

PROPOSAL

# Master Plan for Development and Implementation for Downtown Westport

TOWN OF WESTPORT, CONNECTICUT

March 2013



Submitted by

**RBA** with

Urban Partners



March 13<sup>th</sup>, 2013

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

**Re: RFP 13-710 – Master Plan for Development and Implementation for Downtown Westport**

Dear Sir/Madam:

**The RBA Group of Connecticut, LLC**, is pleased to present this proposal to assist the Town of Westport in providing master planning services for development and implementation for its downtown. . The RBA Group is a multi-disciplined firm providing A/E service with offices in Norwalk, Ct, New York City, Philadelphia, Long Island, New Jersey and Maryland.

Our firm was founded in 1968 with all the disciplines necessary to meet the challenges of creating new towns. This smaller, but highly qualified firm has grown to our present staff of over 200 professionals providing services through our offices.

At RBA, we have the in-house capability to assemble a multi-disciplined team of professionals, as required, for each assignment. This gives us the ability to blend our architecture, landscape architecture, engineering and planning expertise to produce thoughtful responsive solutions. As a result, we have built a reputation for creating both engaging and beautiful people-friendly places as well as functional infrastructure. Further, RBA's size and multi-disciplined structure allow us to mobilize quickly and commit the necessary resources required to ensure a quality product delivered on schedule and within budget.

The range of projects completed by RBA staff include intermodal centers, downtown revitalization plans, conservation and preservation of historic buildings and landscapes, streetscape improvements and the designs for neighborhood parks, playgrounds and plazas. It also includes work on recreational facilities, multi-use trails, transportation facilities, bicycle and pedestrian facilities, traffic calming elements and the master planning for open space conservation and acquisition. The RBA Group has conducted intensive and creative community outreach programs as part of many projects in order to encourage community participation in the planning and decision-making process and to identify community concerns, including transportation, social, economic, cultural, environmental and other issues important to the public. Our planning and design staff has a history of working together to perform successful community outreach efforts that achieve positive project results.

Our planners, engineers, landscape architects and designers collaborate with our in-house engineers and environmental specialists to create diverse, compact, human-scale, sustainable environments for cities and suburban communities. What sets our planners apart is that they bring a team commitment to the advancement of "quality-of-life" land use and transportation measures. We believe that this project is a candidate for the application of a collaborative approach that we refer to as **The RBA Studio**. This approach reflects that professionals from multiple disciplines—planning, architecture, urban design, engineering, landscape architecture, environmental, — working collaboratively with citizens can yield fresh ideas,

innovation, and grounded solutions. Our work has been recognized for its results and creativity, as RBA has led a number of similar type efforts including those for Asbury Park, NJ, Princeton, NJ, Mt. Airy, PA, and Haddonfield, NJ. To complement and amplify our abilities, experience, and perspectives, we have brought onto the team Urban Partners of Philadelphia, PA, experts in economic/market analysis and downtown revitalization, to assist in the area of economic planning.

### **Westport – It's Downtown and its people**

***What makes RBA unique to this process is not only the aforementioned multidiscipline studio of experts but also the complementary expertise of our Principal in Charge, David Lapping, PTP a Westport resident for close to 20 years.*** Understanding Westport as we do there is a myriad of interested user groups that call the downtown home and share the space with the economic activity created by the unique high end shopping that is so enjoyed by residents and travelers from neighboring towns alike. Downtowns are complex places whose “success” depends on a sense of collective mission and shared goals. Business owners, property-owners, associations, institutions, and government working collaboratively can generate strategies and solutions for revitalizing, repositioning, or simply securing a vibrant future for their downtown. Within this collaborative framework, the customer, broadly defined, is king, and making them satisfied is a principal goal as well as a key to a “successful” downtown.

Our general approach to downtown planning is to examine their three critical aspects: Shops, Streets, and Centers. “Shops” represents the fundamental unit of downtown: the business (or residence) and the building in which it is housed. “Streets” represent the public infrastructure that supports customers and businesses: roads, sidewalks, streetscape elements, lights, etc. “Centers” represent the program of downtown: the mix of uses and their economic sustainability. Through its interdisciplinary practice and long-standing partnerships with specialists in downtown real estate and economic development, RBA is uniquely able to address all these aspects of downtowns.

To unify the developments and create a framework for integration and further capital investments we recognize this project will be a multi-year effort to far and above the 7 month schedule for this study. The plan has to formalize the future framework of a team of leaders with implementation strategies that will “carry that stick” to ensure the strategies developed as part of this process will:

- Protect and evolve the character of the downtown.
- Coordinate and assess the impact of new developments such as the Downtown Bedford Square plans, Baron’s South, Inn at National Hall redevelopment, the Westport Arts Center move to Jessup Green, the downtown Movie theatre initiative and the expansion of the library
- Creation of a realistic plan to connect to the Saugatuck riverfront with new greenways and smart development while minimizing impact to parking and associated economic 2nd degree impacts.
- Revision how Westport’s streets work with regards to the pedestrian, the implementation of a more bicycle friendly environment and “calming” the traffic/parking monster that Route 1 and Downtown Main Street has become.

- Manage storm water- a perennial problem for the Downtown made so obvious by our recent yearly storms.
- Re-program, re-design and recruit to grow businesses and to attract visitors and residents downtown after dark, to make Westport an "18 hour" environment that will enhance the economic potential by attracting more unique businesses to allow the Downtown to recapture the old charm of historic and cultural relevance.

As per the requirements of the RFP, we acknowledge that RBA is currently working with the South Western Regional Planning Agency and the Town of Westport, CT on the Westport Rail Station Study. In addition, the firm does not have any pending or active litigation, arbitration or mediation in which we have been a party of in the last three years, have not had any clients which have terminated our services in the last five years, have not defaulted on our services with any client in the last five years, and have not failed to complete or withdrew from any projects in the last three years.

**In Summary:**

We strongly believe that we have assembled a strong, professional, engineering team. It is our desire to have this team selected by Westport to be your "right hand" for creating the right framework for the Downtown's future. As a resident, a professional planner and principal for The RBA Group I will bring that level of commitment to the team, the Town, and the community as a whole.

Should you have any questions about this proposal or our team, please contact me at 203-956-0512. We look forward to the opportunity to meet with the committee and share our thoughts.

Sincerely yours



David Lapping, PTP  
Senior Vice President, Director of CT & NY Operations

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## Section 1 – Background & Qualifications

## Team Overview

**The RBA Studio** is a multi-disciplined consultancy that brings together a vibrant core of creative professionals including planners, landscape architects, urban designers, civil engineers and landscape architects who are grounded by the requirements of public agencies, sensitive to the needs of the local environment, and focused on creating imaginative and inspired urban designs that achieve project goals.

RBA has been providing comprehensive planning, design and engineering services to public agencies and private clients for over 40 years. With a 200-person multi-disciplined staff, we have the in-house capability to assemble a multi-discipline team of professionals, composed on a project by project basis, as required, to meet individual client needs. This gives us the ability to blend our planning, urban design, landscape architecture, engineering, architecture, and environmental expertise to produce thoughtful responsive solutions. RBA's size and multi-disciplined structure allows us to mobilize quickly and commit the necessary resources required to ensure a quality product delivered on schedule and within budget.



Over the past decade, we have developed a reputation as a firm that brings a specialized interdisciplinary approach to the planning and design of progressive people-friendly land use and transportation infrastructure projects including mixed use development, transit-oriented development, complete streets, green streets, pedestrian and bicycle facilities and traffic calming measures. We are also known for our high quality detail oriented streetscape improvement, urban landscape architecture and sustainable design work.

We routinely apply these specialized skills on public works projects preparing planning through final design documents that reflect input from a variety of sources including:

- Client and key stakeholder input,
- Detailed site inventories including walkability and “bike-ability” audits,
- Community meetings, interviews, design charrettes and other public forums
- Conventional data collection including topographic surveys, traffic data collection, etc.

RBA has been at the forefront of designing and planning projects that improve quality of life since the company was founded more than 40 years ago to plan the ‘new towns’ of Columbia, Maryland and The Woodlands, Texas. In addition, in an effort broaden RBA's range of services and remain one of the premier planning and design firms with respect understanding the relationship between buildings, streets, open spaces, landscape elements, and natural features to create to reenergize places or create new livable places , in 2010 RBA Studio purchased, **Brown and Keener**, a urban design and architecture firm that specializes in helping public agencies and civic organizations

develop planning, design, and implementation strategies that are creative and get results to its fold.

On the design side, RBA's work includes buildings, roads, bridges, sewer and water systems, parks, playgrounds, athletic fields, gardens, waterfronts. We plan and design new facilities but more often than not we are called upon to prepare designs for the reconstruction of existing infrastructure. Rarely, however, except in the case of historic preservation projects, do we put things back exactly as they were before.

**On some projects we are hired to execute a detailed scope of work that includes a fixed program for some type of capital improvement. Often, however, we are hired to answer questions like, what should we build here? What CAN we build here? How big should it be? What might it look like? About how much will it cost? Should we do it in phases and where should we start? We are much more than just a group of competent technicians; we are a firm of thinkers who understand the importance of collaboration in a creative problem solving process. We like a challenge, we like it when 'business as usual' is not getting the job done and the client gives us a chance to answer the question, how can it be done better?**

Since most of our urban landscape is comprised of streets and other forms of open space, that is where our expertise lies. Over our 40 year history RBA has built a nationally recognized reputation for excellence in the design of urban public open space projects of all types, street design in particular.



Today we are one of NYCDOT, NYCCDC, NYCEDC and NYS DOT's preferred consultants for the redesign of New York City's crowded and busy streets and highways and not just because we know how to apply sound engineering principles to the job but because we bring a diverse and refined skill set to the task.

RBA began advocating for the application of European style traffic calming in American cities and towns more than 15 years ago. Our designers took it upon themselves to do research and bring back photos and measurements from their own personal travels abroad. We've been designing 'complete streets' since before the phrase was introduced. RBA was one of the first firms to challenge conventional practice and criticize the way our streets were being planned and designed. RBA was one of the first professional design firms to ask openly, why CAN'T we allocate more room to pedestrians and bicycles. The reason for this is simple; we are city and town residents ourselves. We believe in cities and towns and we understand the incredible importance of making sure they are designed to work. Meeting basic needs is not good enough.

Cities and towns must be designed to provide the highest possible quality of life. We understand that manipulated correctly and sensitively, density is what makes a place

special. But density not properly designed, or designed in an off -balance way that favors one group of users over another creates an environment where diversity cannot flourish. A good example of density and diversity not living up to their potential to create high quality of life environments for living are the many cities and towns laid-out and designed in such a way that they discourage walking and bicycle riding. Everyone says it now but at RBA, we've been saying it for much longer, the quality of life offered by a place, its attractiveness as a place to live and raise a family, can be measured by its 'walkability' and 'bikeability' and the access it affords its residents to quality open spaces and recreational assets.

It is this belief, which is at the core of what we do and how we work and how we live, that makes RBA one of the truly progressive consulting planning and design firms in the marketplace. It is the reason why our clients are repeat clients and it is the reason why we are so often hired to develop and execute projects, the primary goals of which are almost always the same, improve conditions for all people in the community.

Finally, with a newly opened office in **Norwalk, CT**, RBA has been begun to apply its progressive planning and design philosophy to a number of Connecticut projects, including *the Naugatuck River Greenway Design project for the City of Waterbury, the Cherry Street Streetscape project for the Waterbury Development Corporation, the Westport Rail Stations Study for the SWRPA, the Foxon Boulevard Corridor Study for the SCRCOG, and On-Call Traffic Engineering services for the City of Norwalk.*

For this project, RBA has partnered with **Urban Partners**, a professional consulting firm specializing in community and economic development, housing, and policy research who will take the lead in economic planning.

### Urban Partners

**Urban Partners** has been servicing public, non-profit and private clients in the planning and implementation of urban development projects. The firm's primary focus is on the implementation of development projects – where the goal is to produce visible results in the form of completed real estate projects or



development programs. This attitude toward implementation influences all of the firm's work, including work in the area of policy and program evaluation. Because of Urban Partners' broad knowledge of urban development issues and mechanisms, the firm often undertakes specialized development strategies for unusual properties or policy issues. The firm has a particular interest in the non-profit development sector and has also worked frequently with institutions concerned with the development of their surrounding neighborhood or the reuse of difficult properties. Recent successful projects include the Downtown Mansfield Municipal Development Plan in Storrs, CT, the

South Green Neighborhood Revitalization Zone in Hartford, CT, and the Broad Street NRZ Housing Analysis in New Britain, CT.

Some of the firm's areas of specialization which are relevant to this project include:

*Commercial District Revitalization:* Urban Partners has regularly assisted cities, community organizations and developers create neighborhood commercial revitalization strategies and projects which help meet the employment, commercial, retail and service needs of area residents. This work has involved economic and financial analysis of specific projects as well as broader economic development studies. Urban Partners has been particularly effective in working with non-profit corporations and helping them to develop economic development strategies and either secure developer sponsors or proceed with projects on their own. Our firm has assisted over 75 neighborhood development organizations in more than 25 cities. Our approach to neighborhood commercial revitalization heavily emphasizes the involvement of public and private sector actors who are likely to participate in carrying out the development plan. Neighborhood merchants, property owners and residents, local developers and lenders help participate in the shaping and implementation of the revitalization strategy selected.

*Downtown Revitalization Strategies:* Much of Urban Partners' work is oriented toward the revitalization of downtown areas. The firm has been active in the creation of revitalization strategies for downtown commercial areas and often arranges financing to implement our recommended plans. Our experience suggests that a successful downtown development plan requires careful consideration of market issues, management issues, physical needs and economic strategies that involve a combination of public and private resources. Urban Partners' approach to downtown revitalization projects emphasizes our firm belief that actors who will be ultimately responsible for carrying out the development plan must be involved from the start. Downtown merchants, property owners, residents, local developers, cultural arts groups, elected officials and key public staff are all encouraged to participate in the shaping and implementation of the downtown revitalization strategy. As a result of this involvement, it is not uncommon for individual development projects to begin even before the planning process is completed.

*Site Development Strategies:* Urban Partners has created a large number of specialized economic development strategies for properties having complex development needs. These sites are often located in highly visible, tourist-oriented areas or in troubled inner city neighborhoods. Our assistance has ranged from negotiating on behalf of public agencies with private developers seeking public sector support to performing comprehensive market studies and recommending viable development alternatives. In many instances, these services are provided to organizations that are concerned with economic and community development issues but which require an independent perspective or detailed knowledge of the development process which is beyond the capacity of its staff.

## Key Personnel

Our **Principal-in-Charge** on the project will be **Mr. David Lapping, PTP**. Mr. Lapping, the Director of RBA's Connecticut and New York Operation, has over 25 years of experience managing transportation planning and design projects in the New York Metropolitan Region. Mr. Lapping brings to his clients extensive experience in the fields of roadway design, traffic planning and signalization as well as planning studies, environmental impact studies, and environmental assessments. He is skilled in interfacing with community organizations and elected officials. Most significant about David is the fact that he has been a Westport resident for nearly 20 years. When he and his wife moved to Town, Westport still retained the small town artist colony mentality with a main street characterized by small mom and pop shops. Now two children and 19 years a later, the Town has changed to a more 20<sup>th</sup> century vision. The town has in the process struggled to meet the demands of new development, address new community concerns, and deal with a changing/younger population. David has worked in many a community on urban and suburban issues with a strong emphasis on traffic and parking planning which are key elements to the Westport Downtown 2020 plan, but recognizing that in numbers there is strength he has looked to the RBA Studio for exceptional seasoned planners and practitioners to complement his expertise.

For this project David has identified **Mr. Mark Keener, AIA, AICP, PP**, who will serve as **Project Manager**. Mr. Keener, RBA's Director of Urban Design, brings a strong commitment to public participation in planning and well-honed graphic design instincts, both of which are central to the ongoing success of many of the communities the firm has worked with and to the firm's numerous awards. His work has consistently led to successful preservation and development strategies that reconcile the goals of private entities and the concerns of public agencies, and he excels at communicating the importance of design in creating great places and in contributing economic value to projects of all scales.

Serving as Task Leader for Land Use Planning will be **Mr. Victor Minerva, AICP, PP**. Mr. Minerva has over twenty years of land use, transportation, and environmental planning experience. His relevant experience to this assignment includes Plans of Conservation and Development for both Plainville and Burlington, the Cedar Swamp Road Corridor Study in Glen Cove, NY, and the Downtown Wyandanch Vision Study for the Town of Babylon, NY. Within Connecticut, Mr. Minerva has worked on a number of additional efforts including, the Stratford Parking Garage Design Project, the Danbury Branch Electrification Study, and the Connecticut Statewide Bus Study, In addition, Mr. Minerva is currently serving as Project Manager on the Westport Rail Stations Study for SWRPA.

Serving as Task Leader for Urban Design related tasks will be **Mr. Michael Tweed, RA, LEED AP**, a Senior Urban Designer at RBA. Mr. Tweed has with more than 7 years of experience in the fields of urban design, urban planning, and architecture. In addition to having worked on major revitalization, visioning, and transit oriented development projects at RBA and firms such as BWA Architecture, Wallace Roberts & Todd, and Kise,

Straw and Kolodner, Michael is also an adjunct Professor at the Community College of Philadelphia where he lectures on architectural presentation and the LEED portion of environmental systems, and has served as a guest lecturer at Drexel University, Temple University, and the University of Philadelphia.

Serving as the Task Leader for Traffic and Parking is **Mr. Eric Swenson, PE, PTOE**, a senior transportation engineer at RBA. Mr. Swenson has over ten years of consulting experience as a traffic engineer and transportation planner. Mr. Swenson's project experience includes traffic impact studies, environmental impact statements, transportation deficiencies studies, comprehensive planning documents, and roadway design plan, specification, and estimate packages. He has applied his skills in numerical analysis and technical writing to all aspects of traffic engineering and planning, including capacity analysis, traffic modeling and simulation, traffic impact analysis, accident analysis, signage and striping plans, signal warrants, signal timing optimization, traffic signal design, and highway design. In Connecticut, Mr. Swenson has worked on the Connecticut Route 15 Interchange 59 Deficiencies and Needs Study for the Connecticut Department of Transportation, the Stratford Railroad Station Parking Garage Traffic Impact Study for the Connecticut Department of Transportation, Stratford, CT, and Blue Back Square Off-site Roadway Improvements in West Hartford, CT.

Serving as Task Leader for Streetscape/Landscape Architecture will be **Mr. Jackson Wandres, RLA**, RBA's Director of Landscape Architecture. Mr. Wandres has 25 years of tri state area based experience in the design and reconstruction of public open space projects. His extensive experience as an urban landscape architect includes the reconstruction of existing infrastructure as well as the design of new facilities. Mr. Wandres has designed urban plazas, streetscapes, courtyards, gardens, neighborhood parks, playgrounds and recreational facilities. In 2006, Mr. Wandres helped initiate RBA's sustainable design practice - Ecologic Studio. Ecologic Studio is a collaborative approach to planning and urban design that results in holistic design solutions for sustainable infrastructure. Ecologic Studio's design approach seeks to promote healthy connections within and between a site and the surrounding environment.

