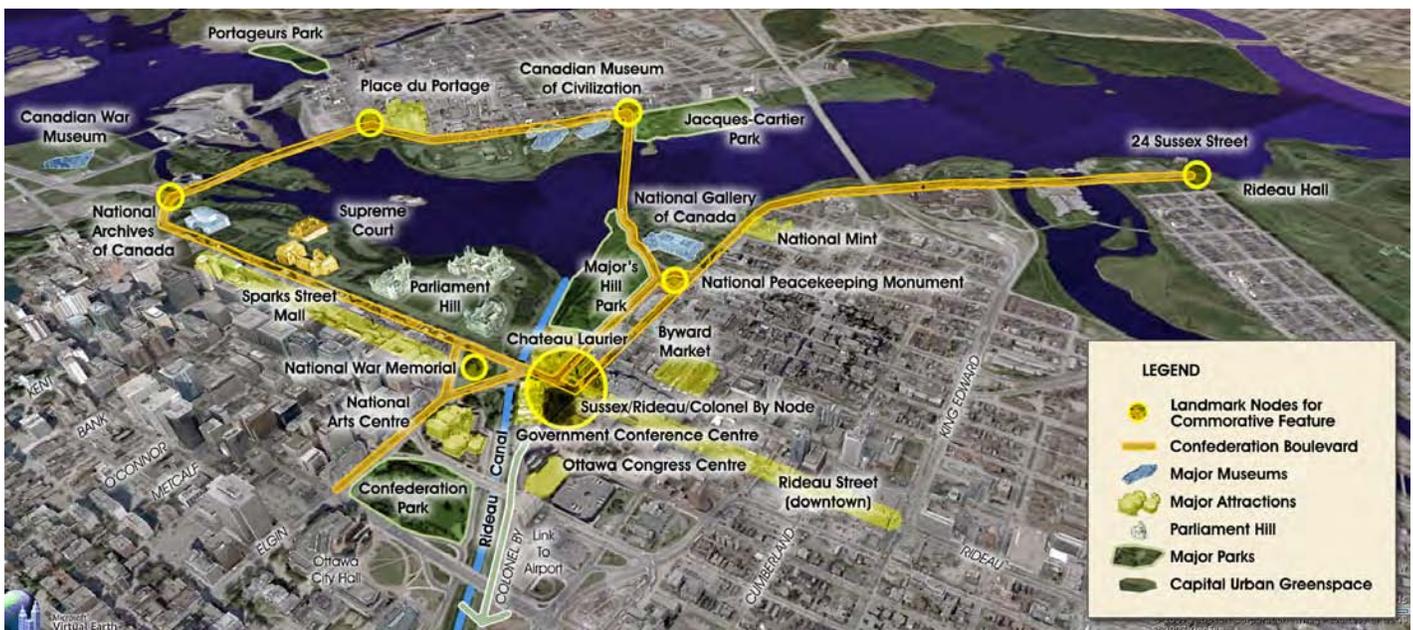
Key Staff:

Smith
Carabott
Vendura
Harrington

Reference:
Mr. Gerry Lajeuneese
National Capital Commission
40 Elgin Street
Ottawa, ON K1P 1C7
(613) 239-5139



The National Capital Commission of Canada is the primary planning agency for the nation's capital area Ottawa-Gatineau. peter j. smith & company were commissioned as urban designers to address a variety of issues in the capital region focusing on the development of a primary commemorative site. The study is a vision and series of visualizations for one of the most significant public spaces in the heart of the City of Ottawa located on the processional route: Confederation Boulevard. The site is contained by the historic Chateau Laurier, Rideau Canal, the Government Conference Centre and steps away from Parliament Hill. The current configuration of the study area functions poorly as a gateway to the Parliamentary Precinct and as a signature node between "Crown" and "Town". Various alternatives were explored to transform the space into a landmark commemorative place of national significance. Design studies were undertaken in three dimensional computer modeling and animations to depict the space in context and provide a "real time" journey through the study area. .



City Center Design Standards Rochester, NY

Reference:
Art Ientelucci, AICP
Director of Zoning
(585) 428-7043
arthur.ientelucci@cityofrochester.gov

peter j. smith & company, inc. was commissioned to update the zoning for New York States third largest city, Rochester, and complete design standards for their downtown center city. An innovative approach was used in zoning the downtown, as it was based on design and performance standards, as opposed to traditional use based criteria. The Center City was divided into six character areas, based on existing conditions and a detailed inventory, and standards for buildings, signage, parking, landscaping, lighting and accessory structures were completed for each.

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PLANNING, INC.
peter j. smith & company, inc.
United States Offices: New York • Canada: Yorkville, Ontario

Key Staff:

Smith
Carabott



Urban Design Plan Niagara Falls, ON

Reference
No longer Available

peter j. smith & company inc. developed an urban design plan for the revitalization of downtown Niagara Falls, Canada. The plan created approximately 800,000 square feet of new building footprint and included the preservation of several historic buildings. Two new public park spaces were developed as the anchors to downtown and to create value added land. An outdoor "mall" defined by new commercial streetscapes connects the downtown to the Niagara Parkway, and a new Festival Park functions as the center piece of the western gateway. A new performing arts center and a marketplace strengthen the City Hall district and create additional evening and weekend attractions. The existing train station has been integrated as the center of a multi-modal system incorporating city buses and Niagara's People Mover System. Two new parking garages supplement several backlot parking areas. A series of plazas and pedestrian promenades was developed to connect the features of the new downtown.

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peter j. smith & company, inc.
United States Offices: New York • Canada: Yorkville, Ontario

Key Staff:

Smith
Carabott



Firm Experience • VN Engineers

Transportation Plan for Lake Avenue and West Street Danbury, CT

Reference
Jonathan Chew
(203) 775-6256



Project Description

The purpose of this study is to prepare a systematic assessment and prioritization of Lake Avenue and West Street transportation corridor needs, such that a well-organized final plan of implementation will be available for use in future funding prioritizations for design and construction projects.

This study includes addressing and documenting the numerous roadway safety concerns throughout the area. Some road safety concerns traffic flow and safety operations, an existing narrow and low clearance railroad structure and periodic flooding. Evaluating the options and recommending roadway capacity upgrades. Creating a mapped driveway management and pedestrian access plan. Coordinating with HART to consider transit service and operation in the corridor. Developing typical details and guidelines for enhancement and beautification along the corridor. Prioritizing a list of improvements and developing project cost estimates along with a public presentation of the study findings.

Bicycle-Pedestrian Safety Corridors Study Greenwich, Stamford, Norwalk & Westport, CT

Reference
Alex Karman
(203) 316-5190



VN Engineers is currently working on a Bicycle-Pedestrian Safety Corridors Study for the South Western Regional Planning Agency. The purpose of this study is to analyze and recommend safety improvements to state highway segments in the South Western Region with elevated rates of bicycle and pedestrian accidents. The study area is comprised of eight state highway and local street segments in the South Western Region. VN Engineers is responsible for reviewing all existing studies and plans, conducting field reviews in the Safety Corridors, reviewing crash and traffic data, and reviewing any as-built plans and right-of-way mapping. VN is also responsible for developing counter measures to improve safety and mobility. To accomplish this, VN is considering possible improvements for each corridor, preparing concept drawings for each project and location and presenting them with typical images or figures. A report will be delivered detailing the safety deficiencies and proposed counter measures.

Norwich Intermodal Transportation Center Norwich, CT

Reference
Peter Polubiatkos
(860) 887-6964

VN Engineers, Inc. assisted in the design of The Norwich Intermodal Transportation Center. The Norwich Community Development Corporation proposed the construction of a 120,000 square foot Intermodal Transportation Center on Hollyhock Island in Norwich, Connecticut. The Southeast Area Transit District (SEAT) would relocate to the ground level of the proposed Intermodal Transportation Center. A 223 space parking garage would also be constructed above the bus depot.

A report to the Connecticut State Traffic Commission was prepared. The report included site trip generation, traffic impact analyses at 15 intersections utilizing SYNCRHO 7.0 and SimTraffic software. Safety analyses at six locations were performed, including crash data analysis and sight distances. A Traffic signal warrant analysis at one intersection performed. The traffic report included recommendations for off-site traffic, operational and safety improvements. Two traffic signal revision plans were developed at off-site locations, including special provisions and quantity estimates, to improve traffic flow around the Intermodal Transportation Center.



Schedule

Our project team proposes an seven-month project schedule to complete all tasks related to the Downtown Master Plan. We feel that this is ample time-frame to complete all work included within our scope. This schedule should be considered flexible and may be amended to meet the needs of the client. Please review our schedule, below.

Task		Month						
		1	2	3	4	5	6	7
Plan Development	1 Regional Context							
	2 Inventory & Analysis							
	3 Transportation Analysis							
	4 Parking Inventory							
	5 Infrastructure & Flooding Analysis							
	6 Land Use Inventory							
	7 Linkage & Wayfinding Analysis							
	8 Vision, Goals & Objectives							
	9 Urban Design Principles							
	10 Character Area Analysis							
	11 Real Estate Market Analysis							
	12 Commercial/Retail Market Analysis							
	13 Tourism Market Analysis							
	14 Urban Redevelopment Program							
	15 Modeling & Alternative Scenarios							
	16 Zoning Evaluation & Revisions							
	17 Urban Design Plan Schematic							
	18 Public Realm Design Guidelines							
	19 Urban Design Guidelines							
	20 Urban Design Policy Framework							
	21 Urban Design Master Plan							
	22 Interpretive Plan & Wayfinding Plan							
	23 Financial Incentives							
	24 Recommendations & Implementation							
	25 Marketing Strategy							
	26 Final Strategic Plan & Poster							
Public Input	27 Vision Session/Start-Up Meeting							
	28 Committee Meetings & Focus Groups							
	29 Public Meetings & Council Presentation							
	30 Web-based outreach & surveys							

Budget

Our project team proposes a total budget for the completion of the Downtown Master Plan of **\$168,945**. This figure is inclusive of all time, travel, expenses, production and materials associated with the project for both peter j. smith & company and VN Engineers. This proposal is negotiable, should the client have needs that alter those depicted in the budget. No reimbursable expenses will be included.

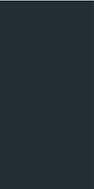
The adjacent chart illustrates the budget broken down by task.

		Task	Fee	Firm
Plan Development	1	Regional Context	\$2,000	pjs
	2	Inventory & Analysis	\$5,000	pjs
	3	Transportation Analysis	\$27,000	VN
	4	Parking Inventory	\$11,700	VN
	5	Infrastructure & Flooding Analysis	\$7,200	VN
	6	Land Use Inventory	\$5,000	pjs
	7	Linkage & Wayfinding Analysis	\$3,000	pjs
	8	Vision, Goals & Objectives	\$1,500	pjs
	9	Urban Design Principles	\$1,500	pjs
	10	Character Area Analysis	\$2,500	pjs
	11	Real Estate Market Analysis	\$5,500	pjs
	12	Commercial/Retail Market Analysis	\$5,500	pjs
	13	Tourism Market Analysis	\$4,500	pjs
	14	Urban Redevelopment Program	\$3,000	pjs
	15	Modeling & Alternative Scenarios	\$6,000	pjs
	16	Zoning Evaluation & Revisions	\$5,000	pjs
	17	Urban Design Plan Schematic	\$6,000	pjs
	18	Public Realm Design Guidelines	\$4,500	pjs
	19	Urban Design Guidelines	\$4,500	pjs
	20	Urban Design Policy Framework	\$3,000	pjs
	21	Urban Design Master Plan	\$8,000	pjs
	22	Interpretive Plan & Wayfinding Plan	\$6,000	pjs
	23	Financial Incentives	\$1,500	pjs
	24	Recommendations & Implementation	\$8,500	pjs
	25	Marketing Strategy	\$2,500	pjs
	26	Final Strategic Plan & Poster	\$6,000	pjs
Public Input	27	Vision Session/Start-Up Meeting	\$1,000	pjs
	28	Committee Meetings & Focus Groups	\$4,500	pjs
	29	Public Meetings & Council Presentation	\$8,000	pjs
	30	Web-based outreach & surveys	\$1,000	pjs
		Subtotal	\$160,900	
		Expenses (5%)	\$8,045	
		Total	\$168,945	

Appendix

Additional information to help demonstrate our qualifications to complete the Downtown Master Plan is provided in the Appendix, including:

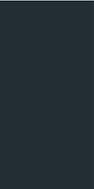
1. Disclosure of relationships and/or accompanying circumstances
2. peter j. smith & company, inc. staff resumes
3. peter j. smith & company, inc. sample projects
4. peter j. smith & company, inc. awards
5. VN Engineers, Inc. staff resumes



Appendix

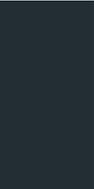
Disclosure Statements

- A) peter j. smith & company, inc. has no pending or active litigation, arbitration or mediation proceedings in which our firm has been a party in the last three years.
- B) peter j. smith & company, inc. has not defaulted or terminated our services on any contract in the last five years.
- C) peter j. smith & company, inc. has completed all projects assigned to them and has not withdrawn from any projects in the last three years.
- D) VN Engineers, Inc has no pending or active litigation, arbitration or mediation proceedings in which our firm has been a party in the last three years.
- E) VN Engineers, Inc. has not defaulted or terminated our services on any contract in the last five years.
- F) VN Engineers, Inc. has completed all projects assigned to them and has not withdrawn from any projects in the last three years.



Appendix

peter j, smith & company, inc. resumes



PETER SMITH, AICP, RLA, MCIP, RPP, OALA

principal, landscape architect/planner



As the company's founder and principal, Peter is actively involved in all projects completed by peter j. smith & company, inc. He works with staff on the design, organization, administration and implementation of each project, and is personally committed to maintaining the philosophy and integrity of the firm. Peter's innovative **design based planning** approach is grounded in economic feasibility and urban design to address the issues communities face. Peter has completed a wide range of landscape architecture, urban design, planning and economic development projects. His years of professional practice have given him practical experience he combines with artistic abilities to deliver innovative and creative solutions to clients across the US and Canada. He works extensively with municipal boards, not-for-profit groups, local agencies and stakeholder groups to develop community design and economic revitalization programs.

select project experience

- **An Urban Design Strategy for a 21st Century Commemorative Space** - National Capital Commission, Ottawa, ON
- **Carolina Beach Master Development Plan** - Carolina Beach, NC
- **Center City Zoning and Design Guidelines** - Rochester, NY
- **City of Las Cruces & Doña Ana County Comprehensive Plan** - Las Cruces, NM
- **Energizing Niagara's Wine Route Communities** - Niagara Region, ON
- **Lake Ontario Park Master Plan** - Kingston, ON
- **Local Waterfront Revitalization Program (LWRP)** - Yonkers, NY
- **Long Island North Shore Heritage Area Plan** - Long Island, NY
- **One City One Future Comprehensive Plan** - Monroe, LA
- **Public Realm Consistency Report** - Emirate of Abu Dhabi, UAE
- **Public Realm Design Manual** - Emirate of Abu Dhabi, UAE
- **Seaway Trail National Scenic Byway Corridor Management Plan** - Erie County, PA
- **Smart Growth in Niagara** - Niagara Region, ON
- **Urban Area Comprehensive Plan** - Walla Walla, WA
- **Zoning Evaluation and Density Visualizations** - Stafford County, VA

education

Doctorate in Economic Geography (ABD), State University of New York at Buffalo
Master of Landscape Architecture, University of Guelph
Master of Urban Planning, State University of New York at Buffalo
Bachelor of Arts in Philosophy and Literature, University of Western Ontario
Ontario Diploma of Horticulture, University of Guelph

professional associations

American Institute of Certified Planners
American Planning Association
American Society of Landscape Architects
Canadian Society of Landscape Architects
Canadian Institute of Planners, Member
Ontario Association of Landscape Architects
Ontario Professional Planners Institute,
Registered Professional Planner
Registered Landscape Architect, New York State

AREAS OF EXPERTISE

- BLUEWAYS AND GREENWAYS
- COMPREHENSIVE PLANNING
- DESIGN STANDARDS
- DOWNTOWN DEVELOPMENT
- ECONOMIC DEVELOPMENT
- ENVIRONMENTAL PLANNING
- HERITAGE AND TOURISM
- INFRASTRUCTURE
- INTERPRETIVE PLANNING
- MARKET ANALYSIS
- PARKS AND OPEN SPACE PLANNING
- POLICY PLANNING
- PUBLIC INVOLVEMENT
- RECREATION
- SCENIC BYWAYS
- STREETSCAPES
- TRAILS
- TRANSPORTATION
- URBAN DESIGN
- VISIONING
- WATERFRONTS
- ZONING

YEARS EXPERIENCE: 30

YEARS WITH FIRM: 30

PAUL CARABOTT, CSLA, OALA

senior urban designer, landscape architect



Paul's professional expertise is in urban design and landscape architecture. His extensive experience in the United States and Canada includes work with professional firms in Washington, DC; and Toronto, ON. Paul is a project manager and team leader, directing significant projects and acting as lead designer. Paul coordinates all project components and acts as a liaison with clients and municipal officials. Paul's expertise includes planning, design and implementation of waterfront, urban plaza, streetscape, park, trail, wayfinding and environmental restoration projects. He is skilled in public presentation and workshop settings. Paul brings a unique combination of creative thinking ability and technical design proficiency to his projects.

select project experience

- **An Urban Design Strategy for a 21st Century Commemorative Space** - National Capital Commission, Ottawa, ON
- **Capital Information Centre Plaza** - National Capital Commission, Ottawa, ON
- **Carolina Beach Master Development Plan** - Carolina Beach, NC
- **Carolina Beach Streetscape Master Plan** - Carolina Beach, NC
- **Center City Zoning and Design Guidelines** - Rochester, NY
- **Concord Grape Belt Heritage Area Management Plan** - Chautauqua County, NY
- **Energizing Niagara's Wine Route Communities** - Niagara Region, ON
- **Fort Erie Wayfinding Study** - Fort Erie, ON
- **Glenridge Quarry Landfill Rehabilitation** - St. Catharines, ON
- **Port Dalhousie Waterfront Promenade** - St. Catharines, ON
- **Town Master Plan** - Lauderdale-by-the-Sea, FL
- **Transit Oriented Places** - Durham Region, ON
- **Welland Canal Multi-Use Trail** - Port Colborne, ON
- **West Street Waterfront Promenade** - Port Colborne, ON

education

Bachelor of Landscape Architecture, University of Guelph

Diploma of Urban Design, Fanshawe College, London, Ontario

professional associations

Canadian Society of Landscape Architects

Ontario Association of Landscape Architects

AREAS OF EXPERTISE

- BLUEWAYS AND GREENWAYS
- COMPREHENSIVE PLANNING
- DESIGN STANDARDS
- DOWNTOWN DEVELOPMENT
- ECONOMIC DEVELOPMENT
- ENVIRONMENTAL PLANNING
- HERITAGE AND TOURISM
- INFRASTRUCTURE
- INTERPRETIVE PLANNING
- MARKET ANALYSIS
- PARKS AND OPEN SPACE PLANNING
- POLICY PLANNING
- PUBLIC INVOLVEMENT
- RECREATION
- SCENIC BYWAYS
- STREETSCAPES
- TRAILS
- TRANSPORTATION
- URBAN DESIGN
- VISIONING
- WATERFRONTS
- ZONING

YEARS EXPERIENCE: 26

YEARS WITH FIRM: 18

EVE HOLBERG, AICP

senior planner



Eve acts in the capacity of project manager for a variety of projects including economic development strategies, feasibility studies, development-oriented projects, tourism, corridor management and downtown redevelopment strategies as well as land use, environmental review and comprehensive plans. Eve is a former downtown manager with special expertise in heritage and scenic byway planning and in the development of tourism development strategies. Eve has experience developing strategic redevelopment plans for communities of all sizes. She also applies her skills as a former print and electronic media professional to the development of marketing strategies and to working with public and private organizations to influence public policy.

select project experience

- **Alto Reste Cemetery Multicultural Inclusion and Expansion Plan** - Red Deer, AB
- **A Sustainable Future, The Stafford Comprehensive Plan** - Stafford County, VA
- **Brownfield Opportunity Area (BOA) Step 2 Nomination** - Erwin, Painted Post, Riverside, NY
- **Buffalo Riverfront Commercial Revitalization Plan** - Buffalo, NY
- **Concord Grape Belt Heritage Area Management Plan** - Chautauqua County, NY
- **Downtown Vision & Development Strategy** – Glens Falls, NY
- **Energizing Niagara's Wine Route Communities** – Niagara Region, ON
- **Greening the City Parks and Recreation Master Plan Update** - Manchester, NH
- **I-86/I-99 Corridor Economic Blueprint** - Steuben County, NY
- **Local Waterfront Revitalization Program (LWRP)** - Yonkers, NY
- **Long Island North Shore Heritage Area Management Plan** - Long Island, NY
- **One City One Future Comprehensive Plan** - Monroe, LA
- **Plan of Conservation & Development** - Stratford, CT
- **Seaway Trail National Scenic Byway Corridor Management Plan** - Erie County, PA
- **Southern Area Generic Environmental Impact Statement** - New Hartford, NY
- **Urban Area Comprehensive Plan** - Walla Walla, WA

education

Master of Urban Planning, State University of New York at Buffalo

Bachelors of Science in Magazine Journalism, Syracuse University

professional associations

American Institute of Certified Planners

American Planning Association

- Member of the Economic Development Division
- Executive Committee Member of the Upstate NY Chapter of the American Planning Association