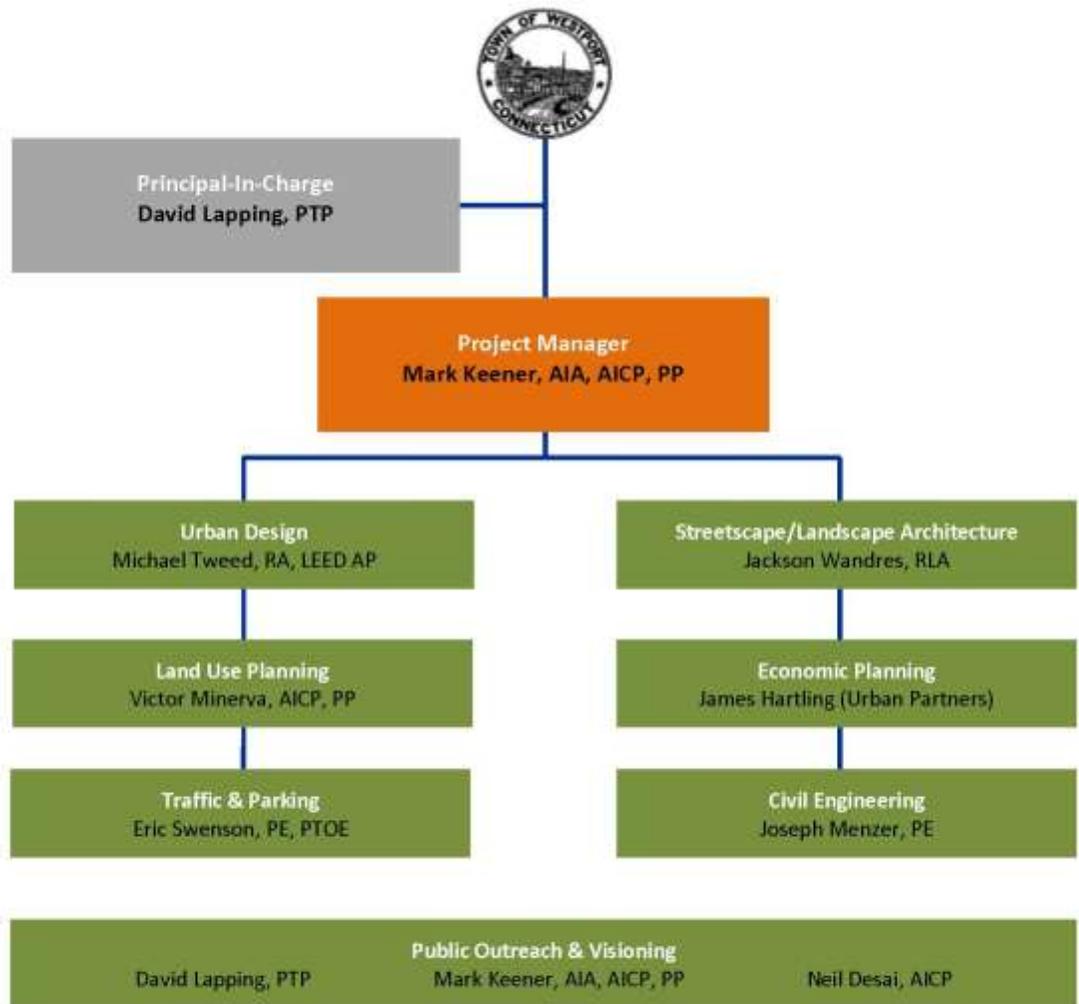
Serving as Task Leader for Economic Planning will be **Mr. Jim Hartling**, a Partner at Urban Partners will lead the market analysis. Mr. Hartling has served as partner-in-charge for most of Urban Partners' economic development projects. He has directed the firm's downtown revitalization efforts in Asbury Park, Atlantic City, Allentown, Danville, Dover, Durham, Montclair and Swarthmore and led the effort to create the Pottstown Community and Economic Development Action Strategy. Mr. Hartling has prepared and helped implement neighborhood housing and commercial revitalization strategies in Philadelphia, Hartford, Trenton, Camden, Pittsburgh, Baltimore, Cleveland, Miami, Newark and a number of other smaller communities. Mr. Hartling has also been responsible for much of Urban Partners' work involving the planning and development of new village centers and transit-oriented developments, including projects in Towamencin Township and Kennett Township, PA and Jersey City, Dover, and Woolwich and Washington Townships, NJ.

# Background & Qualifications

Serving as Task Leader for Civil Engineering will be **Mr. Joseph Menzer, PE**, RBA's Director of Civil Engineering. Over the past 16 years, Mr. Menzer has built a reputation with public agencies for his creativity in problem solving, his responsiveness to clients' needs, and the consistently high quality of his designs. He has successfully managed requirements contracts and stand-alone street reconstruction projects, understanding key stakeholder/agency needs and requirements, and meeting those needs without compromising on project goals or budgetary requirements. Mr. Menzer is experienced in all aspects of civil engineering design including roadway design, utilities, stormwater design and management, cost estimating, etc.

An organization chart highlighting all of the key personnel and their respective roles on the project, as well as resumes for each team member, follows this page.

Master Plan for Development and Implementation for Downtown Westport  
Organizational Chart



# RESUMES



## DAVID LAPPING, PTP, Senior Vice President, Director of Connecticut & New York Operations

### education:

M.S., Transportation Engineering and Planning, 1987

B.A., Environmental Design and Planning, 1982

### affiliations:

American Society of Civil Engineers

Institute of Transportation Engineers

Association of Pedestrian & Bicycle Professionals

Mr. Lapping is the Director of Connecticut & New York Operations for The RBA Group. He is ultimately responsible for every project completed in the office, whether as Project Manager or as a QA/QC Officer. Mr. Lapping has over 25 years of experience managing transportation planning and design projects in the New York Metropolitan Region. He brings to his clients extensive experience in the fields of roadway design, traffic planning and signalization as well as extensive experience with planning studies, environmental impact studies, and environmental assessments. He also has experience with the planning and design of bicycle paths and traffic calming measures.

Mr. Lapping's relevant project experience includes:

**Foxon Blvd. Corridor Study, East Haven and New Haven, CT** - Project Director responsible for overseeing RBA staff involved in developing a plan of conceptual improvement recommendations and strategies that will address identified pedestrian and bicycle facility needs and deficiencies along the Foxon Boulevard (Route 80) corridor.

**Wyandanch Intermodal Transit Facility - Phase II, Wyandanch, NY (Town of Babylon, NY)** – Principal-in-Charge responsible for the planning and design of a proposed Intermodal Transit Facility in Wyandanch, NY, which included a 2,000 car parking garage, relocated bus stop, plaza area, new street network, and associated mixed use TOD development. Responsibilities included coordinating the planning and preliminary design effort with the Town of Babylon and project team, as well as directing the preparation of the Environmental Assessment report for the Federal Transit Administration.

**Hempstead Multimodal Center Facility, Hempstead, NY** – Project Planner responsible for a study to determine a practical means of combining transportation services and recommending measures for the development of a multi-modal transportation center. Major tasks which were undertaken to establish these alternative developments included the consideration of possible development components, transportation analysis, urban economic development, preliminary design studies and economic considerations. Throughout the study, meetings were held with the Project Advisory Committee and local civic groups.

**Long Beach Multimodal Center Facility, Long Beach, NY** – Project Planner and Principal Designer for the study and design development of a multi modal center at the City of Long Beach City Hall and LIRR center. The study included local user surveys, research into similar facilities, parking demand and vehicular circulation assessments. Origin destination studies were conducted and the findings were presented at a series of public meeting to local stakeholders and affected agencies.

**Middle Neck Road Transportation Enhancement Project, Great Neck, NY** – Principal-in-Charge for aesthetic and pedestrian improvements to this vibrant downtown area which includes a railroad station, a busy commercial district and residential units. The project aims to improve the pedestrian and bicyclist safety in the area adjacent to the Great Neck

# RESUMES

Rail Station, where vehicles dominate the space layout and pedestrian movement is unstructured and poorly laid out. The project will improve the pedestrian and bicyclist safety of the area by upgrading the pedestrian facilities and movements and organizing bicycle parking while improving the socioeconomic conditions by restoring the aesthetic quality of the streetscape environment surrounding the rail station. Project elements are safer and more direct crosswalks, widening of existing sidewalks, using the Village's distinct brick pavers and light fixtures, introducing a bus shelter, street furniture, and bicycle racks.

**Plandome Road Traffic and Parking Study, Manhasset, Town of North Hempstead, NY** – Principal-in-Charge for a comprehensive analysis of current parking, pedestrian, safety, and traffic conditions along the congested “downtown” segment of Plandome Road for the Town of North Hempstead. The scope of work for this project includes a survey of existing parking capacity and utilization, existing land use analysis, pedestrian volumes and utilization, traffic data collection including manual turning movement counts (7 locations) and Automatic Traffic Recorder (ATR) machine counts (6 locations), traffic capacity analyses, accident analyses, an inventory of roadway and traffic characteristics, and recommendations for improvements and conceptual design plans. This project also includes coordination with local elected officials, public outreach, and a public information meeting.

**NCDPW/Town of Hempstead, Girard Place to Merrick Avenue, City Avenue, East Merrick, NY** – This project involved the development of a 0.5-mile section of roadway in the Town of Hempstead. Close coordination was required with the Town of Hempstead, who became the owner having jurisdiction of the roadway upon completion of the project. Plans were developed to both Town and County specifications, including a complex alignment design that minimized the impact on the nearby residential community that included a new drainage installation scheme, new surface runoff analysis, and a tree medication plan to minimize impact on existing sidewalk and a row of 200 plus year old oak trees.

**Bronx Zoo Intermodal Transportation Facility, Bronx, NY** – Principal-in-Charge for the parking, traffic and environmental assessment study for a new Intermodal Center at the Bronx Zoo . The Wildlife Conservation Society (WCS) seeks to define the need for a new inter-modal facility that would not only ease existing over saturation and congestion on peak capacity days for the Bronx Zoo but also would allow for expanded customer growth and mitigate any potential impacts to the Bronx River Parkway and the surrounding local streets, intersections, and neighborhoods.

**Village of Sag Harbor Streetscape & Parking Lots, Sag Harbor, NY** – Principal-in-Charge responsible for overseeing the development of a streetscape program that included an improved circulation plan, tree plantings, sidewalk pavers, and new street signs. RBA also provided inspection supervision services to assure quality and that goals of the program were achieved.

**Post Avenue Corridor Traffic Study, Nassau County Department of Public Works, Nassau County, NY** – Project Manager for this traffic study/corridor analysis involving a 1.6-mile segment of Post Avenue from Jericho Turnpike to Old Country Road, including the Northern State Parkway interchange in the Village of Westbury. The study included complete documentation of existing traffic volumes, parking operations, roadway and intersection configuration, traffic signal phasing and timing, accident records and existing land uses with anticipated development. Turning movement counts were collected and analyzed for the existing and the future conditions at three intersections along Old Country Road, six along Post Avenue, and two on Brush Hollow Road.

# RESUMES



## education:

Masters of Architecture,  
1986, University of  
Virginia

B.S. Architecture,  
1980, University of  
Virginia

## registration:

American Institute of  
Certified Planners

NJ Professional Planner

PA Registered Architect

NCI Charrette System™

## memberships:

American Institute of  
Architects

American Planning  
Association

## MARK KEENER, AIA, AICP, PP, Director of Urban Design

Mark Keener is an urban designer and architect with 15 years of experience working with the creative leadership of neighborhoods, towns, and cities—making places that work. A co-founder of Brown & Keener Urban Design and Director of Urban Design for The RBA Group, Mark's work establishes a clear civic framework for public investment, site design, regional growth, and local preservation initiatives. He is an author of "Open Space Design Standards", the public realm plan for Washington Township Town Center, which was recognized with a CNU Charter award in 2001. His planning work with Philadelphia's American Street Empowerment Zone featured prominently in the organization's award of the National APA HUD Secretary's Empowerment and Opportunity Award in 2007. Mark was a key contributor to the 2008 Smart Transportation Guidebook, which "codifies" in a structured way how the context of places, from rural to urban, should inform roadway specifications. He is an author of a growing number of form-based codes and design guidebooks. His work has consistently led to successful preservation and development strategies that reconcile the goals of private entities and the concerns of public agencies. Current work "on the boards" includes a big-city corridor study, a zoning code for a small-town Main Street, and a vision plan for a shore town.

Mark has worked on several highly-successful, large-scale projects that have been implemented during his 15 year career as an urban designer, including the City of Hoboken Waterfront Redevelopment Plan, the South Orange Transit Village Plan, the City of Hartford Waterfront Plan, and the Washington (Robbinsville) Township Town Center Plan. Mark chooses specifically to work for public-oriented clients and to advocate for the public realm. His clients range from municipal governments and state/regional agencies to nonprofit organizations, including community development corporations. His urban design and planning work spans various sub disciplines, including architectural design guidelines, zoning codes, public art master plans, streetscape design, graphic design, placemaking, and transportation planning.

**Asbury Park Main Street Redevelopment Plan, Asbury Park, NJ** – Project Manager for planning and urban design task of the redevelopment plan for Main Street in the City of Asbury Park, NJ. Managed development of the plan and illustrative graphics demonstrating development concepts. Developed new zoning districts based on the character of existing built forms and block structure of Main Street and intersecting streets.

**Downtown Haddonfield Vision Plan & Form-Based Code; Borough of Haddonfield, NJ** – Project Manager for a study that involved creating a vision for downtown Haddonfield and replacing the existing conventional zoning code with a form based code.

**Ridge Avenue Zoning Overlay Rulebook, Philadelphia, PA** – Project Manager for the development of a zoning overlay for the Ridge Avenue commercial corridor in Philadelphia, PA. The zoning overlay regulated building heights, setbacks, access, parking,

and signs. Designed and distributed an accompanying “rulebook” to help business- and property-owners and the public understand the parameters of the zoning overlay.

**East Orange Gateway Zoning and Design Standards, East Orange, NJ** – Project Manager for the development of new standards for four “gateway districts” within the City of East Orange, NJ as part of a city-wide rewrite of the zoning ordinance. Created form-based zoning district for commercial gateways and managed development of prototypical building types.

**West Oak Lane Tomorrow: West Oak Lane Neighborhood Plan, Philadelphia, PA** – Project Manager for neighborhood planning process for West Oak Lane in Northwest Philadelphia. Engagement process consisted of three community workshops and one youth focus group. The result was a vision statement for the neighborhood and a book of strategies for achieving the vision. More than 300 residents participated in the neighborhood planning process, including the State Representative.

**Mt. Airy Neighborhood Plan, Philadelphia, PA** – Project Manager for the neighborhood plan for the Mt. Airy neighborhood in Northwest Philadelphia. Prepared recommendations and conceptual drawings in four areas: housing/residential development, commercial development, circulation, and building community. Prepared implementation plan (which included priorities and responsibilities) and cost estimates for implementing the five-year plan.

**Envision Oak Tree Road, Edison Township, New Jersey** – Project Manager for a vision plan for the Oak Tree Road commercial corridor in Edison Township, NJ. Engaged a stakeholder committee consisting of the Mayor, Redevelopment Agency Director, and business and property-owners to envision a more hospitable roadway and how redevelopment through careful attention to design principles might transform the character of this South Asian-oriented shopping district.

**Black Horse Pike Collaboration Planning Initiative** – Project Manager for the creation of a multi-municipal corridor plan for Route 168 in Southern New Jersey. The plan identified specific roadway cross-section reconfigurations to calm traffic and support pedestrians and bicyclists. The plan also recommended specific sign types for corridor businesses.

**Blackwood-Clementon Road Greyfields Planning Study Horse Pike Collaboration Planning Initiative** – Project Manager for a visioning process and redevelopment plan for a commercial corridor in Gloucester Township, NJ that has significant commercial vacancies. The hallmark of the plan is the conceptualization of districts along the corridor that would each support more nodal, as opposed to linear, development.

**Madison Avenue Commuter Rail Corridor Study, Paterson, NJ** – Project Manager for the development of a concept plan for transit-oriented development within the soon-to-be reactivated rail line stop at Madison Avenue in Paterson, New Jersey. Conducted a visioning process with residents and other stakeholders to determine design principles and qualities that should be included in the concept plan. Developed a conceptual plan and associated photo renderings.

**NJ Light Rail Transit-Oriented Development** – Project Manager for the development of station area concept plans for light rail stations developed as part of the RiverLine, a transit-oriented development within the soon-to-be reactivated rail line stop at Madison Avenue in Paterson, New Jersey. Conducted a visioning process with residents and other stakeholders to determine design principles and qualities that should be included in the concept plan. Developed a conceptual plan and associated photo renderings.

# RESUMES

**education:**

Masters of Urban Design, University of Michigan, Ann Arbor, MI 2004 – 2005

BArch, Drexel University, Philadelphia, PA 1996 – 2002

**registration:**

PA Architect 2008

LEED® Accredited Professional 2008

**MICHAEL J. TWEED, RA, LEED® AP, Senior Urban Designer**

Mr. Tweed is a recent hire at RBA and has more than 7 years of experience in the fields of urban design, urban planning, and architecture. In addition to having worked on major revitalization, visioning, and transit oriented development projects at firms such as BWA Architecture, Wallace Roberts & Todd, and Kise, Straw and Kolodner, Michael is also an adjunct Professor at the Community College of Philadelphia where he lectures on architectural presentation and the LEED portion of environmental systems, and has served as a guest lecturer at Drexel University, Temple University, and the University of Philadelphia on the subject of His recent project experience includes:

**South Camden Neighborhood Redevelopment: Camden, New Jersey** – Senior Urban Designer responsible for creating a neighborhood redevelopment plan for South Camden, NJ. In a neighborhood that was being underused by industry, this project created a plan for a thriving community and a city reconnected to the Delaware River. The Reinvestment Fund sponsored this project for the city of Camden. The concept for this neighborhood was to consolidate the remaining industrial uses to other active industrial areas in Camden and reconnect this area back into the residential neighborhoods that border the study area. Mr. Tweed was integral to the team that designed this neighborhood that included ample park space connecting the new river park deep into the city and an extension of the River Line, a light rail public transportation train. The plan outlined mixed use development including retail, new public schools, and new residential development for all income levels. The plan created a new and lively district for Camden to grow into.

**A Civic Vision for the Central Delaware: Philadelphia, Pennsylvania Community** – Architect for this project which created a new vision for a seven-mile stretch of the Delaware River in Philadelphia. Currently cut off from the city by the intrusion of I-95, this riverfront is comprised of underutilized post-industrial land and big-box development, and is subject to unregulated residential speculation. The plan emphasized the ecological and economic value of the waterfront and established a framework that the city follow to generate new, cohesive, and sustainable development. This new growth would be organized around parks and open space, provide access to the river and implement a new movement system, including decking over I-95 and a grand civic boulevard complete with public transit. Mr. Tweed took part in the design charrette, which allowed for public involvement, and then was responsible for many of the diagrams and illustrations which conveyed the new vision. This vision has won several awards including:

- American Society of Landscape Architects Honor, Award, 2009
- The Waterfront Center Honor Award, 2008
- AIA Philadelphia Design Excellence Award, 2008
- APA Pennsylvania Planning Excellence Award Best Practice, 2008
- Congress for the New Urbanism Charter Award, 2008
- AIA Philadelphia Urban Design Committee Excellence Award, 2007
- Aerial Rendering of South Philadelphia
- Aerial Rendering of Center City Philadelphia

**Paoli TOD: Paoli, Pennsylvania** – Senior Urban Designer responsible for all aspects of design for a former Amtrak rail yard which is sited on brownfield super fund site. The project leverages the principles of transit oriented development by developing a new mixed use community around the new train station built across the rail tracks from the project site. The project includes a mix of office space, retail, rental and ownership residential and a senior living facility. The new development is built around the framework of a linear road connecting ample public space. The project also seeks to be LEED Neighborhood Development Certified. Mr. Tweed started with an extensive code review, which was complicated by the fact that the project spans two townships, and then worked with the client to formulate a design program and framework plan which he then developed into the finished plan and renderings.

**Ferry Avenue Transit Village: Camden, New Jersey** – Project Director responsible for overseeing the study to evaluate and make recommendations for Transit Oriented Development surrounding the Ferry Avenue Station in Camden, NJ. The study which was commissioned by the Greater Camden Partnership focused on coming up with a plan for approximately 15 acres along the Ferry Avenue station of the PATCO high-speed line, which connects southern New Jersey to the center of Philadelphia. The genesis of this project was the implementation of the Urban Transit Hub Tax Credit, which provided funding for any development that created a minimum of 250 jobs within a quarter mile radius of any transit stop in Camden and a few other places throughout New Jersey. While integration of office development was the foundation of the project, it would not succeed without the development of a fully mixed-use community to support it. The project also included both affordable and market rate housing, retail development and public open space. New office space and a parking garage for Our Lady of Lourdes Medical Center, a neighbor to this development, was also included in the study. To transform the image of this area, Haddon Avenue, one of the main entrances to Camden from the east, was proposed as a boulevard complete with “green street” infrastructure to manage storm water run-off. While a boulevard would fit into the existing right of way, the team managed to convince the developer and primary land owner to widen the right of way so that bike lanes and a more gracious sidewalk could be added to the street thereby enhancing the project by allowing for active transportation. Mr. Tweed’s specific responsibilities on the project included managing the large stakeholder group including private developers and public institutions, proposing design alternatives, working with the economic consultants, and designing and writing the final proposal.