AREAS OF EXPERTISE

- BLUEWAYS AND GREENWAYS
- COMPREHENSIVE PLANNING
- DESIGN STANDARDS
- DOWNTOWN DEVELOPMENT
- ECONOMIC DEVELOPMENT
- ENVIRONMENTAL PLANNING
- HERITAGE AND TOURISM
- INFRASTRUCTURE
- INTERPRETIVE PLANNING
- MARKET ANALYSIS
- PARKS AND OPEN SPACE PLANNING
- POLICY PLANNING
- PUBLIC INVOLVEMENT
- RECREATION
- SCENIC BYWAYS
- STREETSCAPES
- TRAILS
- TRANSPORTATION
- URBAN DESIGN
- VISIONING
- WATERFRONTS
- ZONING

YEARS EXPERIENCE: 22

YEARS WITH FIRM: 12



ANDREW SCHRAUTH, RLA

landscape architect

Andrew has valuable skills in the areas of recreation and open space master planning and construction document preparation. Andrew is involved in landscape design from concept through production of final construction documents and specifications. He also serves as construction manager and site supervisor. Andrew completes site inventories and site and data collection. He also prepares cost estimates, working drawings and construction details and specifications. Andrew's versatility extends to work on design standards and comprehensive, blueway and greenway planning. His background in engineering allows him to effectively complete detailed technical design for the most complex projects. He is proficient in a variety of computer software programs, including AutoCAD, ArcView, SketchUp and Photoshop.

select project experience

- **Blueway Trail Development Plan** - Raquette River Corridor, NY
- **Capital Information Centre Plaza** - National Capital Commission, Ottawa, ON
- **Carolina Beach Streetscape Master Plan** - Carolina Beach, NC
- **Center City Zoning and Design Guidelines** - Rochester, NY
- **Fort Erie Wayfinding Study** - Fort Erie, ON
- **Four Rivers Waterfront Access Plan** - Broome County, NY
- **Glenridge Quarry Landfill Rehabilitation** - St. Catharines, ON
- **Greening the City Parks and Recreation Master Plan Update** - Manchester, NH
- **Lincoln Plaza Design & Interpretation** - Peekskill, NY
- **Mohawk River Greenway Corridor Plan** - Oneida County, NY
- **One City One Future Comprehensive Plan** - Monroe, LA
- **Parks and Recreation Master Plan** - Holly Springs, NC
- **Public Realm Design Manual** - Emirate of Abu Dhabi, UAE
- **Scenic Resources Inventory** - Tompkins County, NY
- **Town Master Plan** - Lauderdale-by-the-Sea, FL

education

Master of Landscape Architecture, Cornell University

Bachelor of Science in Engineering, Cornell University

professional associations

Registered Landscape Architect, New York State

AREAS OF EXPERTISE

- BLUEWAYS AND GREENWAYS
- COMPREHENSIVE PLANNING
- DESIGN STANDARDS
- DOWNTOWN DEVELOPMENT
- ECONOMIC DEVELOPMENT
- ENVIRONMENTAL PLANNING
- HERITAGE AND TOURISM
- INFRASTRUCTURE
- INTERPRETIVE PLANNING
- MARKET ANALYSIS
- PARKS AND OPEN SPACE PLANNING
- POLICY PLANNING
- PUBLIC INVOLVEMENT
- RECREATION
- SCENIC BYWAYS
- STREETSCAPES
- TRAILS
- TRANSPORTATION
- URBAN DESIGN
- VISIONING
- WATERFRONTS
- ZONING

YEARS EXPERIENCE: 21

YEARS WITH FIRM: 16

JIM WAGNER, AICP

gis administrator/planner



Jim has expertise in zoning, economic, demographic and quantitative analyses, database management and geographical information systems (GIS) applications. Using a scientific approach to land use analysis, he has developed methodologies for build-out analyses and land-use allocation models and organization of spatial inventories. He uses his mapping skills to effectively communicate existing and potential land use and build out patterns. Jim has a strong understanding of land use patterns, regulations, land-use law and environmental regulations. Jim prepares retail market analyses and market studies to identify the location of potential customers. He uses his research skills to provide support to a diversity of planning projects including comprehensive plans, market studies and zoning and design standards.

select project experience

- **A Sustainable Future, The Stafford Comprehensive Plan** - Stafford County, VA
- **Build-Out Analysis and Comprehensive Plan** - Matanuska-Susitna, AK
- **Center City Zoning and Design Guidelines** - Rochester, NY
- **City of Las Cruces & Doña Ana County Comprehensive Plan** - Las Cruces, NM
- **City of Poughkeepsie Zoning Update** - Poughkeepsie, NY
- **Commercial Area Revitalization Effort (CARE) Area Market Study and Revitalization Strategy** - Buffalo, NY
- **Long Island North Shore Heritage Area Management Plan** - Long Island, NY
- **One City One Future Comprehensive Plan** - Monroe, LA
- **Plan of Conservation and Development** - Cromwell, CT
- **Plan of Conservation and Development** - Enfield, CT
- **Town of Porter Comprehensive Plan and Zoning Update** - Porter, NY
- **Town Zoning Update and Hamlet Design Standards** - DeWitt, NY
- **Township of Pine Comprehensive Master Plan and Zoning Code Update** - Pine, PA
- **Zoning Evaluation and Density Visualizations** - Stafford County, VA

education

Master of Urban Planning, State University of New York at Buffalo

Bachelors of Urban and Regional Planning, Buffalo State College

Associates of Science, Erie Community College

professional associations

American Institute of Certified Planners

American Planning Association

AREAS OF EXPERTISE

- BLUEWAYS AND GREENWAYS
- COMPREHENSIVE PLANNING
- DESIGN STANDARDS
- DOWNTOWN DEVELOPMENT
- ECONOMIC DEVELOPMENT
- ENVIRONMENTAL PLANNING
- HERITAGE AND TOURISM
- INFRASTRUCTURE
- INTERPRETIVE PLANNING
- MARKET ANALYSIS
- PARKS AND OPEN SPACE PLANNING
- POLICY PLANNING
- PUBLIC INVOLVEMENT
- RECREATION
- SCENIC BYWAYS
- STREETSCAPES
- TRAILS
- TRANSPORTATION
- URBAN DESIGN
- VISIONING
- WATERFRONTS
- ZONING

YEARS EXPERIENCE: 14

YEARS WITH FIRM: 12



ALLISON HARRINGTON, AICP, MCIP, RPP

planner/urban designer

Allison has unique urban design and planning knowledge that produces graphically inspired plans and designs. As project manager for communities in the United States, Canada and the United Arab Emirates, Allison has guided projects from initiation to implementation. With a background in architectural studies and experience in an architecture, design-build and construction management firm, Allison is able to clearly communicate community objectives and opportunities through in-depth, high quality presentations and documents. Allison's key expertise is in the development of urban design plans, cultural master plans, waterfront plans, downtown strategic plans and corridor management plans.

select project experience

- **An Urban Design Strategy for a 21st Century Commemorative Space** - National Capital Commission, Ottawa, ON
- **A Waterfront Redevelopment Visioning & Feasibility Study for the Hamlet of Willard** - Romulus, NY
- **Neighbourhood Secondary Plan** - London, ON
- **Carolina Beach Master Development Plan** - Carolina Beach, NC
- **Cultural Master Plan** - Halton Hills, ON
- **Concord Grape Belt Heritage Area Management Plan** - Chautauqua County, NY
- **Destination Blueway: A Waterfront Plan** - Carthage and West Carthage, NY
- **One City One Future Comprehensive Plan** - Monroe, LA
- **Plan for Revitalization** - Port Colborne, ON
- **Public Realm Consistency Report** - Emirate of Abu Dhabi, UAE
- **Public Realm Design Manual** - Emirate of Abu Dhabi, UAE
- **Secondary Plan Area Urban Design Guidelines** - Hamilton, ON
- **Town of Westerly Comprehensive Plan** - Westerly, RI
- **Waterfront Revitalization Plan** - Celoron, NY

education

Master of Urban Planning, State University of New York at Buffalo

Bachelor of Arts in Architectural Studies, Hobart and William Smith Colleges

professional associations

American Institute of Certified Planners

American Planning Association

Canadian Institute of Planners, Member

Ontario Professional Planners Institute, Registered Professional Planner

Journal of Environmental Planning and Management – Former Editorial Assistant

AREAS OF EXPERTISE

- BLUEWAYS AND GREENWAYS
- COMPREHENSIVE PLANNING
- DESIGN STANDARDS
- DOWNTOWN DEVELOPMENT
- ECONOMIC DEVELOPMENT
- ENVIRONMENTAL PLANNING
- HERITAGE AND TOURISM
- INFRASTRUCTURE
- INTERPRETIVE PLANNING
- MARKET ANALYSIS
- PARKS AND OPEN SPACE PLANNING
- POLICY PLANNING
- PUBLIC INVOLVEMENT
- RECREATION
- SCENIC BYWAYS
- STREETSAPES
- TRAILS
- TRANSPORTATION
- URBAN DESIGN
- VISIONING
- WATERFRONTS
- ZONING

YEARS EXPERIENCE: 11

YEARS WITH FIRM: 9

MOLLY VENDURA, RLA, LEED AP

landscape architect



A LEED Accredited Professional and registered landscape architect, Molly offers expertise in environmental planning, landscape architecture and GIS mapping. She has significant experience as both a team member and manager on a variety of projects. Molly has developed expertise in environmental inventory and assessment, master planning, park and playground design, planting design, as well as graphic design and presentation. With her background in engineering and environmental science, Molly approaches projects from a unique perspective: blending scientific principles with creative design to produce projects that are innovative, attractive and functional. Molly develops sustainable, environmentally responsible projects and uses her graphic skills and proficiency with software programs such as AutoCAD, ArcView, Photoshop, Illustrator and SketchUp to communicate ideas effectively.

select project experience

- **Black Rock Canal Park Feasibility Analysis** - Buffalo, NY
- **Capital Information Centre Plaza** - National Capital Commission, Ottawa, ON
- **City of Las Cruces & Doña Ana County Comprehensive Plan** - Las Cruces, NM
- **Concord Grape Belt Heritage Area Management Plan** - Chautauqua County, NY
- **Fort Erie Wayfinding Study** - Fort Erie, ON
- **Four Rivers Waterfront Access Plan** - Broome County, NY
- **Glenridge Quarry Naturalization Area Interpretative Materials** - St. Catharines, ON
- **Greenway Plan for the Mohawk River Corridor** - Oneida County, NY
- **Plan of Conservation and Development** - Enfield, CT
- **Public Realm Design Manual** - Emirate of Abu Dhabi, UAE
- **Seaway Trail Gateway Planning and Design** - Erie County, PA
- **Town Parks Master Plan** - Pendleton, NY
- **Transit Oriented Places** - Durham Region, ON
- **Urban Area Comprehensive Plan** - Walla Walla, WA

education

Master of Landscape Architecture, University of Michigan, Ann Arbor, MI

BS Chemical Engineering, minor Environmental Science, Lafayette College, Easton, PA

professional associations

Registered Landscape Architect, New York State
LEED Accredited Professional, US Green Building Council (USGBC)

American Society of Landscape Architects (ASLA) Certificate of Merit for Excellence in the Study of Landscape Architecture

AREAS OF EXPERTISE

- BLUEWAYS AND GREENWAYS
- COMPREHENSIVE PLANNING
- DESIGN STANDARDS
- DOWNTOWN DEVELOPMENT
- ECONOMIC DEVELOPMENT
- ENVIRONMENTAL PLANNING
- HERITAGE AND TOURISM
- INFRASTRUCTURE
- INTERPRETIVE PLANNING
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- SCENIC BYWAYS
- STREETSCAPES
- TRAILS
- TRANSPORTATION
- URBAN DESIGN
- VISIONING
- WATERFRONTS
- ZONING

YEARS EXPERIENCE: 18

YEARS WITH FIRM: 6

DANIEL LEONARD, AICP

planner



Dan comes from a non-profit neighborhood planning and revitalization organization, and brings with him a specialization in mixed-use development and small business vitality including streetscape improvement projects, design standards and neighborhood organization initiatives. Dan's work with peter j. smith & company focuses on community planning and revitalization, considering land use, the built environment, development patterns, economy, recreation and overall quality of life. Dan works to engage the public throughout the planning process. He has developed an understanding of state and federal environmental review regulations. Dan uses his technical skills in Photoshop, Illustrator, InDesign, SketchUp and GIS to prepare graphic presentations and design project documents.

select project experience

- **Black Rock Canal Park Feasibility Study** - Buffalo, NY
- **Brownfield Opportunity Area (BOA) Step 2 Nomination** - Erwin, Painted Post, Riverside, NY
- **Buffalo Riverfront Commercial Revitalization Plan** - Buffalo, NY
- **Burdett & Odessa Commercial District Improvement Plans** - Schuyler County, NY
- **Comprehensive Plan & Zoning Code Update** - West Bloomfield, NY
- **Downtown Vision & Development Strategy** - Glens Falls, NY
- **Economic Development Plan** - Bath, NY
- **Four Rivers Waterfront Access Plan** - Broome County, NY
- **I-86/I-99 Corridor Economic Development Blueprint** - Corning, NY
- **Lake Erie Beach Neighborhood Revitalization Plan** - Evans, NY
- **Market District Transit Oriented Development (TOD) & Wayfinding Plan** - Cleveland, OH
- **Plan of Conservation & Development** - Enfield, CT
- **Public Realm Design Manual** - Emirate of Abu Dhabi, UAE
- **Seneca Nation District Development Plans** - Cattaraugus County, NY
- **Town of New Paltz Comprehensive Plan** - New Paltz, NY

education

Master of Urban Planning, State University of New York at Buffalo

Bachelor of Arts in Urban Studies and Political Science, Canisius College

professional associations

American Institute of Certified Planners

American Planning Association
- Board of Directors of the WNY Section of the Upstate NY Chapter of the American Planning Association

AREAS OF EXPERTISE

- BLUEWAYS AND GREENWAYS
- COMPREHENSIVE PLANNING
- DESIGN STANDARDS
- DOWNTOWN DEVELOPMENT
- ECONOMIC DEVELOPMENT
- ENVIRONMENTAL PLANNING
- HERITAGE AND TOURISM
- INFRASTRUCTURE
- INTERPRETIVE PLANNING
- MARKET ANALYSIS
- PARKS AND OPEN SPACE PLANNING
- POLICY PLANNING
- PUBLIC INVOLVEMENT
- RECREATION
- SCENIC BYWAYS
- STREETSAPES
- TRAILS
- TRANSPORTATION
- URBAN DESIGN
- VISIONING
- WATERFRONTS
- ZONING

YEARS EXPERIENCE: 7

YEARS WITH FIRM: 5

WENDY GOWEN, BS

researcher/administrator



Wendy is responsible for administration and project coordination, utilizing her experience and background in the fields of hospitality and business management. Wendy brings to the company unique skills and training, including experience in hotel, restaurant and retail management. Wendy's experience in special event organization and planning, combined with her ability to work with people, complements the company's public outreach programs. Wendy has worked with both the Hyatt and Hilton Hotel Corporations in South Florida as well as in sales and special events management in Newport, RI. More recently, Wendy has coordinated statewide conferences for the planning and landscape architecture professional organizations and volunteers her time in her local school district on public outreach and event planning.

select project experience

- **Build-Out Analysis and Comprehensive Plan** - Matanuska-Susitna, AK
- **City of Las Cruces & Doña Ana County Comprehensive Plan** - Las Cruces, NM
- **Commercial Area Revitalization Effort (CARE) Area Market Study and Revitalization Strategy** - Buffalo, NY
- **Comprehensive Master Plan and Zoning Code Update** - Pine, PA
- **Erie Canalway Trail** - Erie County, NY
- **Local Waterfront Revitalization Program (LWRP)** - Binghamton, NY
- **Local Waterfront Revitalization Program (LWRP)** - Yonkers, NY
- **Long Island North Shore Heritage Area Management Plan** - Long Island, NY
- **One City One Future Comprehensive Plan** - Monroe, LA
- **Public Realm Consistency Report** - Emirate of Abu Dhabi, UAE
- **Public Realm Design Manual** - Emirate of Abu Dhabi, UAE
- **Seaway Trail Corridor Inventory and Assessment** - NY
- **Seaway Trail National Scenic Byway Corridor Management Plan** - Erie County, PA
- **Town Master Plan** - Lauderdale-by-the-Sea, FL

education

Bachelor of Science, School of Hotel Administration, Cornell University

American Institute of Foreign Studies, Richmond College, London, England

professional associations

Notary Public, New York State

AREAS OF EXPERTISE

- BLUEWAYS AND GREENWAYS
- COMPREHENSIVE PLANNING
- DESIGN STANDARDS
- DOWNTOWN DEVELOPMENT
- ECONOMIC DEVELOPMENT
- ENVIRONMENTAL PLANNING
- HERITAGE AND TOURISM
- INFRASTRUCTURE
- INTERPRETIVE PLANNING
- MARKET ANALYSIS
- PARKS AND OPEN SPACE PLANNING
- POLICY PLANNING
- PUBLIC INVOLVEMENT
- RECREATION
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- STREETSCAPES
- TRAILS
- TRANSPORTATION
- URBAN DESIGN
- VISIONING
- WATERFRONTS
- ZONING

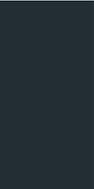
YEARS EXPERIENCE: 23

YEARS WITH FIRM: 10

peter j. smith & company, inc.

Appendix

peter j, smith & company, inc. sample projects

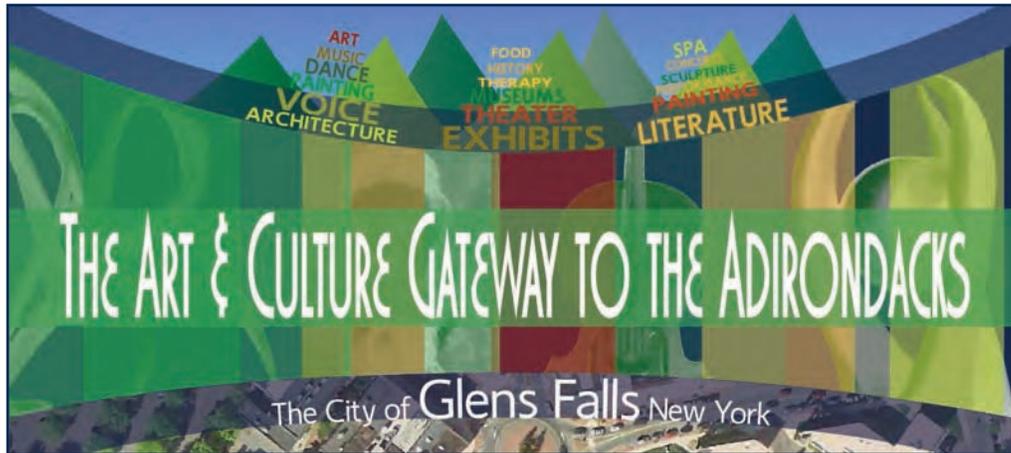


DOWNTOWN VISION & DEVELOPMENT STRATEGY

Glens Falls, NY

APPLIED EXPERTISE

- Design Standards
- Downtown Development
- Heritage & Tourism
- Market Analysis
- Public Involvement
- Transportation
- Urban Design
- Visioning



Glens Falls, a small city on the northern fringe of New York's Capital Region, serves as a gateway to the Adirondack Mountains. The city lays claim to Cooper's Cave, made famous by James Fenimore Cooper in *The Last of the Mohicans*. While the city is still the base for a number of industries including paper and medical equipment, it has experienced a loss of manufacturing employment and economic restructuring as a result. The historic downtown is largely intact and has a pleasing walkable scale, but there are many vacant and underutilized buildings.