**Washington Lane TOD: Philadelphia, Pennsylvania** – Senior Urban Designer responsible for developing a TOD plan for the Mt. Airy section of Philadelphia. Mt. Airy USA, a nonprofit organization with the mission to revitalize the Mt. Airy section of Philadelphia, sponsored this Transit Oriented Development. Adjacent to the Washington Lane transit stop on the R8 Regional Rail commuter line, the study area was a conglomeration of several industrial properties and parking lots. The plan transformed these properties by redeveloping a mixed use center including retail, townhouses and apartments. The existing site had minimum street frontage because the large industrial properties overtook previous city streets. This plan reconnects the city’s grid, providing streetscape for the new townhomes. A unique street section was designed to keep the right of way of minimal width to allow for greater development opportunities, and “green street” technologies were incorporated reducing storm water run-off. The plan built most of the retail at a major neighborhood intersection of Chew Avenue and Washington Lane, with residential above the retail and throughout the rest of the site. While much of the existing site was demolished, some historic stone buildings were preserved and used to define a new public plaza. Mr. Tweed was integral to the design process for this project, providing zoning research, developing the site plans, and creating the schematic floor plans and elevations.

# RESUMES



## **education:**

MS, Urban Planning,  
Hunter College of the  
City University of NY,  
2000

BS, Geography,  
University of North  
Carolina at Charlotte,  
1988

## **registration:**

NJ Professional Planner,  
2003

American Institute of  
Certified Planners, 2001

## **memberships:**

American Planning  
Association

## **VICTOR MINERVA, AICP, PP, Director of Planning NY & CT**

Victor Minerva, RBA's Director of Planning, has over 20 years of transportation and transit planning experience and has managed a wide range of transportation, urban, and environmental planning studies throughout the United States and abroad. His technical expertise includes managing and preparing alternative analyses, major investment studies, transit feasibility studies, corridor studies, and environmental impact statements. His roles on these projects involved project management and administration, staff supervision, and project budget and schedule development.

Mr. Minerva's relevant experience includes:

**Westport Rail Stations Parking Study, Westport, CT (SWRPA)** – Project Manager responsible for developing a comprehensive plan for the Saugatuck and Green's Farms Rail Stations that will focus on recommending that adequate rail station parking must be provided, managed and operated so that Connecticut residents can utilize the regional rail network, and that intermodal transit connections should be made or improved and alternative methods of accessing stations such as walking, bicycling or riding (motorcycle, motor scooter, moped) should be facilitated.

**Plan of Conservation and Development, Burlington, CT (Town of Burlington, CT)** – Project Executive responsible for assisting the Town of Burlington in preparing an update to its Plan of Conservation and Development. Initial work included a review and analysis of existing census, socio-economic, and land use data, as well as conducting stakeholder meetings and focus groups to determine the goals and objectives of the community. Following the data analysis and input from stakeholder and focus groups, recommendations were developed that guided the Town's land use policies for the next ten years.

**Plan of Conservation and Development, Plainville, CT (Town of Plainville, CT)** – Project Executive responsible for assisting the Town of Plainville in preparing an update to its 1997 Plan of Conservation and Development. Mr. Minerva oversaw the development of a profile of existing conditions within the Town including demographics, land use and zoning, community characteristics, and infrastructure. Following the analysis of this data and input from stakeholder focus groups, a number of development scenarios were identified which detailed the impact of certain types of development (including the full build out of all the remaining commercial space within the Town based on current zoning regulations) on traffic congestion, impervious surface, housing, wetlands etc.

**Cedar Swamp Road Corridor Study, Glen Cove, NY (City of Glen Cove, NY)** - Mr. Minerva was a Senior Planner involved in the development of an approach for the redevelopment of a section of Cedar Swamp Road, the adjacent communities of the Orchard Residential neighborhood, and the Sea Cliff Avenue corridor. In particular, the City of Glen Cove and Nassau County want to meet goals identified in Nassau County's New Suburbia economic development initiative, including encouraging downtown economic revitalization, developing affordable housing, and supporting the redevelopment of brownfield properties. The firm was selected to assist the City in completing a land use and design

study that will foster public participation and build community consensus for these local improvements.

**Town of Brookhaven Master Plan, Brookhaven, NY (Town of Brookhaven, NY)** - Mr. Minerva served as Senior Advisor responsible for providing overall quality assurance/quality control on the existing conditions and trends document, as well as drafting the community facilities and transportation sections for the Final Plan.

**Connecticut DOT Statewide Bus System, CT (CDOT)** – Senior Planner responsible for assisting in the development of short and long term transit solutions that will improve the efficiency of the existing bus system in three areas: Norwalk, Westport, and Stamford. Responsibilities included a demographics analysis, an inventory of existing services, an assessment of unmet needs, a service assessment, and a three-year recommended service plan that incorporated a number of alternatives, a financial plan, and an implementation plan.

**Danbury Branch Electrification Feasibility Study, CT (Connecticut DOT)** – Deputy Project Manager responsible for evaluating the feasibility of electrifying the Danbury Branch in Connecticut. The study involved an evaluation of a range of infrastructure and service improvements to enhance the Branch's attraction as a competitive alternative to driving in the Route 7 and other adjacent north/ south corridors, or commuting on the Harlem Line. Mr. Minerva's assisted in preparing the feasibility report which included an assessment of the impact of electrification, the development of ridership forecasts, and an evaluation of the costs and benefits of each recommended improvement.

**Stratford Parking Garage Design, Stratford, CT (Connecticut DOT)** – Project Manager responsible for directing the design of a new parking garage at the Stratford Metro-North Station. Initial work included developing conceptual designs, preparing an environmental assessment, as well as a detailed traffic impact analysis, and public outreach with the community.

**New Haven-Union Station Waterfront Links Study, CT (South Central Regional Council of Governments)** – Project Manager responsible for overseeing the development of a commuter shuttle and pedestrian access study to strengthen links between Amtrak, Metro-North and Shore Line East rail services to major trip generators located in Downtown New Haven, on the waterfront and in selected outlying locations. The plan was designed to make optimal use of the rail lines serving New Haven in an effort to reduce highway congestion, meet Clean Air Act requirements and support regional economic development policies and programs.

**MTA Sustainability, New York, NY (MTA)** – Project Manager responsible for directing the Smart/Growth TOD task as part of the MTA Blue Ribbon Panel on Sustainability contract. Mr. Minerva led the research effort that provided an analysis of specific transformational initiatives that represented proposed transit projects in the region which were designed to capture new transit trips, and the examination of transit oriented development policies and strategies that can be utilized to direct growth around rail stations and bus lines.

**Wyandanch Intermodal Transit Facility - Phase II, Wyandanch, NY (Town of Babylon, NY)** – Project Manager responsible for the planning and design of a proposed Intermodal Transit Facility in Wyandanch, NY, which included a 2,000 car parking garage, relocated bus stop, plaza area, new street network, and associated **mixed use TOD development**. Responsibilities included coordinating the planning and preliminary design effort with the Town of Babylon and project team, as well as directing the preparation of the Environmental Assessment report for the Federal Transit Administration.

# RESUMES



**education:**

B.S., Civil  
Engineering, 2002,  
Cornell University,  
Ithaca, NY

**registration:**

Professional  
Engineer, NY, 2008  
Professional  
Traffic Operations  
Engineer, 2009

**affiliations:**

Institute of  
Transportation  
Engineers

## ERIC SWENSON, PE, PTOE, Senior Transportation Engineer

Eric Swenson has over ten years of consulting experience as a traffic engineer and transportation planner. Mr. Swenson's project experience includes traffic impact studies, environmental impact statements, transportation deficiencies studies, comprehensive planning documents, and roadway design plan, specification, and estimate packages. He has applied his skills in numerical analysis and technical writing to all aspects of traffic engineering and planning, including capacity analysis, traffic modeling and simulation, traffic impact analysis, accident analysis, signage and striping plans, signal warrants, signal timing optimization, traffic signal design, and highway design.

Recent projects include:

**Connecticut Route 15 Interchange 59 Deficiencies and Needs Study, Connecticut Department of Transportation, Woodbridge and New Haven, CT** – This study of interchange 59 of Wilbur Cross Parkway identified transportation deficiencies at the interchange and on the surrounding roadway network and developed conceptual improvements. Mr. Swenson worked with the project team and the client to develop innovative solutions in an area that was constrained by difficult topography, limited right-of-way, jurisdictional overlap, and sensitive environmental areas. He performed capacity analysis and supervised the safety analysis for eleven intersections and four ramp junctions. He was responsible for writing the deficiencies and needs technical memorandum documenting the findings of the transportation analysis and the work of environmental, civil, and structural subconsultants.

**Cortlandt Railroad Station Expansion and Route 9A Intersection Improvements, MTA Metro-North Railroad, Buchanan, NY** – Prepared traffic impact analysis for the Metro-North Railroad's Cortlandt station expansion project, which entailed the assessment of impacts to nearby intersections due to proposed improvements at the railroad station. Mr. Swenson contributed to multiple aspects of this study, including data collection and refinement, verification of traffic volume flows, capacity analysis of selected signalized intersections, and determination of off-site traffic impacts and associated mitigation measures. In the current stage of this on-going project, Mr. Swenson created traffic signal design plans for the access point to this facility, according to NYSDOT design standards, and design manuals including the MUTCD and AASHTO green book. He reviewed signage shop drawings for conformance to MUTCD guidelines. He communicated directly with the client and the NYSDOT reviewer to assure the plans exceeded quality standards.

**Stratford Railroad Station Parking Garage Traffic Impact Study, Connecticut Department of Transportation, Stratford, CT** – This traffic impact study involved a proposed parking garage at a commuter railroad station with heavy ridership to New York City. Mr. Swenson performed traffic impact analyses, planning-level traffic signal warrant analyses, trip generation and trip distribution, parking demand studies, and evaluations of site access and circulation. He supervised the data collection effort, which included conducting traffic counts and obtaining signal timing and geometric parameters at study intersections. He projected future traffic impacts due to the proposed garage and developed improvements to mitigate these impacts. He supervised others in the creation of a travel demand model using TRAFFIX software, traffic capacity analysis using Synchro software, and development of schematic drawings using AutoCAD. He communicated

# RESUMES

directly with the client to determine their needs. He wrote a traffic impact study report documenting the findings.

**Blue Back Square Off-site Roadway Improvements, Blue Back Square, LLC, West Hartford, CT** – For this project which encompassed off-site roadway improvements for a new mall in a suburban setting, Mr. Swenson contributed to the design of new and modified traffic signals at eleven intersections for which all design elements were created according to Connecticut DOT standards and specifications. Mr. Swenson performed a quantity takeoff and created an engineer's cost estimate for the traffic signal plans using ConnDOT contractors bid item costs.

**Staten Island West Shore Strategic Vision, NYC Economic Development Corporation (NYC EDC), Staten Island, NY** – For this planning study, Mr. Swenson developed comprehensive existing analysis of vehicular, pedestrian, bicycle, bus and rail transit, air and marine travel modes. He provided a comparison of commuting patterns. He met with community leaders and the public to determine the transportation priorities for the region. Based on analysis of existing transportation conditions and community input, summarized the transportation needs and developed recommendations to deal with future growth.

**Great Neck Peninsula Traffic Circulation Study, North Hempstead Township, Great Neck, NY** – This area-wide study involved evaluating and improving traffic circulation throughout the peninsula. Mr. Swenson supervised the data collection effort, which included conducting traffic counts at study intersections and evaluating operational characteristics of roadways within the study area.

**Comprehensive Plan for the Town of Brookhaven, Brookhaven, Long Island, NY** – Mr. Swenson developed comprehensive existing and future analysis of vehicular, pedestrian, bicycle, bus and rail transit, air and marine travel modes. Mr. Swenson determined commuting patterns and overall trends from census data. He created GIS-based congestion maps from NYMTC data. Based on analysis of existing transportation conditions and community input, he summarized the transportation needs and developed recommendations to deal with future growth. He also performed a traffic analysis of existing and projected future conditions for select intersections throughout the township as part of the Generic Environmental Impact Statement done in a later phase of this project.

**Village of Hempstead Comprehensive Plan Update, Ferrandino and Associates, Hempstead, NY** – In the Village of Hempstead, Mr. Swenson provided transportation planning services, including preparing maps of transportation corridors in the area from GIS data and compiling demographic data in connection with the development of a downtown vision and comprehensive plan update for the Village of Hempstead. Based on analysis of existing transportation conditions and community input, Mr. Swenson wrote an analysis of the transportation needs in the village and developed a framework of community-supported recommendations that will serve as a key component of the village's comprehensive planning document.

**Greater Bellport Coalition Community Visioning and Design, Sustainable Long Island, North Bellport, NY** – Developed transportation improvement concepts for downtown North Bellport, with a focus on transit-oriented development to leverage the community's existing railroad station. Facilitated community workshop to solicit community feedback and engage the community in planning and visioning. Mr. Swenson led a walking tour of North Bellport to identify transportation deficiencies, especially related to walkability and safety. Worked with architects, landscape architects, and planners to develop a concept plan for improved street layout, pedestrian accessibility, access management, and safety based on community's priorities.

# RESUMES



## JACKSON T. WANDRES, RLA, Director of Landscape Architecture

### education:

BS, Landscape  
Architecture  
City College of New  
York

M.S., Urban  
Planning City College  
of New York

### registration:

New York Registered  
Landscape Architect

### affiliations:

American Society of  
Landscape  
Architects

Association of  
Pedestrian and  
Bicycle Professionals

Mr. Wandres has 25 years of tri state area based experience in the design and reconstruction of public open space projects. His extensive experience as an urban landscape architect includes the reconstruction of existing infrastructure as well as the design of new facilities. Mr. Wandres has designed urban plazas, streetscapes, courtyards, gardens, neighborhood parks, playgrounds and recreational facilities.

A firm believer in the importance of preserving our environment, in 2006 Mr. Wandres helped start RBA's sustainable design practice - Ecologic Studio. Ecologic Studio is a collaborative approach to planning and urban design that results in holistic design solutions for sustainable infrastructure. Ecologic Studio's design approach seeks to promote healthy connections within and between a site and the surrounding environment.

As such, Mr. Wandres is a proponent of the environmental benefits of alternative forms of transportation. Mr. Wandres possesses an expertise in the planning and design of 'complete streets'... a context sensitive approach to the design of city streets that incorporates the latest state-of-the-art design techniques for bicycle and pedestrian facilities and traffic calming treatments.

A former employee of both the New York City Department of City Planning and Parks and Recreation, Mr. Wandres' many years of experience in both the public and private sector give him a well rounded background in project development and administration, including conceptual planning, design development, preparation of contract documents, inter-agency coordination, construction supervision and community outreach.

Since joining RBA, Mr. Wandres has worked on many relevant projects including:

**Middle Neck Road Transportation Enhancement Project, Great Neck, NY** – Project Director for aesthetic and pedestrian improvements to this vibrant downtown area which includes a railroad station, a busy commercial district and residential units. The project aims to improve the pedestrian and bicyclist safety in the area adjacent to the Great Neck Rail Station, where vehicles dominate the space layout and pedestrian movement is unstructured and poorly laid out. The project will improve the pedestrian and bicyclist safety of the area by upgrading the pedestrian facilities and movements and organizing bicycle parking while improving the socioeconomic conditions by restoring the aesthetic quality of the streetscape environment surrounding the rail station. Project elements are safer and more direct crosswalks, widening of existing sidewalks, using the Village's distinct brick pavers and light fixtures, introducing a bus shelter, street furniture, and bicycle racks.

**Putnam County Planning Services, Putnam County, NY** – Mr. Wandres served as a Technical Advisor on this County-wide planning assignment. The project had RBA prepare recommendations for a variety of different types of improvements in five localities around the County. Discreet projects included:

- A new downtown urban design plan for Oregon Corners in Putnam Valley including new sidewalks, on-street parking, creekside trails and streetscape improvements.

- Sidewalks, pedestrian improvements and gateway/identity development for Phillipstown
- Signage improvements for the Putnam Rail Trail
- Economic development and niche marketing recommendations for Brewster and the Town of Kent
- New pocket parks and sidewalks for the Town of Kent
- Sidewalk and pedestrian safety improvements along Route 9W in Cold Spring.

**Kingston Pike Plan Restoration** – Jackson is the Project Manager for this project the scope of work for which includes redesign of the architectural canopies over the sidewalks on Wall and North Front Streets in the Uptown section of Kingston. Deteriorated sections of the canopies will be reconstructed and skylights added to allow more light to reach the sidewalks. The project will also make sidewalk repairs and replace the street trees and broken planters. The project includes development of a Design Approval Document, Preliminary and Final Design plans, and involved extensive coordination with NYSDOT Region 8.

**Downtown Pleasantville Streetscape Enhancement and Traffic Calming Plan** – Project Manager for this effort to develop a conceptual design for bicycle, pedestrian, streetscape and traffic calming improvements to improve non-motorized access to the Metro North train station and Memorial Plaza in downtown Pleasantville, NY.

**West New Rochelle Streetscape Design** – Principal-in-Charge of this urban design study to develop concepts for functional pedestrian safety and visual enhancements for two streets in West New Rochelle, West Main Street (U.S. Route 1) from the I95 interchange to Pintard Avenue and Union Avenue from 5th Street to Warren Street. Recommended improvements included streetscape beautification, traffic calming and access management improvements.

**NCDPW Streetscape Improvement Program, Nassau County, NY** – Technical Advisor to the development of design documents detailing the enhancement of physical environment and appearance of several key “main street corridors” and their intersecting side streets. The scope of design services includes the installation of new curb and decorative sidewalks, high visibility crosswalks, intersection neck-downs, drainage modifications, street trees, ornamental street lighting, benches, waste receptacles, bicycle racks and other site amenities.

**Wyandanch Intermodal Study, Babylon, New York** – Technical Director for this TOD planning study looking at improving inter-modal transportation connections at, and bicycle and pedestrian access to, the LIRR railroad station located in the heart of downtown Wyandanch. Project deliverables included an illustrative urban design master plan for a proposed new ‘downtown’ station-area redevelopment project complete with a new street grid, structured parking, medium-density mixed-use buildings and a large new centrally located urban plaza. Additional recommendations included re-zoning and redevelopment of the historic ‘main-street’ located on Straight Path to the south of the proposed new inter-modal plaza.

**Wyandanch Low Impact Development Assistance, Wyandanch, NY** – Mr. Wandres is the Project Manager responsible for directing the development of a document that presents the case for the application of Low Impact Site Development measures as part of the ‘building-out’ of a previously recommended Transit Oriented Development scheme for the area immediately surrounding the Wyandanch LIRR station.

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# JAMES E. HARTLING

## *Partner*

### MARKET ANALYSIS

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Mr. Hartling has served as partner-in-charge for most of Urban Partners' economic development projects. He has directed the firm's downtown revitalization efforts in Asbury Park, Atlantic City, Allentown, Danville, Dover, Durham, Montclair and Swarthmore and led the effort to create the Pottstown Community and Economic Development Action Strategy. Mr. Hartling has prepared and helped implement neighborhood housing and commercial revitalization strategies in Philadelphia, Hartford, Trenton, Camden, Pittsburgh, Baltimore, Cleveland, Miami, Newark and a number of other smaller communities. He has led the firm's efforts for the Hoboken, NJ Waterfront, the Piedmont Mall in Danville, VA; the Society Hill Sheraton Hotel and the Strawberry Square Shopping Center in Philadelphia. Mr. Hartling has been responsible for much of Urban Partners' work involving the planning and development of new village centers and transit-oriented developments, including projects in Towamencin Township and Kennett Township, PA and Jersey City, Dover, and Woolwich and Washington Townships, NJ. Mr. Hartling participated in the firm's evaluation of mature community development corporations undertaken for the Ford Foundation and has led the firm's work in organizational assessments and strategic plans completed for the Philadelphia Neighborhood Development Collaborative, the Community Development Support Collaborative in Washington, D.C. and the Hartford Neighborhood Support Collaborative.