Downtown Cultural Resources



CULTURAL & CIVIC ANCHORS



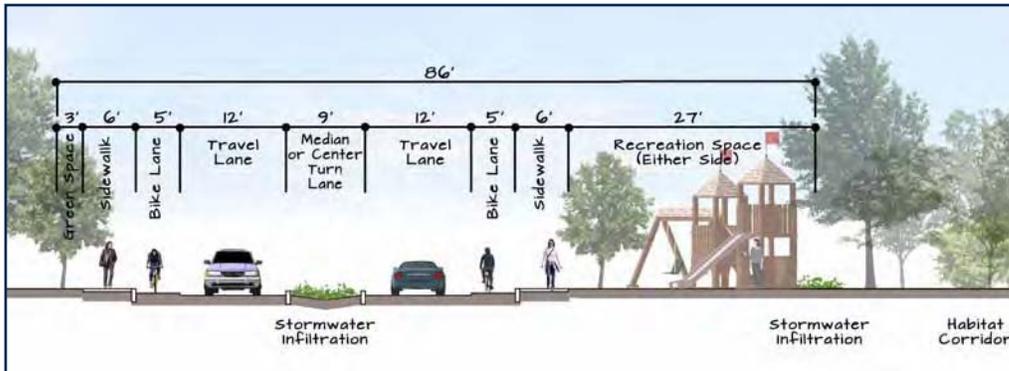
The city engaged peter j. smith & company, inc., to prepare a Downtown Vision and Development Strategy. The objective of study is to provide a more equitable and economically vibrant downtown by creating investment opportunities, providing workforce housing integrated with current and future modes of transportation and developing Glens Falls' thriving arts and culture scene into a destination for visitors and tourists. The study is funded by a HUD Community Challenge Grant. Public outreach techniques include focus groups and community workshops as well as an on-line presence through a special project website and social media.

EUCLID AVENUE CORRIDOR REVITALIZATION STRATEGY

Euclid, OH

APPLIED EXPERTISE

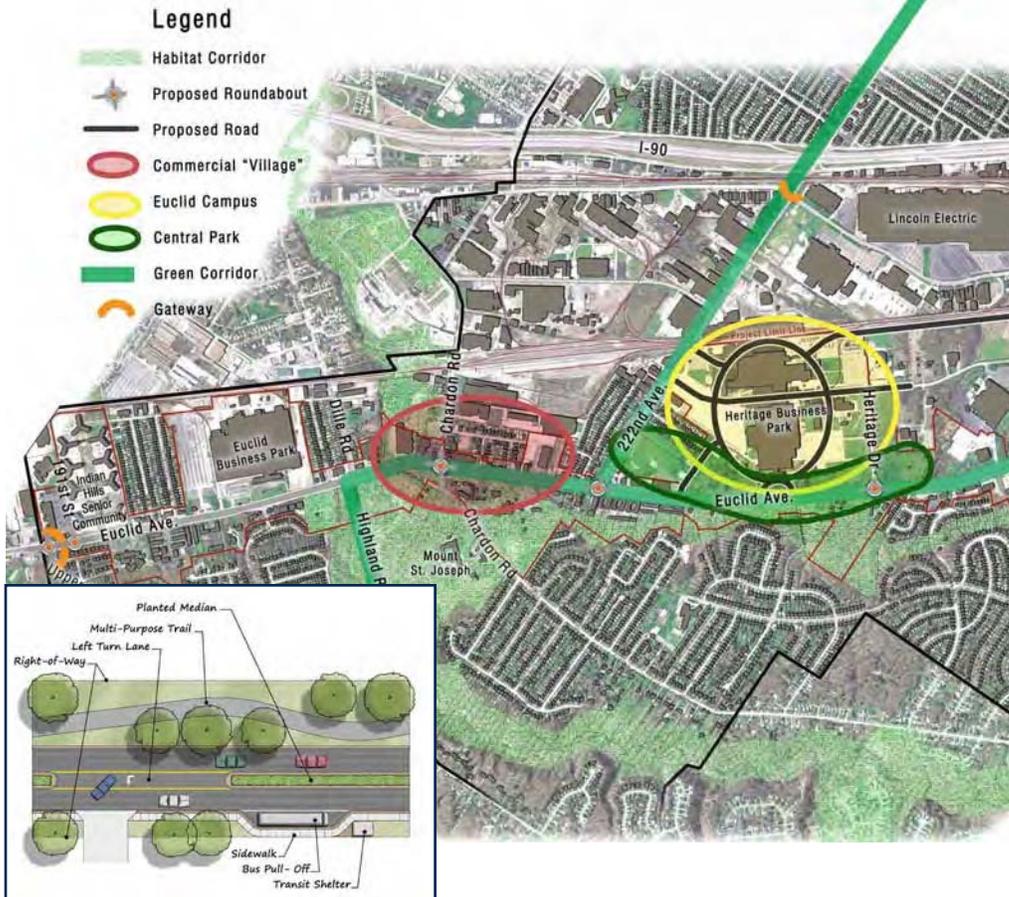
- Design Standards
- Economic Development
- Market Analysis
- Public Involvement
- Streetscapes
- Transportation
- Urban Design



US Route 20, Euclid Avenue, was once the primary east-west connection linking Buffalo with Cleveland. Changing land use and travel patterns have negatively impacted the corridor since its heyday.

The plan develops a new “Main Street” and “Downtown Campus” for the City of Euclid. The main street is a four mile recreationway that envisages removing vehicle lanes and developing a linear park for the entire length of Euclid Avenue. The downtown campus is defined by mixed and civic uses and framed in the context of three urban villages offering regional and local services. Physical and visual connections between neighborhoods, commercial areas, schools, parks and greenways are improved supporting a complimentary health impact assessment. The report includes design guidelines and specific recommendations for transportation-related improvements as well as build-out and redevelopment scenarios promoting healthy communities and energy conservation.

Schematic Concept Plan



TRANSIT ORIENTED PLACES

Durham Region, ON

APPLIED EXPERTISE

- *Design Standards*
- *Policy Planning*
- *Streetscapes*
- *Transportation*
- *Urban Design*



The Transit Oriented Places study reinforces the long-term strategy for transit system development in the Durham Region. The study explores and demonstrates how the opportunities to create a Transit Oriented Place can be captured by developing urban design plans that integrate transit supportive mixed uses and multi-modal nodes. The form and function of each node was defined, enhancing linkages and connectivity to the transit system. Core planning principles, guiding policies and urban design guidelines provide a framework for implementing the design plan. A series of three-dimensional photo simulations helped to provide a basis upon which to evaluate alternative scenarios. The study demonstrates how Transit Oriented Places can be designed to enhance the public realm and support a diversity of urban uses and activities.



GATEWAY HISTORIC CANAL DISTRICT REVITALIZATION STRATEGY

Utica, NY

APPLIED EXPERTISE

- *Design Standards*
- *Economic Development*
- *Heritage & Tourism*
- *Public Involvement*
- *Urban Design*
- *Zoning*



The Revitalization Strategy completed for the City of Utica recently resulted in a \$2.5 million grant from New York State to begin implementation of the Master Plan prepared by peter j. smith & company, inc. The study began with a detailed inventory that included utilities and infrastructure, a structural building inventory, a design-based building inventory, historical and archeological assessment and a general land use / zoning review. The plan also included a detailed market analysis that, when considered in conjunction with the physical inventory, resulted in four potential land use plans. A preferred scenario was identified and developed into a more detailed concept and master plan with design guidelines and designated site improvement. A funding and implementation plan was prepared to help guide the City in turning study into a reality.

AWARDS:

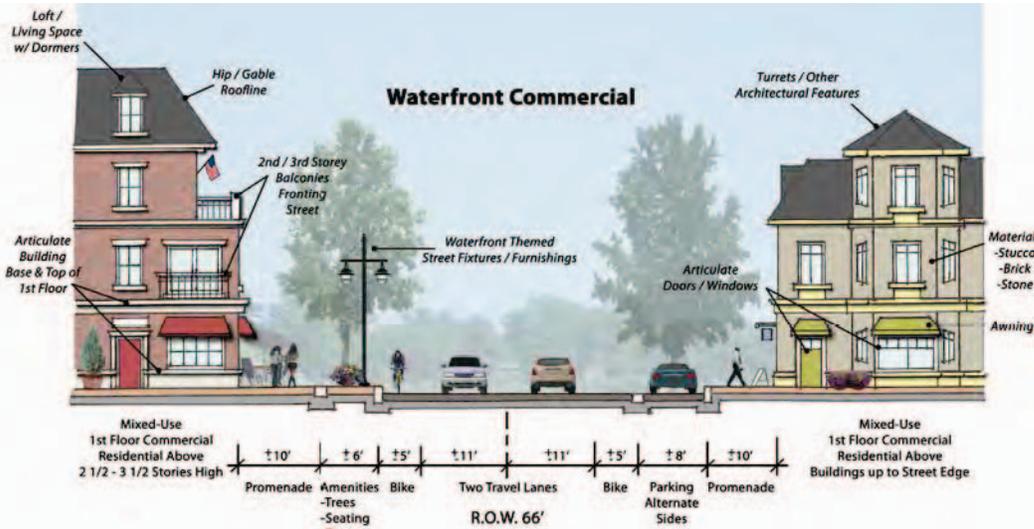
2003 Honor Award, NY Upstate Chapter of the American Society of Landscape Architects

COMMERCIAL REVITALIZATION PLAN

Perry Choice Neighborhood - Buffalo, NY

APPLIED EXPERTISE

- Economic Development
- Market Analysis
- Public Involvement
- Streetscapes
- Urban Design



The Perry Choice Neighborhood was part of Buffalo's First Ward, one of the city's original neighborhoods. Just before World War II, the Perry Choice had fallen on hard times and was razed for construction of the Commodore Perry Homes, an example of early public housing in America. Economic restructuring has left the neighborhood's anchoring corridors, once bustling South Park Avenue and Perry Street, behind.

The Buffalo Municipal Housing Authority retained peter j. smith & company, inc., to create a commercial revitalization plan for Perry Street and South Park Avenue. A comprehensive market analysis and unique physical improvement plan stimulate the commercial rebirth of the neighborhood through re-establishment of South Park Avenue as a retail corridor connecting to Buffalo's downtown, serving basic needs of local residents and those of visitors to nearby signature attractions. A step-by-step implementation strategy defines an aggressive yet realistic plan for the neighborhood's growth over the next five years.