Mr. Hartling's current and recent projects include coordinating the firm's work in various Philadelphia neighborhood housing, commercial and industrial revitalization projects, including retail market analysis for the South Street Headhouse District, strategic planning for the American Street Empowerment Zone and the Allegheny West, Frankford, Girard Avenue, Southwest Philadelphia, Roxborough and the Broad & Olney neighborhoods,, economic analysis for the Phoenixville Area Multi-Municipal Comprehensive Plan and market analysis for the redevelopment of the White and Black Horse Pikes in Camden County, NJ. He has advised on the reuse of the recently-closed Virtua hospital campus in Camden, the Bayonne, NJ Military Ocean Terminal and the Haverford State Hospital site in Delaware County, PA. In New Jersey, he is supporting three neighborhood-based community development corporations (two in Newark and one in Camden) to develop supermarket-anchored shopping centers. Mr. Hartling led a six-municipality Delaware County Renaissance Plan (and a resulting redevelopment area plan for downtown Lansdowne) and is currently directing market analysis for the Downtown Savannah Master Plan and the Downtown Erie Improvement District Strategic Plan.

Mr. Hartling had over ten years of experience as an economic and social planner prior to founding Urban Partners in 1980. From 1977 to 1980, he administered \$15 million annually of CDBG and EDA funds as Deputy Director for Economic Development of Philadelphia's Community Development program. Previously, Mr. Hartling was on the faculty of the University of Texas teaching in both the graduate planning and public affairs programs. There he conducted research and training projects on economic and community development and human services delivery. He served as co-principal investigator on the initial evaluation of the Community Development Block Grant program, a comparative case study of Baltimore, San Francisco, Kansas City, Houston, Birmingham, and Hartford. He has also held staff positions with planning and development agencies in Texas, California, and New Jersey.

Mr. Hartling edited **Housing and Community Development in Texas** and authored **The Structure of Human Service Delivery Systems** as well as numerous articles and papers. He has delivered papers and speeches at conferences of such organizations as the National Association of Housing and Redevelopment Officials, the Council for Urban Economic Development, the American Planning Association, the Southern Regional Science Association, and the National Community Development Association. Mr. Hartling serves as lecturer at the University of Pennsylvania, is Chairman of the Philadelphia Development Partnership and serves on the advisory board of the Philadelphia Local Initiatives Support Corporation and the Community Design Collaborative.

**Education:** Mr. Hartling received his A.B. from Princeton University in Mathematics and his Master's degree and pre-doctoral degree in planning from the University of California at Berkeley.

# RESUMES

**education:**

M.S., Civil  
Engineering  
Columbia University

B.S., Civil  
Engineering  
University of Buffalo

**registration:**

New York  
Professional  
Engineer

**affiliations:**

America Society of  
Civil Engineers

## JOSEPH MENZER, PE, Principal Civil Engineer

Over the past 15 years, Mr. Menzer has built a reputation with public agencies for his creativity in problem solving, his responsiveness to clients' needs, and the consistently high quality of his designs. He has successfully managed numerous street reconstruction projects, understanding key stakeholder/agency needs and requirements, meeting those needs without compromising on project goals or client budgetary and schedule requirements. His strength is an ability to focus on project intent; understand constraints and opportunities; and work collaboratively in a multi-disciplined environment. This has resulted in a growing body of award-winning infrastructure, where innovative and cost-saving techniques are employed as Mr. Menzer stays current with his field and the ever changing physical and regulatory environment of New York City.

Mr. Menzer has spent his entire career developing both civil and transportation engineering projects in New York. His broad range of planning and design experience encompasses all facets of design and analysis for roadway design, utility engineering, sustainable design, right-of-way studies, community outreach, traffic engineering, and street lighting design. The quality of his work in these fields has allowed him to forge solid relationships with key agencies whose approval is essential for the successful completion of design projects in New York City.

As Director of Engineering at the RBA Group, Mr. Menzer directs a team of highly qualified civil, traffic and structural engineers. This team has completed miles of both Schematic Designs and Complete Street Reconstructions for NYCDOT, and NYCDOT in challenging environments that require close coordination with Transit, DEP, PDC, as well as various BID's and Community Boards.

Highlights of his recent experience includes:

- Development of pedestrian safety concepts for a more walkable New York through the NYCDOT School Safety and Senior Safety Projects. On these projects Mr. Menzer was actively involved in the development of mitigation measures that improved both the walkability and safety of areas where school-age or senior pedestrians are clustered.
- Sustainable Design treatments to reduce surface run-off via porous pavements, innovative drainage treatments and integration of drainage with landscape to address PLaNYC goals for a sustainable New York. Mr. Menzer was part of a DDC/DEP Task Force investigating new prototypes for drainage structures on New York City streets.
- Complex underground utility work, including replacement of all high pressure and low pressure water mains at the Brooklyn Navy Yard whilst maintaining 24/7 service to the tenants at this active Industrial facility.

Other recent projects are:

- Reconstruction of Combined Sewer Outfall at Old Slip/South Street, New York, NY
- Reconstruction of the Parkchester Medians, Bronx, New York
- Plaza De Las Americas, New York, NY
- Feasibility Study for Coastal Flooding In the Broad Channel, Queens, NY
- Schematic / Urban Design for 8 miles of Arthur Kill Road, Staten Island, NY

# RESUMES



## NEIL DESAI, AICP, Planner

### education:

Masters of City Planning, 2004,  
University of Pennsylvania

B.A. Geography, 1998,  
Dartmouth College

### registration:

American Institute of Certified Planners

### memberships:

American Planning Association (APA)

Pennsylvania Planning Association

International Economic Development Council

Neil Desai joined Brown & Keener, a division of The RBA Group, in 2004. A graduate of the Master of City Planning program at the University of Pennsylvania's School of Design, he brings an impressive and eclectic portfolio of academic and professional experience. Prior to joining the firm, he worked as a planning intern, environmental consultant, web design instructor, and graphic designer. At Brown & Keener, he quickly progressed into management roles for a number of projects in which community and stakeholder engagement were paramount, including a multi-municipal plan for Route 168 in South Jersey, a neighborhood plan in Philadelphia, and a plan for revitalizing business districts in Northwest Philadelphia. His graphic abilities, urban design thinking, and strong writing skills result in highly understandable, effective, and creative plans and designs. Neil undertakes a significant amount of GIS mapping and analysis for the firm's project work. He also developed and frequently utilizes a public engagement protocol to assist in choosing the best methods to engage people based on the unique characteristics of each community. Neil is also highly proficient in Spanish.

**Ridge Avenue Zoning Overlay Rulebook** – Planner. Developed a zoning overlay for the Ridge Avenue commercial corridor in Philadelphia, PA. The zoning overlay regulated building heights, setbacks, access, parking, and signs. Designed and distributed an accompanying “rulebook” to help business- and property-owners and the public understand the parameters of the zoning overlay.

**Revitalizing Commercial Corridors in the 9th Councilmanic District, Philadelphia, PA** – Project Manager. Drafted revitalization plans for eight commercial corridors in Northwest Philadelphia. Recommended public and private improvements, including streetscape elements, gateway features, and façade improvements.

**Asbury Park Main Street Redevelopment Plan** – Planner. Assisted in preparing redevelopment plan for the Main Street commercial corridor in the City of Asbury Park, NJ. Developed the plan and illustrative graphics demonstrating development concepts. Developed new zoning districts based on the character of existing built forms and block structure of Main Street and intersecting streets.

**Mt. Airy Placemaking & Streetscape Improvement Plan, Philadelphia, PA** – Project Manager. Drafted plan for streetscape improvements along Germantown Avenue, the “downtown” of the Mt. Airy neighborhood. Plan also include recommendations for public spaces, circulation improvements, and a detailed wayfinding sign system.

**Envision Oak Tree Road, Edison Township, NJ** – Planner. Created plan for revitalizing the Oak Tree Road area of Edison, NJ, a vibrant shopping destination, yet one that has several properties with “greyfield” characteristics. The plan included recommendations for improving the pedestrian circulation system, reconfiguring the lanes along Oak Tree Road to improve vehicular access and calm traffic, and redeveloping of several properties. The plan also included concepts for wayfinding signs.

**Revitalizing the Garden Court Business District, Philadelphia, PA** – Planner. Drafted plan for streetscape improvements along Germantown Avenue, the “downtown” of the Mt. Airy neighborhood. Plan also include recommendations for public spaces, circulation improvements, and a detailed wayfinding sign system.

**Blackwood-Clementon Road Greyfields Planning Study Horse Pike Collaboration Planning Initiative** – Planner. Assisted in leading a visioning process and redevelopment plan for a commercial corridor in Gloucester Township, NJ that has significant commercial vacancies. The hallmark of the plan is the conceptualization of districts along the corridor that would each support more nodal, as opposed to linear, development.

**Black Horse Pike Collaboration Planning Initiative** – Project Manager for the creation of a multi-municipal corridor plan for Route 168 in Southern New Jersey. The plan identified specific roadway cross-section reconfigurations to calm traffic and support pedestrians and bicyclists. The plan also recommended specific sign types for corridor businesses.

## Relevant Projects

## URBAN DESIGN & LAND USE PLANNING

- Vision Plans
- Master Plans
- Zoning ordinances
- Form-based Codes
- Design Guidelines
- Redevelopment Plans



**location:**  
Copiague, NY

**client:**  
Town of Babylon

**client contact:**  
Ms. Vanessa Pugh  
(631) 957-4465  
200 East Sunrise Hwy  
Lindenhurst, NY 11757

**unique attributes:**  
community visioning;  
design guidelines;  
economic/market  
trends analysis;  
review of local zoning  
codes

## A Vision Plan for Copiague

The RBA Group was hired by The Town of Babylon Office of Downtown Revitalization develop a 'Vision Plan' for Copiague the goal of which is the creation of a vibrant, walkable, livable and economically strong downtown. Employing the principles of **Transit Oriented Development (TOD)**, The RBA Group made recommendations in the areas of land use and zoning, transportation, parking, pedestrian and bicycle facilities, transit connectivity, open space and streetscape improvements, architectural design guidelines and improved signage. The signature feature of the vision plan is a new public plaza located directly adjacent to the LIRR station. The plaza, an expansion of an existing small Veterans' Memorial Plaza, will replace a surface parking lot and provide an opportunity for passive and moderately active recreation in the downtown. It will also provide a gathering place and a focal point for the community.

By dictating a range of acceptable building types, materials and architectural treatments, the proposed new 'form-based-code,' custom tailored for downtown Copiague, will, in time, ensure that the new higher density, multi-story, mixed-use downtown is developed with a continuous street wall and aesthetically pleasing façades.



# Traditional neighborhood design to enhance village character



**location:**  
Columbus, NJ

**client:**  
Township of  
Mansfield, NJ

**client contact:**  
Ed Fox  
(609) 265-5055

**project attributes:**  
village design;  
traditional  
neighborhood design;  
transfer of  
development rights

## Plan for Columbus Village

Mansfield Township is an agrarian community in Burlington County, NJ with its main crossroads being Columbus Village. As the picture on the right shows, the crossroads is surrounded by active agricultural land. The Township's 2001 Master Plan proposed establishing transfer of development rights (TDR) receiving areas in defined growth areas clustered around the three villages of Columbus, Hedding and Georgetown. The growth areas would provide for a more intense future development that would closely follow the established character and development patterns of the corresponding village centers. Although envisioned primarily as residential areas, the growth areas would also provide an opportunity for convenience retail, office, service and institutional uses.



Brown & Keener, a division of RBA, was retained to assist the Township with refining the community vision for the proposed Columbus Village. The task was to facilitate a shared vision for the future of both the Village and the Township by engaging Township residents, property owners and developers in two hands-on Saturday morning workshops.

The final design of Columbus Village incorporates 900 new housing units of various types, sizes and values, including an estimated 200 affordable units identified through a zoning build-out analysis. It also includes approximately 50,000 sf of small retail, office and restaurant uses that were backed up by a market analysis.

The design incorporates Traditional Neighborhood Design concepts specifically tailored for expanding a small rural crossroads village. It features an interconnected roadway network where new streets connect to existing streets whenever possible. A planned bypass road around the southwest side of Columbus would remove trucks and through traffic from the center of Columbus.



## Asbury Park Main Street Redevelopment Plan

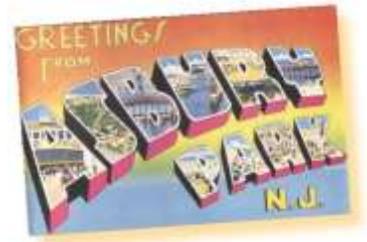
**location:**  
Philadelphia, PA

**client:**  
City of Asbury Park

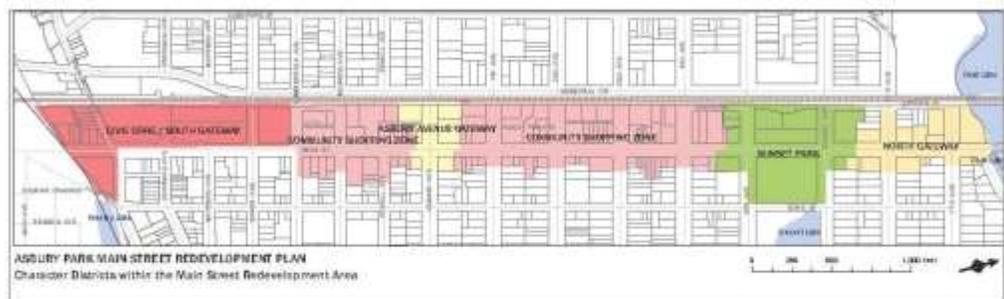
**client contact:**  
Don Sammet, Director  
of Planning &  
Redevelopment  
(732) 502-5711  
One Municipal Plaza  
Asbury Park, NJ 07712

**unique attributes:**  
land use;  
transit oriented  
development;  
urban design

If the waterfront is the heart of this storied seaside city, then Main Street is its spine. Asbury Park's principal north/south thoroughfare, Main Street is a gateway into the city and the waterfront. It also serves as a transportation hub, a focal point for government and civic activity, and a neighborhood shopping district.



The need to expand the municipal building, capitalize on the presence of a NJTRANSIT train station, and encourage reinvestment in properties along Main Street prompted the city to explore redevelopment options within the Main Street corridor. The city selected Brown & Keener to craft the redevelopment plan. The redevelopment planning process was an opportunity to think strategically about the development, use, design, and siting of buildings and landscape elements on and along Main Street. As Main Street is a long, multi-faceted corridor, Brown & Keener recommended organizing the corridor into a series of "character districts" and devised specific land use and design parameters tailored to the unique characteristics of each district. For example, BK classified the section of Main Street that is home to the NJTRANSIT station and the municipal building as the "Civic Core." The recommended land uses and design parameters within the redevelopment plan would permit this district to evolve into a transit-focused, livable downtown. As the redevelopment of the Civic Core would be a highly-visible project and a potential catalyst for further investment, BK illustrated a prospective design and development outcome for this district. The redevelopment plan includes several such concept illustrations to clearly communicate a vision to potential developers and the public. To complement the character district land use and design parameters, BK recommended guidelines for streetscape investments in the public infrastructure of the Main Street corridor. The Community Shopping Zone District would continue to be a neighborhood-serving retail destination.





## Village Design Plan

**location:**  
Cranbury, NJ

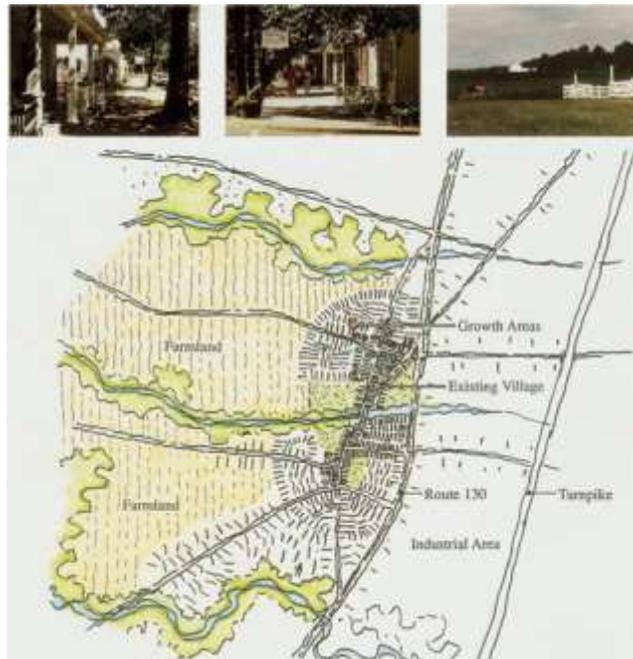
**client:**  
Cranbury Township, NJ

**client contact:**

Thomas Harvey,  
Planning Board Vice  
Chair  
(609) 395-0900

**project attributes:**  
village design, growth  
management, housing  
prototypes

The Township of Cranbury, NJ, faced tremendous pressure to convert beautiful, productive farmland in single family homes. Suburban growth could not only damage the quality the landscape, but also threaten the character of a compact village. Brown & Keener, a division of RBA, developed a village design plan that protects the historic 18th and 19th century Village and environs, accommodates growth, and addresses farmers' needs. The plan features areas of acceptable new development while preserving the character of existing neighborhoods. The public input process focused on community goals, visual character, economic development, farmers' rights, and maintaining the social fabric of the Village.



The first part of the plan presents spatial relationships among the Village, farmland, and industrial land and features clearly defined boundaries for the respective areas along with suitable residential prototypes. The second part proposes maintaining the Village's residential character under new zoning codes, having analyzed the structure of the village—walking distances, studying the neighborhoods and residential styles. BK illustrated sample growth patterns, including street grid layouts and guidelines for housing characteristics (e.g., front porches, location of parking and garages, etc.).

The details of the plan, which were adopted into the Township's Master Plan, were in part based on findings from a real estate financial analysis, which revealed that constructing fewer yet more diverse dwellings was far more profitable to land owners than the widespread development of uniform, single-family residences. A variety of residential prototypes would attract a wider market and landowners could substantially reduce construction time and sell properties in fewer years.

# Identifying the building blocks of a successful downtown



## Downtown Haddonfield Vision Plan

**Location:**  
Haddonfield, NJ

**client:**  
Borough of  
Haddonfield, NJ

**client contact:**  
Andrew Johnson  
(215) 988-1830

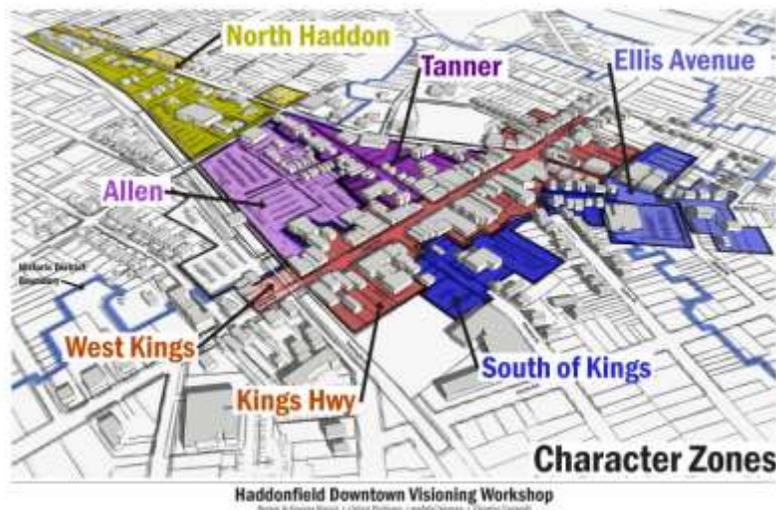
**unique attributes:**  
small town  
planning;  
community  
visioning;  
framework for form-  
based codes

Located a short drive or train ride from Philadelphia, historic Haddonfield, New Jersey is a unique find amidst the highways, subdivisions, and strip malls that characterize much of South Jersey. Downtown Haddonfield's wide, tree-lined sidewalks and variety of historic architectural styles offer a charming shopping and dining experience.



A strong real estate market is starting to change downtown, most recently via a condo conversion along the main street, King's Highway. With projects in downtown happening under a master plan and zoning ordinance that has not been updated since the mid-1980s, future development might jeopardize the delicate balance of old and new within downtown.

The Borough turned to Brown & Keener, a division of RBA, to lead a visioning process for the future of Downtown Haddonfield. BK reached out to at least 500 residents through public workshops, "community conversations" held in residents' homes, and a Borough-wide survey. On the whole, residents were most concerned with maintaining the overall intimate scale of downtown. With form being a critical issue for residents, BK recommended establishing eight zoning districts that reflect the subtle differences in the urban character of downtown blocks. The character zones would be the basis for the Borough's next step: crafting a form-based Land Development Ordinance for downtown to replace its antiquated code.



To help enhance Downtown Haddonfield's competitiveness as a retail center, given competition from suburban shopping areas, BK recommended revising land-use controls by concentrating retail uses on ground floors along King's Highway. BK also suggested a series of incremental actions to improve circulation and parking within downtown.

# Coordinating land use plans with transportation investments



**location:**  
Fanwood, NJ

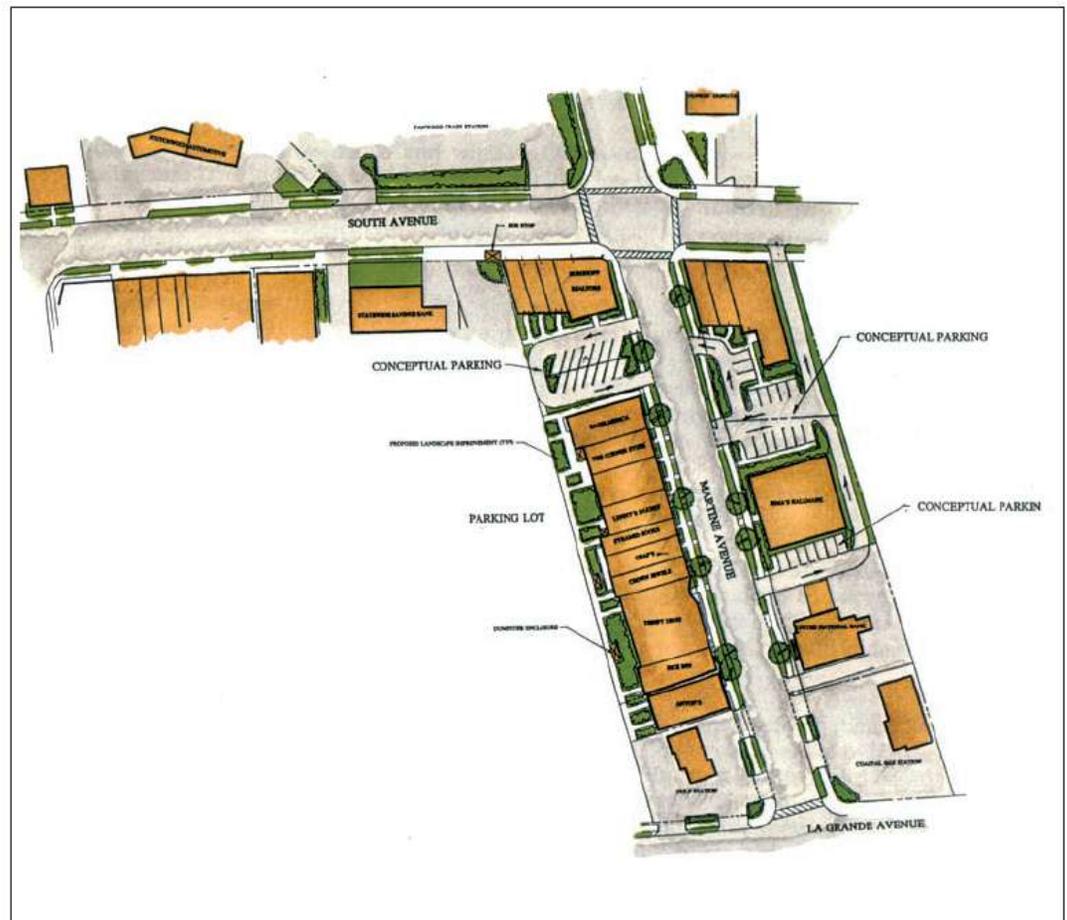
**client:**  
Borough of Fanwood, NJ

**client contact:**  
Ms. Eleanor McGovern  
(980) 322-7277  
75 Martine Avenue  
Fanwood, NJ 07023

**unique attributes:**  
streetscape program;  
traffic circulation  
improvements,  
pedestrianization

## Fanwood Downtown Revitalization Plan

The RBA Group was responsible for development of a downtown revitalization plan for the Borough of Fanwood. The planning effort included an analysis of land use, traffic, parking, pedestrian circulation, and functional relationships within the downtown area and culminated with recommendations and implementation measures for strengthening the downtown. Goals of the plan include development of an appearance improvement program; development of a streetscape program; improvement of traffic circulation; making the downtown area pedestrian-friendly; facilitation of good functional relationships; development of a foundation for a marketing program; attainment of consensus for cooperation among Borough officials, residents, merchants, and property owners; and development of the Dean Oil site.





**location:**  
Haddonfield, NJ

**client:**  
Borough of  
Haddonfield

**client contact:**  
Andrew Johnson,  
Planning Board Chair,  
(215) 988-1830

**unique attributes:**  
land use;  
transit oriented  
development;  
urban design

## Downtown Haddonfield Form-Based Code

The first “form-based” zoning ordinance officially adopted by a New Jersey municipality is on the books in the Borough of Haddonfield. Brown & Keener, a division of RBA, played the principal role in creating the code.

The new ordinance for Downtown Haddonfield replaces the antiquated Euclidean zoning code with a code consisting of strict urban design standards specifically aimed at preserving and enhancing downtown’s traditional built form.

The foundation for the new ordinance was the Downtown Haddonfield Vision Plan. This document, drafted over a year through a deliberate community engagement process, serves as the regulating plan for the new downtown code.

The foundations of the code are four districts and fourteen permitted building types. The bulk requirements of each building type are influenced largely by the traditional architecture and building forms in Haddonfield. Permitted uses are assigned not by zoning district, but by building type. This allows uses to change and evolve while preserving the character of the built environment.

The result is a hybrid code that conforms with New Jersey land use law. Regardless of whether the code is hybrid or pure, it clearly stays true its moniker: form-based.



# Streetscape & design investments tied in with community development



## Insights for Girard Avenue

**location:**  
Philadelphia, PA

**client:**  
Philadelphia  
Empowerment Zone

**client contact:**  
Eva Gladstein, Director  
Philadelphia  
Empowerment Zone  
215-686-0457

**subconsultant:**  
Cloud Gheshan Assoc.

**unique attributes:**  
Economic &  
Community  
Development

Streetscape

Public Art

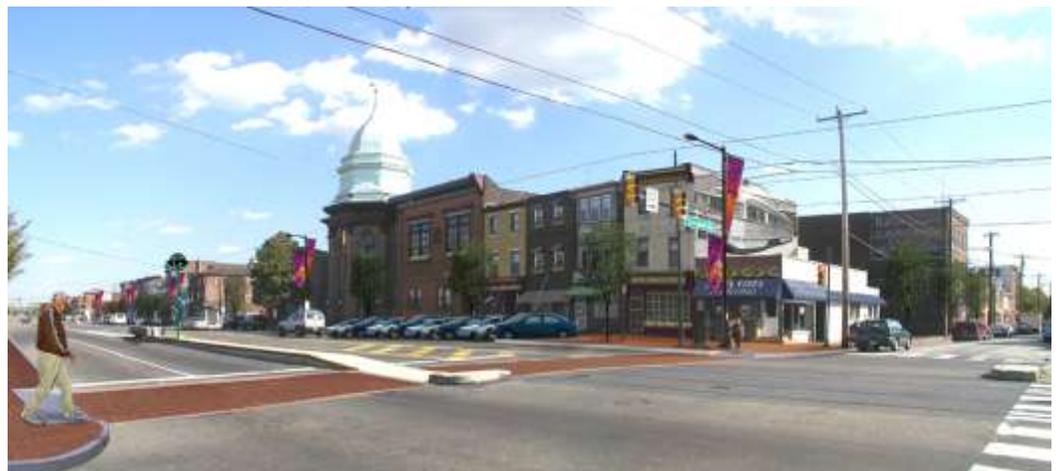
Circulation

Façade Guidelines

Girard Avenue, one of Philadelphia's major crosstown streets, is poised for revival. It is a front door for numerous neighborhoods that are beginning to be reshaped by Center City's booming residential market, and a corridor along which much-needed crosstown transit service is being established along a restored trolley line.

These changes are attracting new residents and businesses to Girard Avenue and beyond, creating new opportunities for residential and commercial development—and numerous challenges for existing residents who wish to remain in place.

The Girard Coalition, an umbrella group of business and neighborhood groups along the avenue, retained Brown & Keener, a division of The RBA Group, to help negotiate these changes and develop a plan that would benefit both current and new members of the community. The plan, developed over two years with extensive public input, is designed to attract, inform and coordinate public and private investment. It tackles five key issues: economic and community development, streetscapes, circulation, design and public art. Already, the plan is shaping projects that are in the planning, design or construction phase.





**location:**  
Philadelphia, PA

**client:**  
Mayfair Community  
Development Corp.

**client contact:**  
Ms. Elizabeth Moselle,  
Director – Mt. Airy USA  
(215) 944-6021  
6703 Germantown  
Avenue, Suite 200  
Philadelphia, PA 19119

**unique attributes:**  
linked streetscape  
recommendations with  
neighborhood  
placemaking through a  
public engagement  
process

## Mt. Airy Placemaking/ Streetscape Improvement Plan

The subject of many media articles and photo essays—as well as several documentary films and books—Germantown Avenue is famous for its historic buildings, Belgian blocks, trolley tracks, and for slicing through a diverse cross-section of neighborhoods as it winds more than eight miles from the center of Philadelphia up through the Northwest.

For the residents of the Mt. Airy neighborhood, located in Northwest Philadelphia, the Avenue has started to emerge into a vibrant, eclectic retail and dining destination and a civic focal point. With private investment growing, Mt. Airy USA, a local community development corporation, turned to Brown & Keener (BK) to craft a plan for investing in the public infrastructure of the Avenue.

The resulting Mt. Airy Placemaking & Streetscape Improvement Plan consists of four components:

**STREETSCAPE ELEMENTS.** To plan for and prioritize improvements to the Avenue’s streetscape, including sidewalks, street lights, trees, and furnishings such as bike racks, benches, trash receptacles, and bus shelters.

**SPECIAL PROJECTS.** To imagine, conceptualize, and set parameters for creative projects that will enhance the appearance, identity, and quality-of-life along Germantown Avenue and in Mt. Airy.

**MOBILITY & TRAFFIC.** To identify and devise solutions to the vehicular and pedestrian circulation problems along the Avenue in order to make the Avenue more safe and appealing.

**NAVIGATION & WAYFINDING.** To devise a new signage system to help people navigate to Mt. Airy and its major attractions and institutions, including the SEPTA Regional Rail stations.

With assistance from firms specializing in landscape architecture, transportation planning/engineering and environmental identity, BK led a community engagement process to educate stakeholders on each of the components of the plan. This process involved collaborating with a Steering Committee of Mt. Airy residents through topic-specific workshops, conducting an online community survey, and holding a community open house to showcase the plan’s key recommendations to the public. Several key points and themes emerged from this process. First, the primary goal of “placemaking” investments should be simple: draw more people to Germantown Avenue. In Mt. Airy, the Avenue’s sidewalks are typically quiet and sparsely occupied, unlike those of its northern neighbor Chestnut Hill. Second, investments should be tailored so that the Avenue retains the “flavor” of the neighborhood as it passes through Mt. Airy. For example, the colors and fonts of the recommended wayfinding sign system could be modified to reflect Mt. Airy’s natural and built environment.

The resulting master plan for the Avenue also includes a strategy for allocating the more than \$3 million earmarked for Mt. Airy USA to undertake streetscape improvements. The process of developing this strategy involved helping Mt. Airy USA understand the costs involved in streetscape projects and set priorities for investing in the Avenue.

## THE PUBLIC REALM

- Streetscapes
- Parks & Playgrounds
- Greenways/Trails
- Plazas
- Riverfronts

# Streetscape improvements to revitalize a downtown



## Fordham Road Streetscape Master Plan

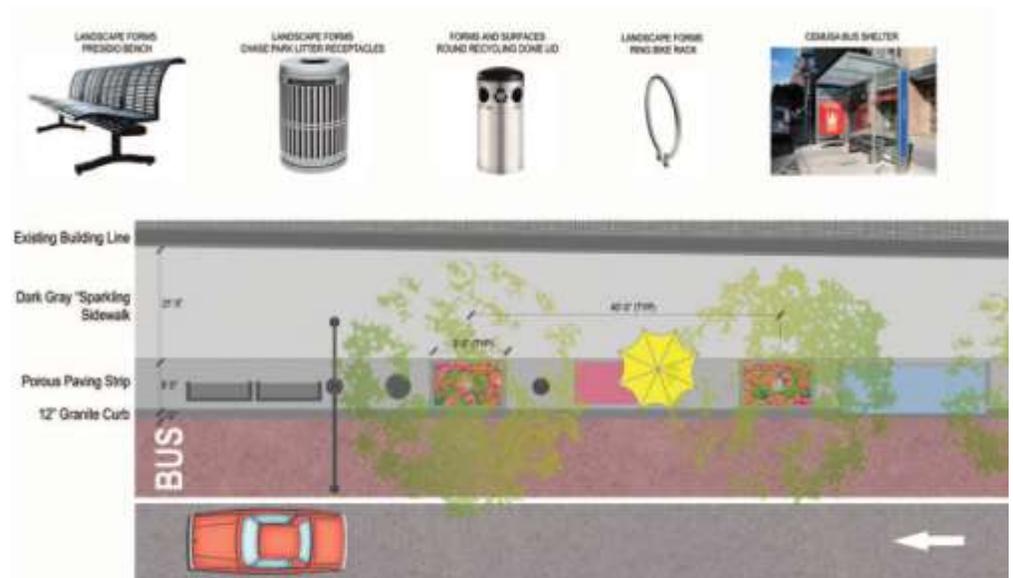
**location:**  
Fordham Road  
Bronx, NY

**client:**  
Fordham Road Business  
Improvement District

**client contact:**  
Ms. Wilma Alonso,  
Executive Director  
(718) 562-2104  
2530 Grand Concourse,  
Room 803  
Bronx, NY 10458

**unique attributes:**  
create a vision for a  
more visually appealing  
greener and pedestrian  
friendly Fordham Road,  
consolidate and unify  
streetscape elements

The RBA Group prepared a Master Plan for beautification of Fordham Road from Jerome Avenue to Third Avenue in The Bronx, NY. RBA has created a program of public space and streetscape improvements that enhance the appearance of the streetscape within the BID's boundaries, improved the safety and convenience of pedestrian connections within and throughout the District, coordinated and complemented currently on-going and planned infrastructure upgrades and physical improvements to the built environment, and enhanced the attractiveness and desirability of this already important and well-known public destination for all of the Bronx and the City.



# Sustainable streetscape design to transform underutilized public space



## Water Street Streetscape Improvements

**location:**  
New York, NY

**client:**  
New York City  
Economic  
Development  
Corporation

**client contact:**  
Ms. Laura Gray  
(212) 312-3590  
110 William Street,  
6<sup>th</sup> Floor  
New York, NY 10038

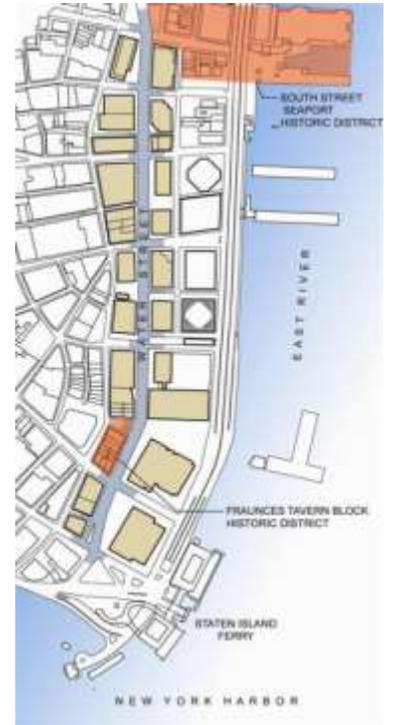
**unique attributes:**  
topographic survey;  
urban design;  
inter-agency  
coordination;  
traffic study;  
schematic design;  
cost estimating

The New York City Economic Development Corporation has hired RBA to prepare a feasibility study and schematic design for streetscape improvements along Water Street in Lower Manhattan from South Street Seaport to the Whitehall Ferry Terminal. The goal is to transform Water Street into a “world class” Boulevard offering an exciting array of shopping, café’s and pedestrian amenities.

Water Street currently is stark, impersonal and lacking in pedestrian amenities. As such it is far from living up to its potential as a vibrant multi-modal urban boulevard. Although a big constraint is the lack of sustained direct sunlight, a major urban design opportunity lies in the generous amount of available open space. The schematic design will propose innovative urban design interventions to enhance the identity of the street, creating a more pedestrian-oriented environment.

Going beyond the open spaces that exist presently, the street is over capacity and some percentage of the existing roadway will be converted to pedestrian and/or planted areas. Together, RBA's civil engineers and urban designers are developing a schematic geometric design that features a unique asymmetrical roadway centerline alignment that creates unique opportunities for dynamic public open spaces. We envision a reconstructed street that incorporates the following public realm improvements:

- ✓ A dramatic increase in the amount of ‘greenery’ and sustainable design features
- ✓ Intersection safety improvements
- ✓ High-quality paving materials and site furnishings
- ✓ Artwork, water feature, signage and lighting



*Existing Conditions*



*Rendering of Proposed Improvements*

# Streetscape design to create a visually coherent neighborhood



## West New Rochelle Streetscape Design Study

**location:**  
New Rochelle, NY

**client:**  
New Rochelle Department  
of Development

**client contact:**  
Mr. Jeremy Schulman  
(914) 654-2193  
515 North Avenue  
New Rochelle, NY 10801

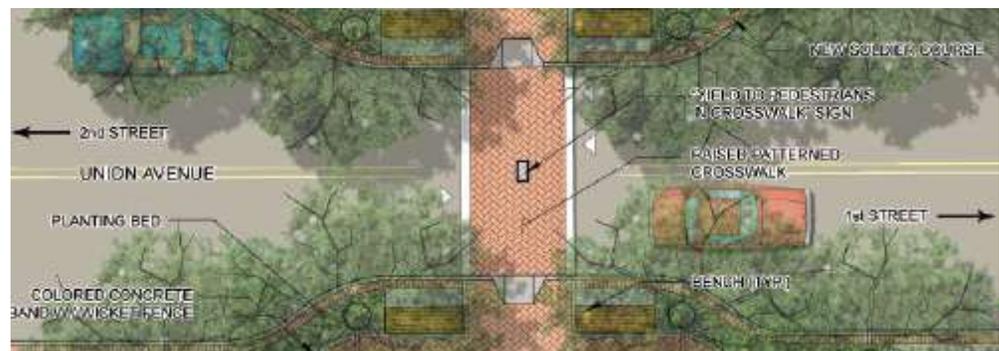
**unique attributes:**  
create a visually coherent  
neighborhood with  
improved pedestrian  
amenities

New Rochelle is a thriving coastal city with a mix of residential and retail facilities. Throughout the city, there are clusters of businesses in higher density areas that have developed into bustling commercial corridors. While several of these areas have been renovated recently to create a more pleasant experience for residents and visitors, other locations are overrun with traffic and poor walking conditions.

The purpose of this study is to analyze two commercial corridors at the west end of New Rochelle and provide recommendations for streetscape improvements and pedestrian safety. The study area includes Main Street from I-95 to Pintard Avenue, and Union Avenue from 5th Street to Warren Street. Each corridor has its own unique character and challenges associated with it.

Upon evaluation of the existing conditions, the consultant met with city officials, agencies, residents, and business owners to determine opportunities for improvement. With this community-based planning approach, a set of potential traffic calming and streetscaping measures were developed. These measures were assessed according to feasibility on each street, and a series of recommendations evolved.

This study is intended to provide the City of New Rochelle with a general plan to create a visually cohesive environment with improved pedestrian amenities on both Main Street and Union Avenue.