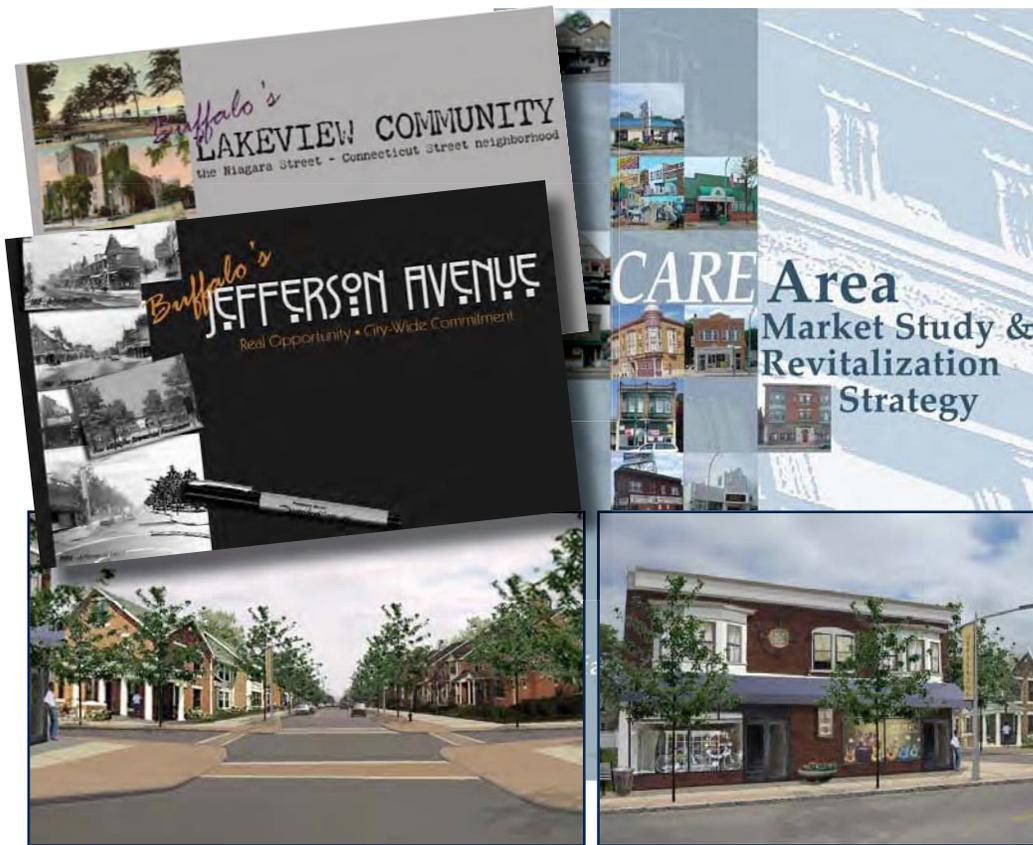


CARE AREA MARKET STUDY & REVITALIZATION STRATEGY

Buffalo, NY

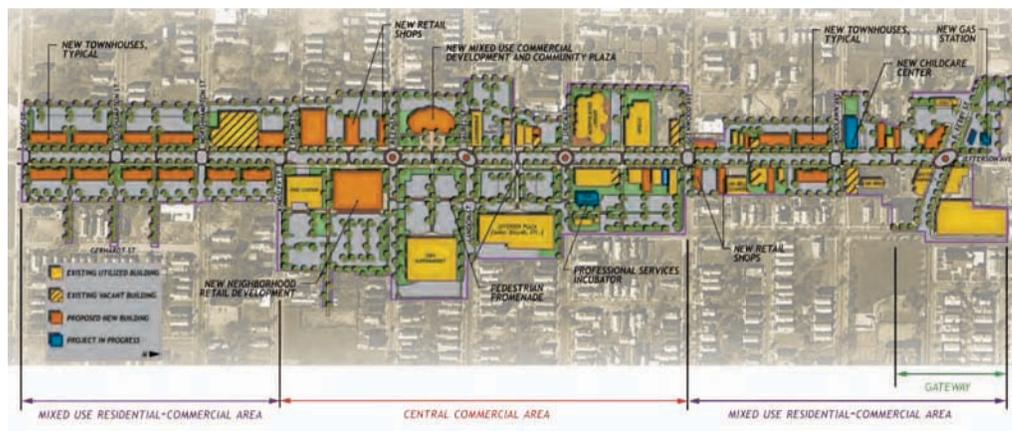
APPLIED EXPERTISE

- Economic Development
- Market Analysis
- Public Involvement
- Streetscapes
- Urban Design



The Buffalo Economic Renaissance Corp. engaged us to help it define a strategy to direct its commercial and community revitalization investments in declining inner-city retail neighborhoods. The result, the Commercial Area Revitalization Effort (CARE) plan, is a comprehensive “business plan” for the neighborhoods. We developed market and urban design strategies for each neighborhood, treating each as an urban mall with anchors and destinations, considering streetscape and façade priorities.

Our landscape architects analyzed each neighborhood to develop design solutions for neighborhood streetscapes. Planners gathered data from a variety of sources including consumer expenditure data, demographic analyses, resident and commuter surveys, public meetings and site visits. Analyzing and processing this data enabled our team to establish a portrait of market opportunity for each neighborhood. Implementing their business plans helps each neighborhood develop its own identity and capture its unique market niche. Since the CARE Area program’s inception, more than 150 projects have been funded with an overall investment of \$1.7 million creating or retaining almost 700 jobs.

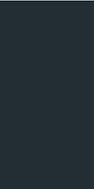


AWARDS:

2007 Award for Best Practice, NY Upstate Chapter of the American Planning Association

Appendix

peter j, smith & company, inc. recent awards



AWARDS & RECOGNITIONS

2012

- 1. Ohio City Vision: Inter-modal Urban Design & Wayfinding Plan for the Market District**
Outstanding Planning Award for Innovation for Sustaining Places, WNY Section of the Upstate Chapter of the American Planning Association
- 2. Ohio City Vision: Inter-modal Urban Design & Wayfinding Plan for the Market District**
Planning Excellence Award for Sustaining Places, Upstate NY Chapter of the American Planning Association
- 3. Ohio City Vision: Inter-modal Urban Design & Wayfinding Plan for the Market District**
Merit Award - Planning & Analysis, NY Upstate Chapter of the American Society of Landscape Architects
- 4. Pine Lawn Cemetery Eco-Art Garden Cremation Center**
Merit Award - Planning & Analysis, NY Upstate Chapter of the American Society of Landscape Architect

2011

- 1. Abu Dhabi Public Realm Design Manual, Emirate of Abu Dhabi, UAE**
First Prize Award for Excellence in the Category of District Planning / Urban Design, International Society of City and Regional Planners (ISOCARP)
- 2. Abu Dhabi Public Realm Design Manual, Emirate of Abu Dhabi, UAE**
Honorable Mention for Urban Design, Canadian Institute of Planners
- 3. Black Rock Canal Park Feasibility Analysis, Buffalo, NY**
Implementation, WNY Section of the Upstate NY Chapter of the American Planning Association
- 4. Four Rivers Waterfront Access Plan, Broome County, NY**
Honor Award of Excellence - Planning & Analysis, NY Upstate Chapter of the American Society of Landscape Architects
- 5. Lake Erie Concord Grape Belt Heritage Area Management Plan, Chautauqua County, NY**
Planning Excellence Award - Grassroots Initiative, Upstate NY Chapter of the American Planning Association
- 6. Lake Erie Concord Grape Belt Heritage Area Management Plan, Chautauqua County, NY**
Merit Award of Achievement - Research, Historic Preservation & Communication, NY Upstate Chapter of the American Society of Landscape Architects
- 7. Lake Erie Concord Grape Belt Heritage Area Management Plan, Chautauqua County, NY**
Best Practice, WNY Section of the Upstate NY Chapter of the American Planning Association
- 8. Lincoln Plaza Design & Interpretation, Peekskill, NY**
Merit Award of Achievement - Unbuilt Design, NY Upstate Chapter of the American Society of Landscape Architects

2010

1. **Experiencing it All from Mountain to Valley, Blueway Trail Development Plan, Raquette River Corridor, NY**
Planning Excellence Award - Grassroots Initiative, Upstate NY Chapter of the American Planning Association
2. **Experiencing it All from Mountain to Valley, Blueway Trail Development Plan, Raquette River Corridor, NY**
Merit Award, NY Upstate Chapter of the American Society of Landscape Architects
3. **Experiencing it All from Mountain to Valley, Blueway Trail Development Plan, Raquette River Corridor, NY**
Best Practice, WNY Section of the Upstate NY Chapter of the American Planning Association
4. **Urban Strategy for a 21st Century Commemorative Space, National Capital Commission, Ottawa, ON**
Best Practice, WNY Section of the Upstate NY Chapter of the American Planning Association

2009

1. **Carolina Beach CBD Streetscape Design Development Study, Carolina Beach, NC**
Merit Award for Unbuilt Design, NY Upstate Chapter, American Society of Landscape Architects
2. **Destination Blueway: A Waterfront Plan, Villages of Carthage and West Carthage, NY**
Honor Award of Excellence, NY Upstate Chapter, American Society of Landscape Architects
3. **Destination Blueway: A Waterfront Plan, Villages of Carthage and West Carthage, NY**
Planning Excellence Award – Waterfront, WNY Section of the Upstate NY Chapter of the American Planning Association
4. **One City, One Future, Comprehensive Plan, Monroe, LA**
Outstanding Planning Award for Comprehensive Plan, Louisiana Chapter of the American Planning Association
5. **Path to a Community Waterfront: A Waterfront Redevelopment Visioning and Feasibility Study for the Hamlet of Willard, Romulus, NY**
Planning Excellence Award – Grassroots Initiative, WNY Section of the Upstate NY Chapter of the American Planning Association
6. **Walla Walla Urban Area Comprehensive Plan, Walla Walla, WA**
Comprehensive Plan Award – Honorable Mention, Washington State Chapter of the American Planning Association and Planning Association of Washington
7. **Walla Walla Urban Area Comprehensive Plan, Walla Walla, WA**
Washington State Governor's Smart Communities Award

2008

1. **Carolina Beach Master Development Plan, Carolina Beach, NC**
Merit Award for Unbuilt Design, NY Upstate Chapter of the American Society of Landscape Architects
2. **Carolina Beach Master Development Plan, Carolina Beach, NC**
Best Practice, WNY Section of the Upstate NY Chapter of the American Planning Association
3. **Energizing Niagara's Wine Country Communities, Niagara Region, ON**
Excellence in Planning Award for a Planning Study or Report, Ontario Professional Planners Institute
4. **Energizing Niagara's Wine Country Communities, Niagara Region, ON**
Honorable Mention, Canadian institute of Planners

5. **Seaway Trail National Scenic Byway Corridor Management Plan, Erie County, PA**
Regional Planning, WNY Section of the Upstate NY Chapter of the American Planning Association
6. **Strengthening New Hartford's Neighborhoods, Comprehensive Plan Update, Town of New Hartford, NY**
Honorable Mention – Comprehensive Planning, Upstate NY Chapter of the American Planning Association

2007

1. **CARE Area Market Study & Revitalization Strategy, Buffalo, NY**
Award for Best Practice, NY Upstate Chapter of the American Planning Association
2. **Energizing Niagara's Wine Country Communities, Niagara Region, ON**
Director's Choice Award, WNY Section of the Upstate NY Chapter of the American Planning Association
3. **Energizing Niagara's Wine Country Communities, Niagara Region, ON**
Award, International Economic Development Council (IEDC)
4. **Energizing Niagara's Wine Country Communities, Niagara Region, ON**
Award, Economic Developers Council of Ontario (EDCO)
5. **Scenic Resource Inventory, Tompkins County, NY**
Merit Award of Achievement in Research, Historic Preservation and Communication, Upstate NY Chapter of the American Society of Landscape Architects
6. **Wet, Still & Wild – A Blueway Trail Development Plan, Black River Corridor, NY**
Planning Excellence Award – Grassroots Initiative, WNY Section of the Upstate NY Chapter of the American Planning Association

2006

1. **Greening the City – Parks and Recreation Master Plan Update, Manchester, NH**
Merit Award, NY Upstate Chapter of the American Society of Landscape Architects
2. **Long Island North Shore Heritage Area Management Plan, Long Island, NY**
Merit Award, NY Upstate, American Society of Landscape Architects

2005

1. **Glenridge Quarry Naturalization Site, Niagara Region, ON**
First Place, International Awards for Livable Communities, La Coruna, Spain
2. **Glenridge Quarry Naturalization Site, Niagara Region, ON**
Project of the Year Award, Ontario Public Works Association
3. **Glenridge Quarry Naturalization Site, Niagara Region, ON**
Merit Award, NY Upstate Chapter of the American Society of Landscape Architects

2004

1. **Central Avenue Streetscape, Lancaster, NY**
Planning Excellence Award – Implementation, NY Upstate Chapter of the American Planning Association
2. **Central Avenue Streetscape, Lancaster, NY**
Main Street USA Award, NY Conference of Mayors
3. **Niagara Enviro-Centre Project, Niagara Region, ON**
Project of the Year, Ontario Public Works Association
4. **Waterfront Master Plan, Tarrytown, NY**
Honor Award, NY Upstate Chapter of the American Society of Landscape Architects

2003

1. **Center City Design Standards, Rochester, NY**
Honor Award, NY Upstate Chapter of the American Society of Landscape Architects
2. **Destination for the Ages, Comprehensive Plan, Pittsford, NY**
Urban Design Citation of Merit, Rochester Chapter of the American Institute of Architects,
3. **Gateway Historic Canal District Revitalization Plan, Utica, NY**
Honor Award, NY Upstate Chapter of the American Society of Landscape Architects
4. **Glenridge Quarry Naturalization Site, Niagara Region, ON**
Planning Excellence Award – Parks and Public Lands, Upstate NY Chapter of the American Planning Association

2002

1. **Center City Design Standards, Rochester, NY**
Planning Excellence Award – Planning Tool, NY Upstate Chapter of the American Planning Association
2. **Combined Comprehensive Plan, Town of Newstead / Village of Akron, NY**
Outstanding Planning Project – Comprehensive Planning, WNY Section of the Upstate NY Chapter of the American Planning Association
3. **Smart Growth for the Niagara Region**
Smart Growth and Sustainable Planning, American Society of Consulting Planners

2001

1. **Pine Hill / Schiller Park Revitalization Study, Buffalo, NY**
Outstanding Planning Project – Planning Implementation, WNY Section of the Upstate NY Chapter of the American Planning Association
2. **Pine Hill / Schiller Park Revitalization Study, Buffalo, NY**
Outstanding Planning Project – Planning Implementation, Upstate NY Chapter of the American Planning Association
3. **Scenic Byway Nomination, Cayuga Lake, NY**
Merit Award, NY Upstate Chapter of the American Society of Landscape Architects
4. **Stanley Makowski Early Childhood Center, Buffalo, NY**
Honor Award, NY Upstate Chapter of the American Society of Landscape Architects

2000

1. **Creekside Village Feasibility Study, Fredonia, NY**
Outstanding Planning Project – Implementation, WNY Section of the Upstate NY Chapter of the American Planning Association
2. **Creekside Village Feasibility Study, Fredonia, NY**
Outstanding Planning Project – Implementation, Upstate NY Chapter of the American Planning Association
3. **Scenic Byway Nomination, Cayuga Lake, NY**
Honorable Mention, Comprehensive Planning, Upstate NY Chapter of the American Planning Association

Appendix

VN Engineers, Inc. resumes



Robert S. Gomez, P.E.

Project Title:
Project Manager

Mr. Gomez has 26 years of experience in transportation engineering. He has extensive familiarity with design standards, procedures, practices, and guidelines. He also has considerable knowledge in a wide variety of roadway and CADD software including MicroStation, Geopak and InRoads. As a project manager, he takes a hands-on approach to project management and is involved in all phases of roadway design.

Education:
BS / 1994
Civil Engineering
Florida International
University;
Miami, Florida

Experience:

**Years of
Experience:**
26

Hartford – New Britain Bus Rapid Transit (BRT): Project Manager for a 2.5-mile section of a new BRT contained within the Amtrak rail corridor in Hartford Connecticut. The project entails design of a new two-lane BRT facility including drainage design, permit coordination, public involvement, signalization, lighting design, four new bridges and multiple retaining walls. Project included the development of the signing and marking plans for the project.

Years with VN:
4

**Professional
Registrations:**
Professional Engineer
1999 FL
2004 GA
2004 CT
2007 NY
2009 MA
2010 RI

Flatbush Avenue, West Hartford/ Hartford, CT: Project Manager for the design of the reconstruction of Flatbush Avenue over the Busway and Amtrak Railroad. Design services include: Full horizontal and vertical design for the proposed realignment using InRoads. The project also included survey and utility coordination, roadway design, property acquisition coordination, environmental and railroad permitting, drainage design and public involvement.

**Professional
Affiliations:**

The Past president of
American Society of
Highway Engineers

Secretary
Connecticut Society
of Civil Engineers

Replacement of Laurel Ave. Bridge No. 397 Design Build, Coventry RI. Project Manager. Responsible for the QA/QC of the design roadway layout (Horizontal & Vertical), stormwater management, signing & pavement markings and the Transportation Management Plan (detour plans). Other duties include the QA/QC of grading & utility layout plans, Stormwater Pollution Prevention Plan (SWPPP) and the overseeing of the utility coordination. Also, reviewed design plans, specifications and construction cost estimates.

Church of God Seventh Day, Greenacres, FL. Project Manager for the design of the drainage, signing and pavement marking, and site work for this land development project. Design includes all calculations, utility coordination and permit coordination for the project.

Atlantic Villas, Pompano Beach, FL. Project Manager for all aspects of the site design for a four family residential development. The design included water and sewer design, site drainage, paving and grading, utility coordination and permitting.



Robert S. Gomez, P.E.

SR A1A, from Southern Blvd to Royal Palm Way, Palm Beach County, Florida. Project Manager for the design of a two-lane typical section, 3R project including drainage improvements and safety upgrades. Project included signalization and lighting replacements and resurfacing a bifurcated four-lane downtown area. This project included the development of a Public Involvement Plan and two public meetings.

Orange Avenue (SR 68), from N 32nd Street to 13th Street, St. Lucie County, Florida. Project Manager for the design of a five-lane typical section, 3R project including drainage improvements and the replacement of three mast arm signalized intersections and lighting throughout the project. This project included the development of a Public Involvement Plan and two public meetings.

Biscayne Boulevard from NE 87th Street to NE 121th Street; Miami, Florida. Design Manager for a Florida Department of Transportation (FDOT) District VI reconstruction project. The project included the design a new four-lane divided section. Responsible for the drainage calculations based on the FDOT District 6 method of exfiltration trench design using adICPR (Advanced Interconnected Pond Routing) software. This project also included a substantial public involvement campaign with multiple meetings.

Districtwide Plans Review, FDOT District IV. Project manager of a broad scoped contract to perform multiple plan reviews and miscellaneous design services for the Final Plans section in the District.

I-275 Resurfacing; Pinellas County, Florida. Project Engineer responsible for RRR design and plan production for a 4.4 mile interstate roadway, which included resurfacing all rest area, access and ramps. The project also included toll plaza coordination, signing and marking plans and guardrail and fence replacement in addition to the standard roadway re-surfing items.

Constructability / Biddability Plans Review, FDOT, District IV. Project Engineer for a task order based plan review project. Included review of all facets of roadway design projects with a special focus on construction issues.

Pearl Lake Road, Waterbury, Connecticut. Design Manager overseeing the design of the reconstruction of Pearl Lake Road, a two-lane urban collector roadway through a residential neighborhood. The ½-mile long project includes: topographic survey, right-of-way mapping, environmental permit preparation, utility coordination, public involvement, drainage design, roadway design, and contract document preparation.

SR-A1A, Ernest Lyons Bridge Design Build RFP & Criteria Package, FDOT District IV; Martin County, Florida. The Ernest F. Lyons Bridge Replacement project included the preliminary design of a mile long concrete segmental bridge and associated roadways. The project included an extensive public involvement with the formation of a Corridor Design Committee. This project included drainage design and permit coordination.



Michael Dion, P.E., PTOE

Project Title:
Traffic Engineer

Mr. Dion is a registered Professional Engineer and Professional Traffic Operations Engineer with more than 14 years of experience in the field of Traffic Engineering/Transportation Planning. He has extensive familiarity with traffic impact studies, procedures, practices and guidelines. Mike has worked on dozens of traffic impact studies in Connecticut. This experience includes traffic impact studies, corridor studies, capacity/level of service analyses, safety/crash analyses, traffic simulation modeling, traffic signal designs, coordinated signal system designs, roundabout designs, pavement marking design and signing design. Mr. Dion has broad knowledge of most traffic analysis tools including SYNCHRO 7.0, the Highway Capacity Software (HCS+), RODEL, TSDWIN, Highway Safety Analysis Software 3.0 (HSA), ITE Trip Generation Manual, MUTCD and Simtraffic.