**location:**  
Nassau County, NY

**client:**  
Nassau County  
Department of Public  
Works

**client contact:**  
Mr. Richard Arnedos  
(516) 571-6879  
1194 Prospect Avenue  
Westbury, NY 11590

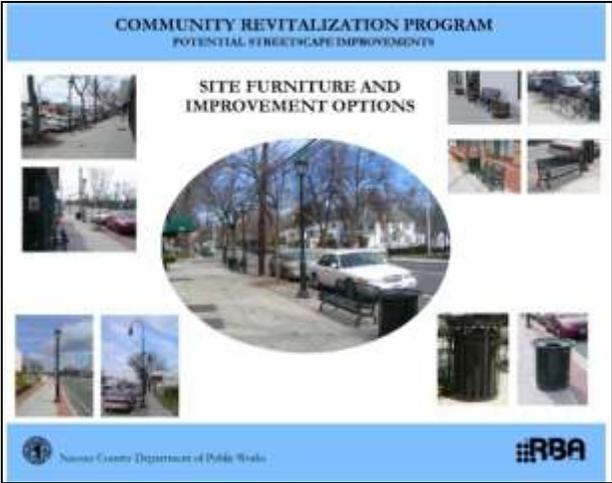
**unique attributes:**  
streetscape planning/  
final design

## Nassau County Community Revitalization Program

For this Nassau County Department of Public Works project, RBA provided streetscape planning and final design services for two (2) corridors on Merrick Road in the Town of Hempstead:

- Merrick Road, from Bedford Avenue to Eastern Avenue in Bellmore
- Merrick Road, from Millang Place to Babylon Turnpike in Merrick

The objective of the contract was to enhance the physical environment and appearance of these corridors. The project involved the installation of new curb and decorative sidewalks. (\$1.5 Million)





**location:**  
Bronx, NY

**client:**  
New York City  
Department of  
Transportation and  
NYCDDC

**client contact:**  
Mr. Michael Johnson  
(212) 676-0551  
55 Water Street  
New York, NY 10013

**unique attributes:**  
enlarge (2X) existing  
traffic triangle and  
postage stamp park;  
provide needed public  
open plaza space on  
busy Fordham Road;  
incorporate  
sustainable design

## Fordham Road – Bryan Park Revitalization

Bryan Park is a small traffic triangle located at the intersection of Fordham and Kingsbridge Roads. It currently consists of a few trees, shrubs, some grass and a flag pole surrounded by sidewalks and busy roadways. Fordham Road is the third busiest shopping area in the City of New York but affords shoppers no place to sit and rest. NYCDOT and DDC have hired RBA to both expand and completely redesign Bryan Park, doubling its size and turning it into a lush public plaza and neighborhood focal point. RBA's landscape architects have redesigned the space with sensitivity to existing trees to remain and including an array of new public amenities. The design includes retaining walls, steps, railings, decorative pavements, lighting, fixed and moveable tables and chairs, a concession stand, information kiosks, street trees and landscaped planters. The new design elements also promote sustainability goals through use of BMP's such as water-efficient landscape design, use of pervious pavements, environmentally preferable materials and improvements to the public right-of-way. In addition to DOT and DDC, RBA is coordinating the design with DPR, DEP, PDC, MTA, the local Community Board and the Fordham BID.





**location:**  
between Broadway  
and Wadsworth  
Avenue,  
New York, NY

**client:**  
New York City  
Department of Design  
and Construction

**client contact:**  
Mr. How Sheen Pau  
(718) 391-2093  
30-30 Thomson  
Avenue  
Long Island, NY 11101

**unique attributes:**  
convert under-utilized  
roadway to a new  
pedestrian plaza and  
outdoor market place,  
employ sustainable  
design techniques



## Plaza De Las Americas, Reconstruction of West 175th Street

Plaza De Las Americas is a part of DOT's NYC Plaza Program, an integral component of PlaNYC. The NYC Plaza program aims to reclaim the public right of way where appropriate to redistribute public land to benefit pedestrians, improve safety and enhance the quality of life for New Yorkers. The bold design proposed for Plaza De Las Americas requires complete reconstruction of West 175th Street between Broadway and Wadsworth Avenue in Manhattan. Design work includes site analysis, traffic engineering, topographic survey, geotechnical engineering and urban landscape architecture. Enhancements include trees, lighting, benches, a drinking fountain, public art and decorative porous paving materials. Work also includes agency coordination including NYCDP&R, NYCEP, Public Design Commission, MTA, and the local Community Board. The RBA Group is also providing Community Outreach services in Spanish.





## Home Depot Garden

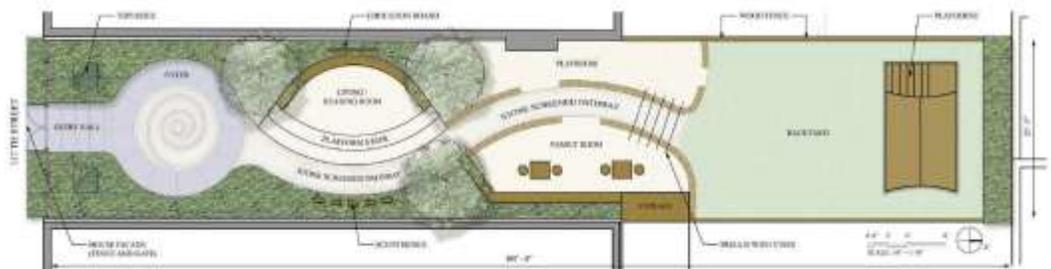
**location:**  
East Harlem, NY

**client:**  
New York  
Restoration Project

**client contact:**  
Amy Gravaris  
(212) 333-2552  
254 West 31st  
Street, 10th Floor  
New York, NY 10001

**unique attributes:**  
landscape  
architecture;  
community garden;  
nature explore  
classroom; space  
planning;  
architectural and  
landscape design;  
construction  
administration

The Home Depot Garden is a 20' x 100' vacant city lot that was transformed into a children's learning garden by the New York Restoration Project. Founded by Bette Midler, this not-for-profit organization provides much needed useable open space in underserved communities. The project is being sponsored by the Home Depot Foundation, and this "learning with nature" garden was designed in accordance with Arbor Day Foundation guidelines to qualify for a "Nature Explore Classroom Certification." The design includes a "house facade" entrance fence and gate leading to a gathering area. There is a serpentine pathway that connects to a platformed seating area for outdoor classes, a nature art area, a messy materials area, a building garden area, an open space, and a fantasy playhouse. -- all surrounded by lush plantings. (\$175,000 fee)



# Conversion of derelict waterfront to parkland



## Bronx River Greenway – Reconstruction of Devoe Avenue, East Tremont Avenue and 177<sup>th</sup> Street

**location:**  
Bronx River - East Tremont Avenue to Westchester Avenue, Bronx, NY

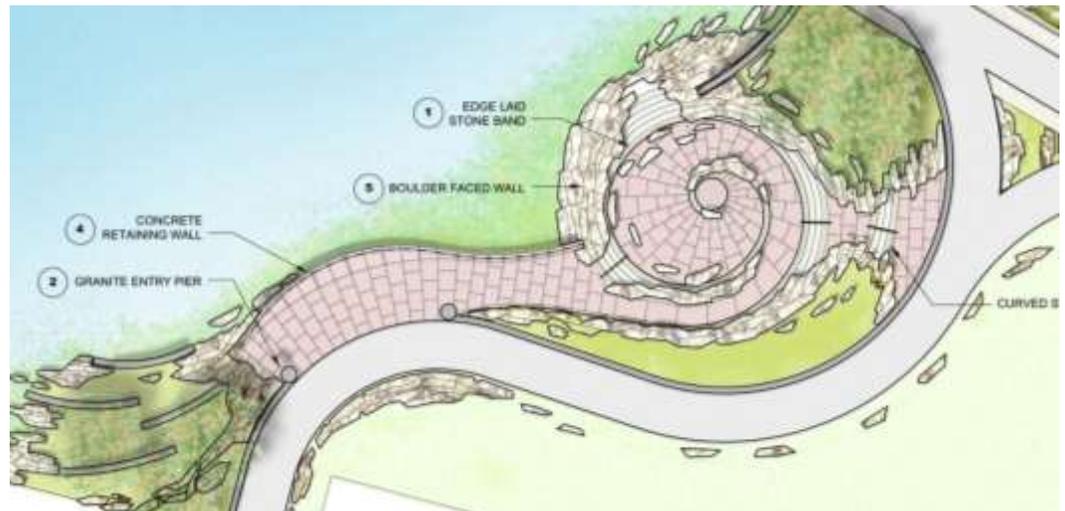
**client:**  
New York State Department of Transportation

**client contact:**  
Mr. Jim Lau, RLA  
NYSDOT Region 11  
(718) 482-4639  
47-40 21st Street,  
Hunters Point Plaza  
Long Island City, NY  
11101

**unique attributes:**  
convert derelict waterfront to a City Park and Greenway

**awards:**  
Public Design Commission Award  
Excellence in Design

NYSDOT Region 11 (NYC) hired The RBA Group to work collaboratively with their in-house landscape architects and civil engineers to design a new \$33 million park spanning both sides of a 1.5-mile long segment of the Bronx River between Westchester and East Tremont Avenues. The project also includes full reconstruction of portions of Devoe Avenue, 177<sup>th</sup> Street and East Tremont Avenue to facilitate continuation of the Greenway path within the street right-of-way. The roadway reconstruction/streetscape design component of the project includes design of a unique shared-sidewalk condition where the Greenway path runs adjacent to and eventually across East Tremont Avenue. The streetscape design features raised landscaped traffic islands and medians, decorative sidewalks and crosswalks, street trees and numerous traffic calming measures including a unique mid-block bicycle/pedestrian greenway crossing.





**location:**  
Waterbury, CT

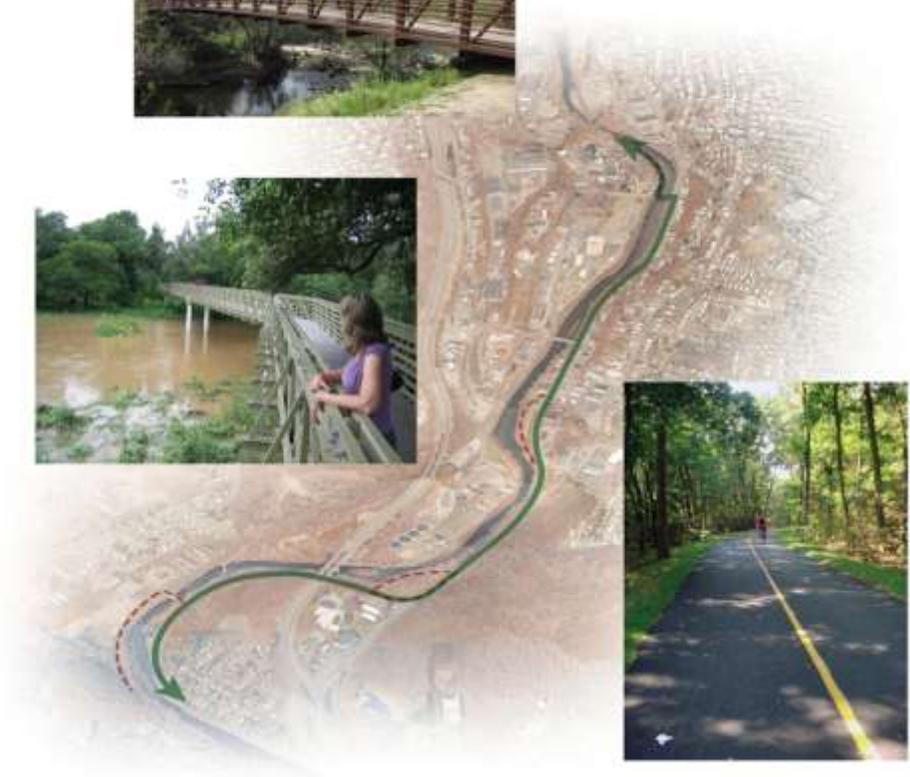
**client:**  
City of Waterbury

**client contact:**  
Mr. Mark J. Pronovost, P.E.  
203-574-6851  
236 Grand Street  
Waterbury, CT 06702

**unique attributes:**  
preliminary & final design;  
pedestrian & bicycle  
amenities

## Waterbury Naugatuck River Greenway

The RBA Group has been hired by the City of Waterbury to provide preliminary, semi-final and final design services as well as construction administration services for an approximately 2.1-mile pedestrian and bicycle route along the east side of the Naugatuck River on South Main Street from Eagle Street to Platts Mill Road and on Platts Mill Road to the Naugatuck River Recreation Access boat launch. The route will comprise a combination of rehabilitated existing shoulders separated from southbound vehicles with continuous guide rail or a landscaped buffer, where feasible, and a new off-road multi-use path within a 7-acre property to be dedicated to the City. Proposed work includes, but is not limited to: the reconstruction of existing shoulders for a proposed roadside multi-use path; a new off-road multi-use path, a “road-diet” on South Main Street with the removal one or two travel lanes, curbing and curb ramps; new asphalt pavement, pavement markings and signs guiderails, pedestrian safety railing, bike racks, benches, landscaping, drainage systems, an 800- foot +/- long segment of boardwalk or cantilevered walkway along the riverbank, a new pedestrian bridge crossing the Naugatuck River parallel to, or as part of, the existing Eagle Street Bridge, and any retaining walls that may be required. Additional improvements include the development of a passive recreational park including a parking lot, nature trail, and kayak launch within the 7-acre undeveloped parcel at the corner of South Main Street and Platts Mill Road and the construction of an at-grade pedestrian crossing at the intersection of Pearl Lake Road and South Main Street.





**location:**  
Newark, NJ

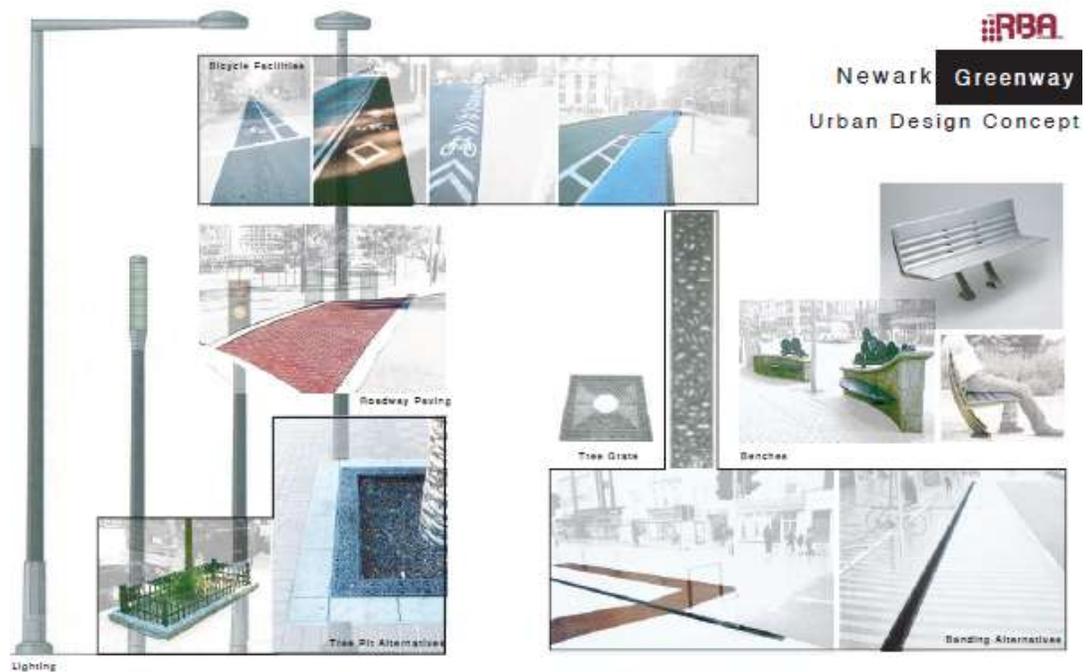
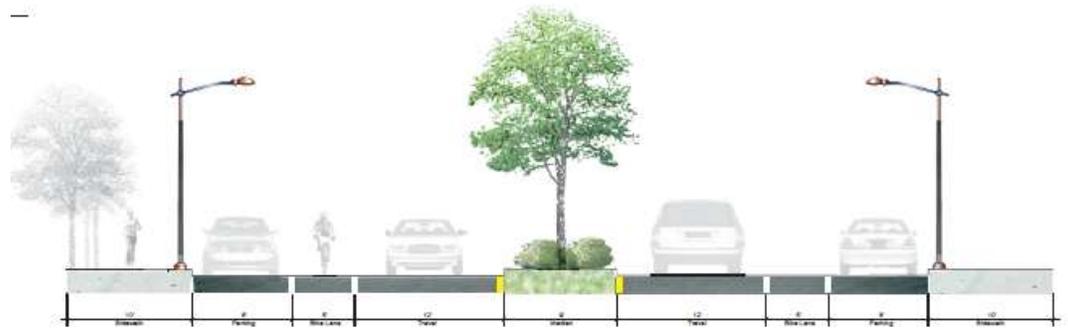
**client contact:**  
City of Newark  
Dr. Cheryl Allen-Munley, P.E., P.P.,  
Traffic Engineer  
(973) 733-4770

**unique attributes:**  
eliminate travel lanes to create bike lanes, shared use paths and planted medians

## Newark Greenway – Weequahic to Branch Brook Parks

The RBA Group worked with the City of Newark to design the first phase of a proposed citywide Greenway system. This first segment is 3.5 miles in length and connects Weequahic Park in the South to Branch Brook Park in the North along Elizabeth Avenue, Bigelow Street and Irvine Turner Boulevard, an alignment that closely mirrors a potential "Parkway" corridor identified by Frederick Law Olmsted in the late 1800's, but was never built.

The proposed design calls for new on-street bicycle lanes, planted roadway medians with pedestrian refuge islands at busy intersections and a variety of traffic calming treatments including raised intersections, high visibility crosswalks and countdown pedestrian signal heads and sidewalk neck-downs at corners. RBA redesigned the sidewalk environment to include a continuous canopy of street trees and related sub-surface soil amendments, new distinctive pavements, decorative light poles, street furniture and other amenities.



# Providing new public spaces to activate the riverfront



**location:**

Philadelphia, PA

**client:**

Schuylkill Project

**client contact:**

Ms. Kay Sykora  
215-482-9565 x 206

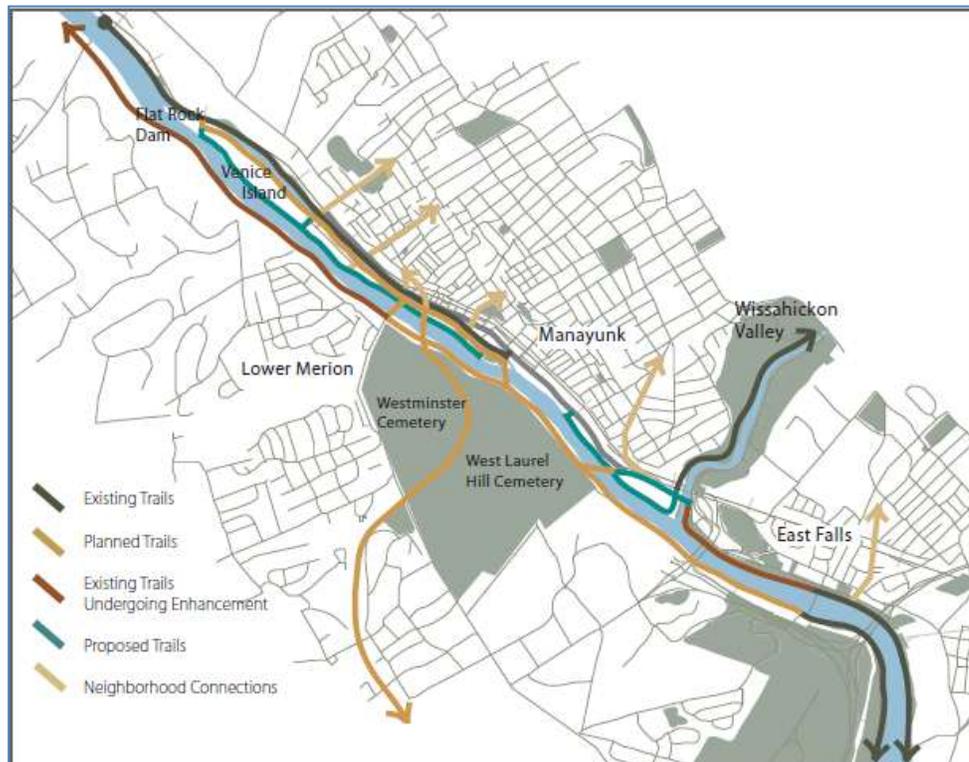
## Upper Schuylkill Open Space Master Plan

The resurgence of East Falls and Manayunk, and the general interest in revitalizing the city's waterfronts has elevated the expectations people have for the Schuylkill Riverfront. As a result, there are many public and private projects being initiated along Philadelphia's upper reach of the Schuylkill River. These initiatives can have a dramatic and positive impact on these riverfront communities — providing new public spaces that will activate riverfront neighborhoods, forging new connections between people and the river and stimulating new residential and commercial activity.

The Upper Schuylkill River Master Plan introduces a framework to organize, prioritize and guide these initiatives by focusing on conserving and improving public access to and along the river. The plan addresses key concerns for riverfront development, including physical planning and design, programming, and maintenance challenges.

The plan demonstrates how existing public and private projects can be conceptually and physically woven together and provides the basis for recommending new projects and initiatives along the Schuylkill. It defines next steps, reveals missing links, and suggests new projects and policies that are needed to create a connected, coherent open space system. Key issues addressed in the plan include **physical design** issues such as gaps in the trail system, lack of access to the river and a lack of visual continuity along the river; **programming** including underutilization of public spaces and recreational and educational opportunities; and **management**, such as maintenance of public spaces and the management of vegetation on the river banks.

*Trails are the primary route for people to move along the Schuylkill, bringing people through urban neighborhoods, as well as pastoral, natural areas. These trails are heavily utilized and functional in some areas and neglected and poorly maintained in other areas.*







**location:**  
Village of Sea Cliff,  
NY

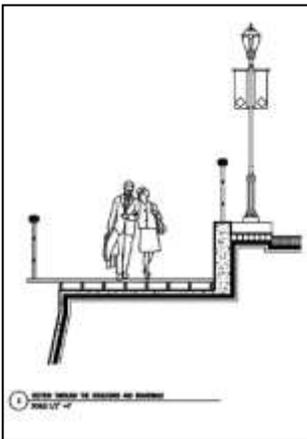
**client:**  
The Incorporated  
Village of Sea Cliff

**client contact:**  
Mr. Dan Maddock,  
(516) 671-0086  
300 Sea Cliff Avenue  
Sea Cliff, NY 11579

## Village of Sea Cliff Shoreline Restoration/Commuter Access Project

The Village of Sea Cliff hired The RBA Group to prepare a comprehensive Master Plan for the improvement of the waterfront district and to prepare contract documents for the construction of a \$1.3 million Phase One Capital Improvement which consisted of a new boardwalk along the waterfront and sidewalk improvements on Cliff Way, the main route from the center of the Village down to the town Beach. The Master Plan addressed the following goals and objectives:

- Enhance "Walkability" from the Village to the water.
- Reduce vehicular travel speeds along Cliff Way and the Boulevard.
- Provide better/safer roadway access to adjacent land uses.
- Introduce landscaping and streetscape design compatible with the Village's old Victorian flavor along the Boulevard from Cliff Way to the Yacht Club.
- Recreate the historic boardwalk along the waterfront from the Tilley steps to the Village's beach pavilion.
- Develop scenic overlooks on Cliff Way.
- Develop proposed improvements to the County Park at the foot of Cliff Way.
- Develop proposed improvements for the existing beach pavilion.
- Develop proposed reorganization of the existing beachfront parking lot and adjacent Village owned lot.
- Install two storm water interceptors to improve water quality at the beach area.



## TRAFFIC & PARKING

- Traffic Studies
- Traffic Signal Design
- Transportation Planning
- Parking Planning & Design
- Traffic Calming & Pedestrian Safety
- Bicycle/Pedestrian Planning & Design



**location:**  
Norwalk, CT

**client:**  
City of Norwalk DPW

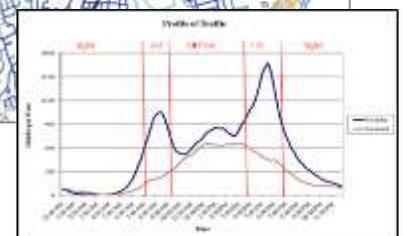
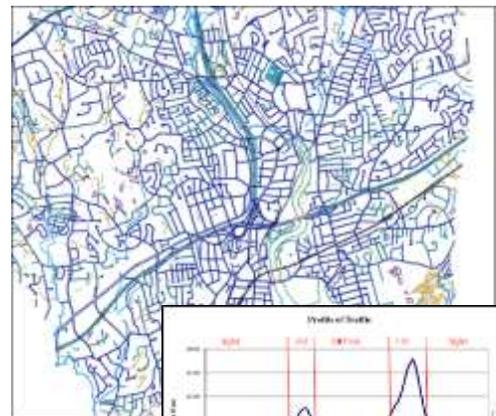
**client contact:**  
Fred Eshraghi  
(203) 854-7791  
125 East Ave.  
Norwalk, CT  
06851

**unique attributes:**  
data collection;  
traffic analysis;  
access management

## On-Call Traffic Engineering for the City of Norwalk, CT

The RBA Group is currently serving as an on-call traffic engineering consultant for the City of Norwalk. Assignments to date have included:

- **Preparing an evaluation of reversing the flow on Haviland Street and Elizabeth Street.** The City of Norwalk's goal is that by reversing the one-way patterns for Haviland Street and Elizabeth Street, operations for the Police Department are expected to enhance as the number of turns required to access Water Street would be reduced. The scope of work for the project includes traffic data collection, a traffic analysis that will focus on estimating traffic rerouting and diversions, conducting before and after level of service at the impacted intersections (assumed to be 5 for budgeting services), reviewing traffic queues for each scenario, and their potential impacts, comparing results and identify specific impacts, and determine mitigations for impacts (if any), and an evaluation of site design/access issues which will look at the impact that street reversal will have on existing angled parking and emergency services.
- **Developing a City-wide Synchro for the City of Norwalk, along with ancillary enhancements, to improve traffic and pedestrian flow throughout the City.** The firm's scope of work includes; Verifying and combining the City's existing Synchro networks which are established at 55 intersections for one time period, creating new networks (utilizing Synchro 8) for the morning peak hour, evening peak hour, midday peak hour, and Saturday midday peak hour, and incorporating them into the City of Norwalk base plan, expanding the City's Synchro network by an additional 15 intersections which will include conducting traffic counts at up to 9 intersections using MioVision technology, utilizing Synchro to determine optimal cycle lengths for vehicles and pedestrians depending on the type of environment (e.g. downtown), and utilizing ATR data to determine when to change signal timing plans.
- **Conducted traffic counts utilizing ATRs along three roadways; Heather Lane, Katy Lane and Cory Lane,** collecting speed and volume data for both directions during three weekdays. The DPW requested this data to identify and analyze potential of traffic operational problems and the develop appropriate improvement or mitigation measures.



# Area wide traffic & parking study leading to TOD development



**location:**  
Wyandanch, NY

**client:**  
Town of Babylon

**client contact:**  
Ms. Vanessa Pugh  
(631) 957-4465  
200 East Sunrise Hwy  
Lindenhurst, NY 11757

**unique attributes:**  
intermodal planning;  
parking analysis &  
design;  
road diet and  
streetscape  
improvements;  
open space design

## A Vision for Downtown Wyandanch

The Town of Babylon proposes to construct a new intermodal transportation facility in downtown Wyandanch to act as the centerpiece of the current Wyandanch Rising Community Revitalization Program. Wyandanch currently has very good access to transit. The Long Island Rail Road (LIRR) station, located in the center of the downtown, provides service to Ronkonkoma in the east and to New York City in the west. This facility will serve the community and its residents by freeing up acres of space currently used for surface parking around the train station and to be made available for forward thinking mixed-use transit oriented development. In addition, the new transit center will provide more travel opportunities for residents and result in the creation of an exciting new public open space that will serve as a symbol for what Wyandanch can become.

Following extensive review of existing conditions, including a comprehensive area wide traffic and parking study, The RBA Group prepared a comprehensive design that includes traffic and transit enhancements, public open space, consolidated parking, streetscape improvements, pedestrian and bicycle safety features and amenities, and the integration of mixed-use TOD development. The plan hinges on a new structured parking facility that will assist in coordinating several modes of transit.

The plan includes the structured parking facility, a new public plaza flanked by retail facilities, traffic calming measures, and improved pedestrian connections over the railroad tracks. The new public plaza is bordered to the north by a proposed new multi-story mixed use neighborhood to be built on the land freed from surface parking by the construction of the new parking garage. The new neighborhood includes several individual private development parcels defined by a proposed new roadway network and arranged around a pedestrian mall.





## Arthur Kill Road Traffic Study and Preliminary Design

**location:**  
Staten Island, NY

**client:**  
New York City  
Department of  
Design &  
Construction

**client contact:**  
Mr. Bob Pour-Azar  
(718) 391-2061  
30-30 Thomson  
Avenue, Long Island  
City, NY 11101

**unique attributes:**  
highway capacity  
analysis; synchro  
modelling

RBA is providing traffic engineering services to NYCDDC and NYCDOT for an 8.5-mile section of Arthur Kill Road between Bently Street and Clarke Avenue in Staten Island. Arthur Kill Road functions as a main local north-south route, providing connections to the West Shore Expressway and access to the Staten Island Expressway stations along the southern end. The corridor has many non-standard geometric features and safety deficiencies and is planned for full reconstruction by NYCDOT.

RBA developed the data collection plan; reviewed data from previous studies and reviewed passenger car, transit, bicycle, pedestrian, parking, and accident data collected for this project. Work included the development of weekday AM and PM and Saturday midday peak-hour traffic volumes for the study corridor as well as development of existing condition Synchro models to serve as a basis for the future condition models. No-build and build condition Synchro intersection and arterial analyses were developed in conjunction with accident and cost-benefit analysis, to determine recommended geometric, parking, and signalization improvements for the corridor. The project included the development and analysis of three alternative schematic roadway designs as well as the comprehensive traffic study report which will provide input for the associated environmental impact statement (EIS).





**location:**  
Great Neck, NY

**client:**  
Town of North  
Hempstead

**client contact:**  
Mr. Michael Levine  
220 Plandome Road  
Manhasset, NY 11030  
(516) 869-7755

**unique attributes:**

Traffic Data  
Collection;  
Traffic Capacity  
Analyses;  
Synchro Traffic  
Modeling and  
Simulation;  
Traffic Mitigation  
Alternatives;  
Public Outreach

## Great Neck Circulation Study

The RBA Group was retained by The Town of North Hempstead to conduct a Traffic Circulation Study for the Great Neck peninsula, a geographic region in the Town whose make-up consists of nine (9) incorporated villages. The scope of work included conducting traffic analyses throughout the confined network of Town, Village, County, and State-owned roadways, which residents utilize to access key origins and destinations. Traffic capacity analyses were conducted for a total of 26 signalized intersections. The objective of the study was to understand traffic operations, identify existing congestion points on the area roadways and to develop conceptual design alternatives to alleviate congestion and improve traffic flow. The ultimate goal of the Study was to recommend feasible, cost effective improvements for the peninsula's roadways, which would alleviate the existing and future traffic capacity deficiencies.



# Comprehensive downtown traffic, parking, and safety Study



**location:**  
Manhasset, NY

**client:**  
Town of North Hempstead

**client contact:**  
Mr. Michael Levine,  
Commissioner  
(516) 869-7755  
200 Plandome Road  
Manhasset, NY 11030

**unique attributes:**  
comprehensive parking,  
pedestrian, safety and  
traffic study of congested  
downtown area



## Plandome Road Traffic and Parking Improvement Project

The RBA Group conducted a comprehensive analysis of current parking, pedestrian, safety, and traffic conditions along the congested “downtown” segment of Plandome Road for the Town of North Hempstead. The scope of work for this project included a survey of existing parking capacity and utilization, existing land use analysis, pedestrian volumes and utilization, traffic data collection including manual turning movement counts and Automatic Traffic Recorder (ATR) machine counts, traffic capacity analyses, accident analyses, an inventory of roadway and traffic characteristics, traffic calming measures, streetscape alternatives, and recommendations for improvements and conceptual design plans. This project also included coordination with local elected officials, public outreach, and a public information meeting.





## New Rochelle Downtown Traffic Study

**location:**  
New Rochelle, NY

**client:**  
City of New Rochelle

**client contact:**  
Mr. Michael Briska  
(914) 654-2315  
515 North Avenue  
New Rochelle, NY  
10801

**unique attributes:**  
transportation  
planning;  
traffic engineering;  
traffic calming;  
community outreach;  
final design plans;  
civil engineering;  
urban planning &  
design;  
planning;  
landscape architecture

The Downtown study area for this analysis included the U.S. 1/Main Street (eastbound) and Huguenot Street (westbound) one-way pair between Pintard Avenue to the west and Stephenson Street to the east, as well as all cross streets between Main and Huguenot Streets in between Pintard Avenue and Stephenson Street. Some of these roadways, at their entrances to the Downtown Area, are quite congested. Existing traffic signals in the area are unconventionally timed, not functioning properly, or outdated; on-street parallel parking is typically allowed; and accident rates are high.

The RBA Group conducted traffic circulation and parking studies for the Downtown Area in order to recommend changes that could be made to increase on-street parking and improve traffic flow within the City of New Rochelle. A multi-disciplined approach was used to simultaneously analyze traffic congestion, on-street parking, pedestrian operations, accident occurrences, and streetscape opportunities. In the Downtown Area, the potential reversal of one-way streets and/or the conversion from two-way to one-way streets to improve operations was examined. Recommendations for the Downtown area did not include any street reversals or eliminations of travel directions as they were not found to be beneficial in the area. Recommendations instead included optimization of traffic signal splits and offsets and the re-striping of roadways to provide turning bays or re-assign lane movements. In an area with excess capacity, curbside travel lanes were converted to on-street parking lanes.



Similar analyses were conducted for the West End study area (a more residential area immediately north of the Downtown Area). In the West End area, similar improvements, as well as some street direction changes, were found to be beneficial.

Conceptual designs and a report summarizing recommended traffic, parking, and safety improvements were developed for the Downtown and West End study areas.





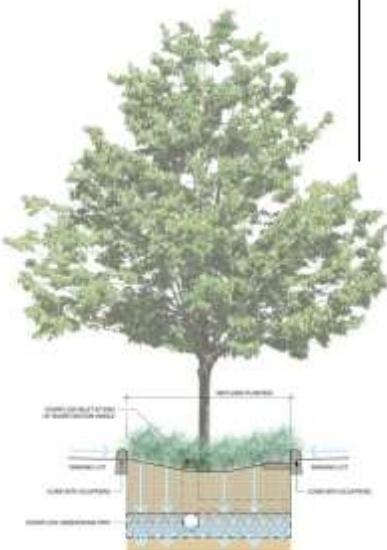
## Reconstruction of Parking Fields East 5A & 5B

**location:**  
Garden City, NY

**client:**  
Nassau Community  
College

**client contact:**  
Carol Lynn Friedman  
RA  
(516) 572-9786  
Nassau Community  
College – Department  
of Design &  
Construction  
1 Education Drive,  
Garden City, NY 11530

The RBA Group completed plans for the complete reconstruction of 20 acres of the campus to accommodate 1,400 parking stalls and connecting roadways. The design implements sustainable design concepts and use of energy efficient products including permeable pavers, bioretention swales, rain gardens, LED light fixtures, and site surfacing materials selected to reduce the urban heat island effect. Other elements of the design include raised islands and walkways, modern roundabout, decorative pedestrian crosswalks, mixed-in-place recycled base course, preparation of a stormwater pollution prevention plan (SWPPP) and EAF, and detailed construction staging/phasing.



Section A Bioretention Swale



Section B Infiltration Basins



**location:**  
Kingston, NY

**client:**  
Ulster County Department  
of Planning

**client contact:**  
Mr. William Tobin  
(845) 340-3340  
244 Fair Street  
Kingston, NY 12402

**unique attributes:**  
comprehensive  
transportation plan  
addressing traffic,  
circulation, parking,  
safety, as well as context  
sensitive design issues

## Kingston Uptown District Transportation Plan

The objective of this study is to achieve a consensus among a diverse group of stakeholders on the development of a Transportation Plan for the Uptown Stockade District in the City of Kingston, New York. The Transportation Plan will require a detailed analysis of corridor, intersection, and parking operations in Years 2007 (base year), 2020 and 2035 and identify improvements with conceptual designs and costs. In addition, the development of a Transportation System Enhancement Plan will be performed to include pedestrian, bicycle and landscaping.

The RBA Group will lead the implementation and facilitation of a proactive public participation and consensus building process. Recommendations with costs will be developed to address the following transportation elements: highway, parking, transit, bicycle, pedestrian and enhancements. Recommendations will incorporate best practices in transportation system management, traffic operations, access management, bicycle and pedestrian planning, safety, public transit operations, quality communities, and context sensitive design.





**location:**  
Various Locations,  
New York City

**client:**  
New York City  
Department of  
Transportation

**client contact:**  
Mr. Gerard Soffian  
(718) 433-3372  
28-11 Queens Plaza  
North,  
Long Island City, NY  
11101

**unique attributes:**  
pedestrian safety;  
traffic calming; traffic  
analysis

## NYC School Safety Engineering Project

Since 2002, **The RBA Group** has been conducting school assessments and engineering designs for NYCDOT's School Safety Engineering Division. New York City has one of the largest school districts in the country, with over 1,470 elementary and middle schools citywide. The School Safety Engineering Project seeks to improve pedestrian safety in the vicinity of New York City schools, specifically by engineering measures. This project – in concert with encouragement and education programs also underway at NYCDOT – seeks to significantly improve safety for children walking to school within New York City. Objectives of the Project included documenting existing conditions at all schools and ranking schools from a traffic safety standpoint, and identifying potential improvements that will improve the safety of student pedestrians in the vicinity of the program schools. Under Contract 1, RBA was selected to conduct assessments for the 135 highest ranked priority schools. RBA also developed engineering designs for 32 schools scheduled for capital improvements. Under Contract 2, RBA is assessing an additional 75 priority schools, and is preparing designs for an additional 53 Capital Schools.

### Project Highlights

- School Safety Engineering
- Community Outreach
- Traffic Analysis
- Feasibility Assessment
- Traffic Calming

### RANKING THE SCHOOLS

Hard copy records for all 1470 schools were converted to GIS and linked to the NYC's live data warehouse for automatic updates to existing signs, markings and signals. A prioritization methodology was developed to rank the schools using school information and crash data. The prioritization process included geo-coding program schools and associating crash data with each school. Points were attributed to intersection and mid-block locations using severity factors. The "point" system allowed all program schools to be compared and ranked.

### SCHOOL SAFETY TOOLBOX

Next a comprehensive 'toolbox' of mitigation measures was developed specifically for the project. The toolbox provides technical descriptions of measures that will enhance pedestrian safety around schools, and provides design guidance to both the Consultant team and City staff.