Education:
Bachelor of Science,
Civil Engineering
University of Rhode
Island

**Years of
Experience:**
14

Experience:

Years with VN:
14

Project Engineer for the Norwich Intermodal Transportation Center, Norwich, CT. VN Engineers, Inc. conducted the traffic analysis required for the Connecticut State Traffic Commission (STC) and Norwich Town approval of the Norwich Intermodal Transportation Center. Original plans for the center proposed the construction of a 223-space parking garage on Hollyhock Island in Norwich. VN Engineers prepared a report for the STC and Norwich Town Council to support the approval and permitting process. The report included an investigation of existing conditions for the study area, the estimation of site trip generation, and traffic impact analyses at 15 intersections utilizing SYNCHRO 7.0 and SimTraffic software. Safety analyses at six locations were performed, including a review of crash data and an assessment of sight distances. The traffic report documented all stages of the study and provided recommendations for “off-site” operational and safety improvements.

**Professional
Registrations:**
Professional Engineer
2006 Connecticut
2010 Florida
Professional Traffic
Operations Engineer

Project Engineer for the Risdon Street Development, Naugatuck, CT. The Risdon Street Development Site is a 12.5-acre parcel of undeveloped land in the Town of Naugatuck, Connecticut. VN Engineers developed preliminary site plans for an 80,000 square foot retail building which included a 625 space parking lot. VN Engineers prepared a report for the Naugatuck Town Council in support the approval and permitting process. The report included the estimation of site trip generation and traffic impact analyses at ten intersections utilizing SYNCRHO 6.0 and SimTraffic software. Safety analyses at ten locations were performed, including a review of crash data. The traffic report documented all stages of the study and provided recommendations for “off-site” operational and safety improvements.

**Professional
Affiliations:**
Institute of
Transportation
Engineers

Former President of
Institute of
Transportation
Engineers
Connecticut Chapter

Project Engineer for the Route 305 Corridor Study, Bloomfield and Windsor, CT. Performed traffic analysis of 12 intersections utilizing SYNCHRO (Version 6, Build 614) traffic signal coordination software. Calibrated traffic flows and queue lengths for presentation utilizing SimTraffic (Version 6, Build 614) Traffic Signal Simulation Software.



Michael Dion, P.E., PTOE

Project Engineer for the design of re-location of Route 72, Bristol, Connecticut. Preliminary engineering traffic analysis of nine intersections, utilizing HCS and Synchro traffic signal software. Prepared preliminary traffic signal design plans. The project also included preliminary design of illumination, including design calculations and conceptual plans.

Montowese Avenue Traffic Management Plan, North Haven, CT. Project Engineer for the Traffic Management Study along Montowese Avenue in North Haven, CT. Studied traffic calming measures at several intersections along Montowese Avenue including; roundabouts (teardrop and circular), traffic signal improvements, signalization, speed tables, bump-outs, geometric improvements, grading and landscaping improvements. Presented findings at two public hearings.

Project Engineer for the Design of the I-84 Interchange 5, 6 and 11 Improvements, Danbury and Newtown, CT. Responsible for Operational Analysis and Capacity Analysis for six signalized intersections and three unsignalized intersections using SYNCHRO and Highway Capacity software. Collected Accident data and summarized in collision diagrams. Prepared warrant analysis for four intersections. Prepared PE report outlining improvements addressing safety and operations to I-84 and the route 34 and route 25 intersection including acceleration lanes, deceleration lanes, taper lengths and the need for turning lanes. Design of three traffic signals and traffic signal improvements for four signalized intersections including quantities and special provisions. Prepare preliminary and final ground mounted and overhead signing plans, including guide signs regulatory signs and warning signs as well as any other signs, ramps and local streets.

Project Engineer for the Route 5 Corridor Study, Oneida, NY. Performed accident analysis for five intersections and the study corridor for eight alternatives. Conducted Safety Benefit Analysis for each of the eight alternatives. Conducted traffic signal warrant analyses at three intersections.

Project Engineer for the Route 12B Safety Improvement Study, Madison and Oneida Counties, NY. Performed traffic analysis for fourteen signalized and unsignalized intersections as well as 4 arterial analysis utilizing HCS+ (Version 5.4) software. Performed accident analysis for entire 12 mile corridor. Assisted in the preparation of detailed report evaluating the transportation safety concerns, probable causes and recommended solutions along the Route 12B corridor

Project Engineer for the Preliminary and Final Design for The Reconstruction of I-84, Waterbury, CT. Responsible for Operational Analysis and Capacity Analysis of nine intersections utilizing SYNCHRO traffic signal coordination software. Designed seven traffic signal system plans, temporary illumination design plans and design of permanent illumination for all expressways, ramps and local roadways. Pavement marking and signing design for all expressways, ramps and local roadways within the project limits.

Project Engineer for the Main Street Traffic Signal Improvements, East Haven, CT. Performed traffic analysis of five interconnected intersections utilizing SYNCHRO (Version 6, Build 614) traffic signal coordination software.



Kaethe V. Podgorski, P.E., PTOE

Project Title:
Project Engineer

Ms. Podgorski has over 12 years of experience in the analysis and design of traffic, transportation, and civil improvement projects. She has considerable experience in corridor and subarea planning studies, micro-level operations analysis, safety studies, traffic design, traffic control planning, and data collection and analysis. Ms. Podgorski has worked with a number of clients in several states, including DOTs, Counties, Cities, and Toll Authorities.

Education:
BS / 2000
Civil Engineering
Tufts University;
Medford, MA

MS / 2004
Civil Engineering
University of Texas,
Austin, TX

**Years of
Experience:**

12

Years with VN:

4

**Professional
Registrations:**
Professional Engineer
2006 Texas
2008 Oklahoma
2009 Connecticut

Professional Traffic
Operations Engineer
2007

**Professional
Affiliations:**
Institute of
Transportation
Engineers

WTS

Experience:

Bicycle-Pedestrian Safety Corridors Study, SWRPA Region. Task leader for a study to assess existing conditions and provide recommendations for the eight state highways in the Southwest Region with the highest number of crashes involving pedestrians or bicycles. Reviewed previous studies and plans, observed existing field conditions, identified safety issues, developed recommendations to improve conditions for pedestrians and bicycles, and created conceptual plans for possible improvements. Produced a comprehensive report to document the study process, findings, and recommendations.

Fort Sam Houston Comprehensive Traffic Engineering Study, Corps of Engineers, San Antonio, Texas. Lead technical engineer for the development of a comprehensive engineering study for Fort Sam Houston. The study limits comprised the entire main post of Fort Sam as well as the Brooke Army Medical Center (BAMC) Triangle. The study included an assessment of existing conditions (traffic operations, Access Control Point operations, parking supply/demand, and pedestrian conditions), an assessment of future conditions resulting from the BRAC expansion, development of a range of access/ circulation improvement alternatives to address deficiencies, and development of construction costs for the improvements, including a benefit/cost analysis.

The Alamo Site Expansion Traffic Analysis, Daughters of the Republic of Texas. Project Engineer for a study to evaluate the anticipated impacts of expanding the existing Alamo site, proposed to result in the closure of a portion of Houston Street. Investigated existing conditions and traffic patterns within the study area, estimated traffic redistribution for implementation of the proposed street closure, performed microsimulation analysis of existing and anticipated conditions using Synchro, and identified and discussed other potential traffic concerns with implementation of the site plan as proposed.

On-Call Traffic Support, The Woodlands Development Co. Task Leader for providing traffic support services, including traffic impact analysis, signal warrant analysis, operational analysis, and planning analysis for the Woodlands master planned community. Analysis is done in support of residential neighborhood buildout, development of mixed-use office and retail space, traffic signal systems development, roadway network planning, and transit service expansion.



Kaethe V. Podgorski, P.E., PTOE

2011 Congestion Management Process Report Update, SCRCOG Region, CT. Project Engineer. This project was a follow up on a CMP report which was updated in June, 2010. Identified congested corridors were studied in more detail through the collection and analysis of travel time data. This data was then compared to travel time data collected by SCRCOG in 2004 where applicable. Other additional performance measures were also incorporated into the CMP to evaluate other aspects of the regional transportation system and other types of congestion. This project revised the recently updated CMP report to include the additional data and established a template for future report updates. This effort ensured compliance with FHWA guidelines.

Route 305 Corridor Study, Bloomfield and Windsor, CT. Project Engineer for the Route 305 Corridor Study, Bloomfield and Windsor, CT. Performed traffic analysis of 12 intersections utilizing SYNCHRO (Version 6, Build 614) traffic signal coordination software. Calibrated traffic flows and queue lengths for presentation utilizing SimTraffic (Version 6, Build 614).

New York State Route 12B Safety Improvement Project, Oneida and Madison Counties, NY. This project is a comprehensive safety study of a 16 mile section of Route 12B in New York. The roadway serves rural and urban land uses and a large percentage of trucks. Project Engineer for performing accident analysis for a 3-year crash history over the 16-mile study corridor. Developed collision diagrams and summary tables and discussed safety issues at locations with high crash rates. For the second phase of analysis, was responsible for developing alternatives to address safety concerns in the corridor including a lack of bicycle and pedestrian accommodations, high levels of peak hour congestion, and limited roadway lighting.

Route 34 Bridge Rehabilitation, Derby, CT. Project is in the semi-final design phase. Project engineer for developing maintenance and protection of traffic, signing and pavement marking, and traffic signal modification plans in association with the rehabilitation of the Route 34 bridge over the Naugatuck River. Performed traffic analysis and detour planning to accommodate the already congested conditions in the project vicinity during the planned construction. Developed MPT plans and temporary signal modification plans for three phases of construction. Developed final signing and pavement marking plans with new overhead signing for the Route 8 interchange.

I-95 New Haven Harbor Crossing Corridor Improvement Program Contract E2, New Haven, CT. This project involves the design and construction of the proposed I-95 Northbound to Route 34 Westbound flyover bridge and associated improvements to Long Wharf Drive at I-95 Exit 46. Project Engineer responsible for capacity and signal timing analysis using SYNCHRO for the Sargent Drive signal system. Also responsible for development and calibration of simulation models using SimTraffic (prepared for client use). Also finalized three traffic signal designs for this project.

I-95 Interchange 14 Traffic Improvements, Norwalk, CT. This project will improve safety and operations for heavily traveled segments of I-95 and Route 1 in Norwalk by re-aligning I-95 and adding auxiliary lanes on Route 1. Project engineer responsible for operations and signal timing analysis on Route 1. The four interconnected traffic signals were designed to incorporate the additional turn lanes planned for the roadway and the new signal phasing to accommodate them. Conducted capacity analyses utilizing SYNCHRO and developed timing patterns to minimize delays.

DESIGN^{based}**PLANNING, INC.**
peter j. smith & company, inc.

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United States Buffalo, New York • Canada Fort Erie, Ontario