**location:**  
Nassau and Suffolk  
Counties, NY

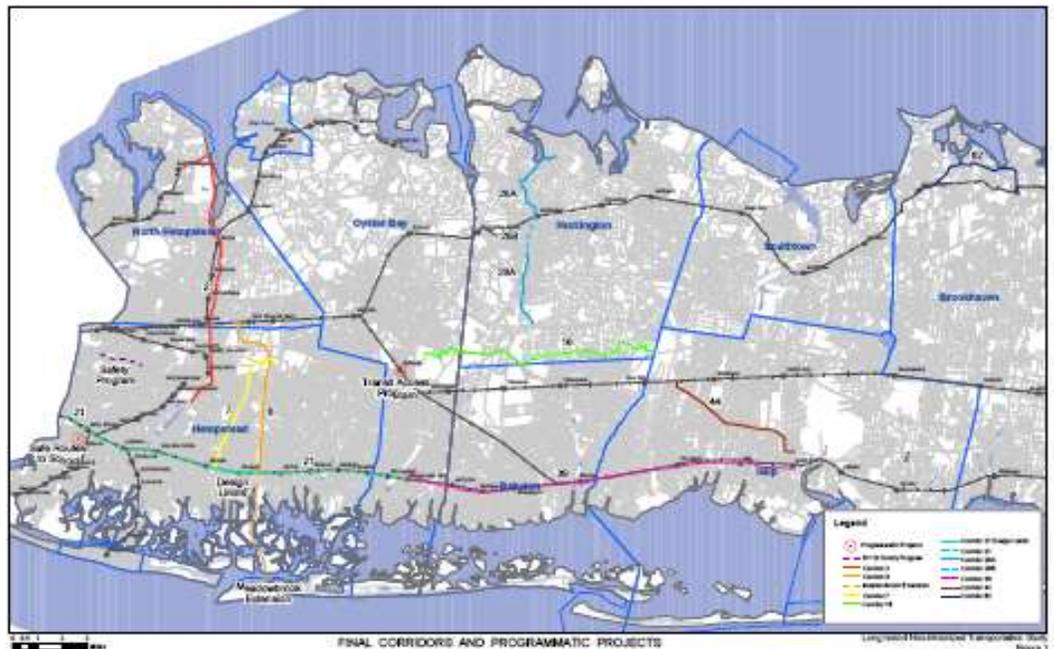
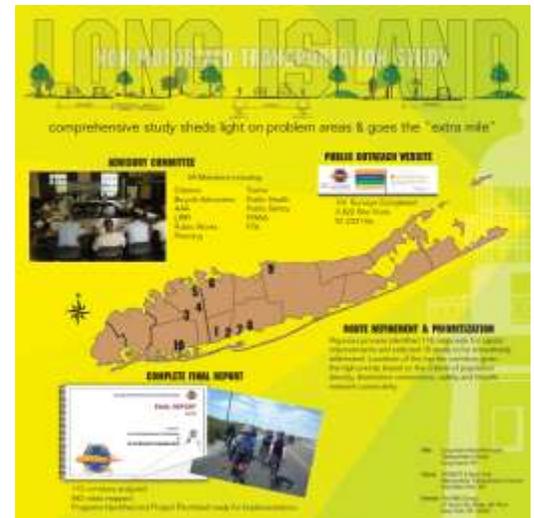
**client:**  
New York State  
Department of  
Transportation

**client contact:**  
Mr. Lanny Wexler  
(631) 952-6128  
Region 10 - Planning  
250 Veterans  
Memorial Highway  
Hauppauge, NY 11788

**unique attributes:**  
traffic analysis;  
conceptual design  
plans;  
bicycle/pedestrian  
facilities;  
data collection;  
cost estimating;  
public outreach

## Long Island Non-Motorized Transportation Study

Hired by the New York State DOT, in partnership with the New York Metropolitan Transportation Council, to prepare a Master Plan for non-motorized travel modes for the counties of Nassau and Suffolk. The project identified existing and potential bicycle and pedestrian facilities, and recommended priority corridors and routes. Up to fifteen of the highest priority projects were fully designed and ready for implementation. Extensive involvement from counties, townships, advocacy groups, and other interested parties will ensure a broad consensus approach to developing a good non-motorized bicycle and pedestrian network for Long Island's 2.8 million people. The project also ensured regional connectivity with adjacent New York City and Connecticut networks. (\$750,000 fee)





## Pedestrian & Bicycle Pathway for the Nassau County Hub

**location:**  
Town of Hempstead, NY

**client:**  
Nassau County Dept. of  
Public Works

**client contact:**  
Richard Arnedos,  
Project Manager  
(516) 571-6879  
1194 Prospect Avenue  
Westbury, NY 11590

**unique attributes:**  
landscape architecture;  
site engineering;  
LEED design;  
playground design;  
parking design;  
construction  
documents;  
construction  
administration

The RBA Group provided planning and design services for the creation of a pedestrian and bicycle path to connect various cultural, educational and recreational destinations located throughout Uniondale, East Meadow and Garden City within the Town of Hempstead. Work included the routing and design of a new paved multi-use path and associated pavement markings and signage. The pathway is intended to run from Eisenhower Park to the Nassau County “Hub” connecting various parks, neighborhoods, cultural institutions (Nassau Coliseum and Museum Row), recreational sites and schools (NCC and Hofstra) along the way. The pathway design incorporates current bicycle path design criteria and details to ensure the safe use of the facility by pedestrians and bicyclists. The entire project was a fast-track ARRA funded project the design of which was coordinated with NYSDOT Region 10 LPU.



## ECONOMIC PLANNING

- Market Research &  
Feasibility Analysis
- Retail Market Analysis
- Site Development Strategies
- Downtown Revitalization
- Commercial District  
Revitalization

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# DOWNTOWN MANSFIELD MUNICIPAL DEVELOPMENT PLAN

*Storrs, CT*

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Urban Partners participated in a consultant team led by Looney Ricks Kiss Architects in the completion of the Downtown Mansfield Municipal Development Plan. Retained by the Mansfield Downtown Partnership -- a non-profit agency representing public, private and University of Connecticut interests -- the team was charged with developing a town center plan for a 15-acre University-owned site that that would serve both institutional and community purposes.



Urban Partners' role in this project was to identify market characteristics for a full range of residential, retail, commercial, entertainment and hotel uses and to assist the design team in developing community consensus about desired uses and their appropriate placement and massing. The project will be distinguished by a town square, small parks and terraces and an adjacent 30-acre conservation area -- made possible by the creation of a new mixed-use zoning classification that allows for a variety of civic and community spaces and higher density development within the town center. Overall, the Storrs Center will include 200-300 units of market rate rental housing, 400-500 units of market rate sales housing, up to 200,000 SF of retail space, up to 75,000 SF of commercial space and up to 25,000 SF of community-programmed civic space.

Urban Partners also assessed the economic and fiscal impacts of the proposed development program to provide the clients with information about attributable tax revenues and public service costs.

The Mansfield Downtown Partnership has moved forward with our team's recommendations. In May 2006, the University of Connecticut's Board of Trustees approved the sale of the 15-acre town center and 30-acre conservation area to the selected developer and groundbreaking for the first phase of Storrs Center development is anticipated to occur this September.

***Client Reference:***  
*Downtown Mansfield Partnership*

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# SOUTH GREEN NEIGHBORHOOD REVITALIZATION ZONE STRATEGIC PLAN

## *Hartford, CT*

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**U**rban Partners was retained by the South Green Neighborhood Revitalization Zone to assist the organization develop a strategic plan for its community. The plan is intended to guide the activities of the South Green NRZ and aid in the evaluation and selection of project opportunities in coming years. The plan addresses community concerns by identifying homeownership opportunities within the neighborhood to build a strong and more stable resident base and to create workforce skills programs and employment opportunities for existing and future South Green residents. Additionally, the plan suggests the development of physical amenities within the neighborhood that benefit residents and provide the neighborhood with a more positive image within the greater Hartford community.



The very erratic housing market conditions in the Hartford area during recent years – particularly in South Green and adjacent neighborhoods – created much uncertainty about the reasonableness of various market opportunities. Urban Partners recommended experimenting with different reuse approaches for each vacant site in the neighborhood. Potential reuse scenarios endorsed in the plan include:

- Rehabilitation as ground floor retail and upper floor rental residential for larger mixed-use buildings.
- Rehabilitation as rental residential or cooperative units for more prominent larger structures on generally good blocks.
- Conversion to two owner-occupied units with unfinished third floor bonus rooms for more isolated, structurally sound Perfect 6s.
- For concentrations of severely deteriorated structures on smaller side streets, demolition, reconfiguration of street layouts to allow for cul-de-sac formation and development of lower-density single-family homes for sale.
- For significantly deteriorated properties adjacent to confined commercial uses, demolition to provide off-street parking and expansion space for these adjacent commercial uses.

***Client Reference:***  
*South Green Neighborhood  
Revitalization Zone*

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# BROAD STREET NRZ HOUSING MARKET ANALYSIS

*New Britain, CT*

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Urban Partners was retained by Neighborhood Housing Services of New Britain, Inc. on behalf of the Broad Street Neighborhood Revitalization Zone (NRZ) to analyze housing market conditions within the Broad Street area. Specifically, the NRZ was interested in identifying opportunities that exist for housing rehabilitation and development that supports several key organizational objectives:



- *Reducing Housing Density.* The neighborhood contains numerous multi-family homes on fairly small lots. Given population declines in the city, it is unrealistic to expect future housing demand to support the total number of units potentially available within the neighborhood.

- *Encourage Homeownership Opportunities.* The neighborhood's 19.4% homeownership rate is significantly lower than the citywide average of 62.9% and is caused, in part, by the absentee ownership of many of the Broad Street area's large multi-family buildings. Increasing homeownership will allow current renters and new residents to become greater stakeholders in the community and will encourage better maintenance and self-policing in the NRZ.

Urban Partners completed a full housing market analysis and recommended a targeted revitalization strategy that would assure that NHS and NRZ actions would achieve the greatest impact. We recommended the concentration of housing improvements in three subsections of the neighborhood and the encouragement of owners of three- to six-family properties within the targeted areas to reduce unit density. Additionally, while housing development was not recommended for Broad Street – the neighborhood's primary commercial corridor – Urban Partners believes that certain improvement activities here are essential to support the areas of concentrated housing rehabilitation and development activities. Activities recommended for Broad Street include the clustering of retailing within select blocks to make underutilized properties available for other uses, the rehabilitation of a deteriorated property as a Section 202 senior housing development, and the demolition of deteriorated properties to create sites for customer parking or new retail development.

***Client Reference:***  
*Neighborhood Housing Services  
of New Britain, Inc.*

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# AMERICAN ST. EMPOWERMENT ZONE ECONOMIC DEVELOPMENT STRATEGY

*Philadelphia, PA*

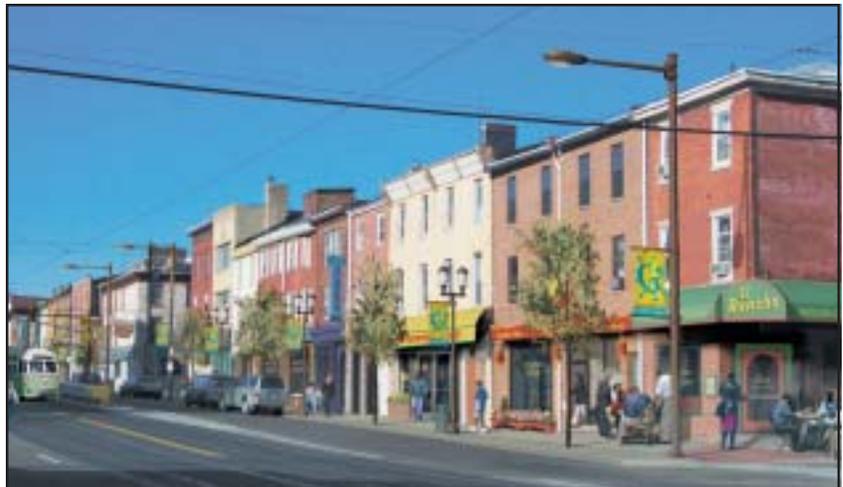
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Urban Partners recently completed an economic development strategy for the American Street Empowerment Zone. The strategy considered distinctions among different geographic areas of the Zone and identified appropriate retail, business service, commercial or industrial roles and development opportunities for each of the different areas.



Our work involved an examination of the types of business enterprises that have considered an American Street location and identified the deterrents preventing some from locating here; a skills level review of the American Street neighborhood's workforce and an identification of initiatives necessary to expand the level of skills to that required by potential employers; a determination of the support needs of the Zone's existing business base; an examination of potential development opportunities for institutions and businesses within or adjacent to the Zone; the completion of a retail market analysis of the area to identify potential retail expansion opportunities; and a review of the Zone's physical conditions to determine the availability and accessibility of specific sites for development.

The strategy suggests a two-pronged results-oriented approach that involves components providing viable employment opportunities for area residents and components transforming the physical environment to more effectively increase business activity within the community.



**Client Reference:**  
*Philadelphia Empowerment Zone*

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# ASBURY PARK MAIN STREET REDEVELOPMENT PLAN

*Asbury Park, NJ*

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Urban Partners was retained by the City of Asbury Park to undertake a redevelopment plan for the Main Street corridor through the City. An historic ocean-side community, Asbury Park struggled economically for the last several decades due to disinvestment, which directly impacted the City's primary north-south corridor and commercial spine – Main Street. NJ Transit's Asbury Park Station is located on Main Street as well.

In addition to conducting a full real estate market analysis for the study area, Urban Partners provided recommendations for revitalizing the Main Street corridor in the Redevelopment Plan and its accompanying Revitalization Strategy, involving both long- and short-term projects. Short-term projects in-

cluded aesthetic, parking, and code enforcement enhancements while long-term projects included redeveloping the City Hall site, redesigning the City's train station, constructing new gateway features and undertaking new infill developments. Suggested new development included office and institutional space, market-rate condominium housing, community-serving retail to bridge both the east and west sides of Main Street, and additional boutique retailing to compliment adjacent Cookman Avenue.



***Client Reference:***  
*City of Asbury Park*

## CIVIL ENGINEERING

- Roadways/Streets
- Stormwater Management
- Utilities
- Green Infrastructure



**location:**  
New York, NY

**client:**  
New York State  
Department of  
Transportation

**client contact:**  
Mr. Shilpan Patel  
(212) 267-4113  
47-40 21st Street  
Long Island City, NY  
11101

**unique attributes:**  
realign roadway;  
converting  
underutilized  
roadway to  
landscaped medians  
and plaza



## Route 9A, Segment 1 – Reconstruction of Battery Place, Broadway to Little West Street

The RBA Group prepared conceptual, preliminary and final design plans for the reconstruction of Battery Place in Lower Manhattan. Though Battery Place is a City owned street, it was the last segment of roadway to be rebuilt as part of the NYSDOT Route 9A Reconstruction project.

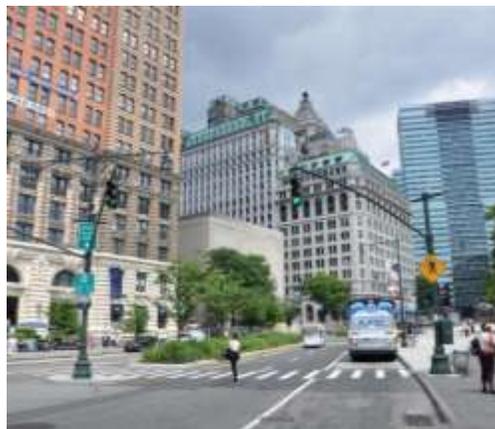
The plans were prepared in NYSDOT format, but adhering to NYC design standards and requirements. This was a high profile full-depth roadway reconstruction and Urban Design project effecting significant changes to the existing alignment.

The new design removed parking areas separating the east and west bound roadways and reconfigured the roadway space to provide landscaped medians and additional pedestrian and green space on the south side of the street which is adjacent to historic Battery Park. The design for the south side focused on a bus lay-by for tour buses and NYCT express bus lines.

As directed by the NYSDOT Route 9A office and pursuant to their coordination efforts with the NYCDOT, the bus lay-by lane on eastbound Battery Place were extended to increase tour bus drop-off capacity. Alternative alignments were developed and the design was also integrated with the alignment of the bikeway proposed in adjacent Battery Park.

RBA performed topographic survey, street design, grading and drainage design, urban design, bike path design, traffic signal and street lighting plans, maintenance and protection of traffic plans, construction staging and scheduling, and water main design. RBA coordinated with all affected agencies and organizations including; NYCDOT, NYCDEP, NYC Parks, Battery Park Conservancy, Battery Park City, NYCEDC, OCMC, NYC Transit Authority, TBTA, private utility companies and others.

The eastern half of the roadway was built by MTA as part of the South Ferry Project. RBA packaged the work into 2 sets of CDs to facilitate this phasing.



# Incorporating flood reduction into street redesign



**location:**  
Queens, NY

**client:**  
New York City  
Department of Design  
& Construction

**client contact:**  
Ms. Howsheen Pau  
(718) 391-2093  
30-30 Thomson  
Avenue, Long Island  
City, NY 11101

**unique attributes:**  
roadway  
reconstruction  
bulkhead design

## Reconstruction of West 11<sup>th</sup>, 12<sup>th</sup>, and 13<sup>th</sup> Roads

The RBA was hired to provide investigation, evaluation and design of waterfront bulkheads at the bay ends of West 11<sup>th</sup>, 12<sup>th</sup>, and 13<sup>th</sup> Roads in Broad Channel, Queens. The work included the development of a feasibility study for the region to quantify the coastal flooding now and into the future as rising sea levels exacerbate the problem for the community. Following the recommendations of the report the RBA Group developed details plans and specifications for the reconstruction and re-grading of West 11<sup>th</sup>, 12<sup>th</sup> and 13<sup>th</sup> Roads from Cross Bay Boulevard to new composite sheet piling bulkheads at the end of each street, and detailed design of the adjacent properties to mitigate issues from raising the roadway almost 3-feet to reduce flooding. This is the first phase of the reconstruction of all the roadways in the Broad Channel area. These streets were selected because they have the lowest grades and thus are the most susceptible to flooding during the lunar-influenced high tides. This project decreased the severity and frequency of flooding on these three blocks.





**location:**  
Brooklyn, NY

**client:**  
Brooklyn Navy Yard  
Development  
Corporation

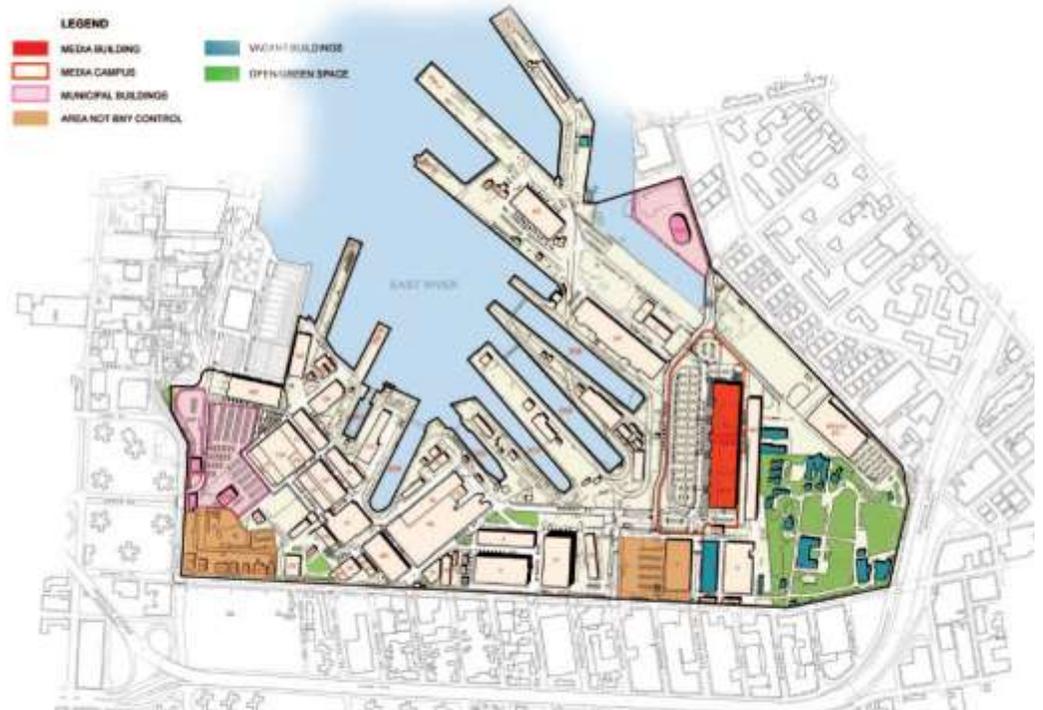
**client contact:**  
Mr. Anthony  
Jarzembowski,  
(718) 907-5952  
63 Flushing  
Avenue, Unit 200,  
Building 292  
Brooklyn, NY 11205

**unique attributes:**  
sustainable  
infrastructure: rain  
gardens; porous  
pavement; solar  
lighting



## Brooklyn Navy Yard Infrastructure Improvements

The RBA Group performed water main design services for a \$30 million upgrade/ replacement for over 25,000 LF of low pressure and high-pressure water mains at the Brooklyn Navy Yard. RBA assessed the overall water supply needs of current and future tenants, designed all facilities to the satisfaction of NYCDEP, and investigated the possibility of utilizing state-of-the-art trenchless technologies. Other tasks included TV inspection of sewers, geotechnical study, traffic analysis, utility mapping, test pits and maintenance & protection of traffic. The RBA Group also designed Green Building Initiatives at the Navy Yard such as solar powered street lighting and Best Management Practices for storm water discharge. In addition, RBA prepared construction documents for the reconstruction of several streets, performed architectural design services for the adaptive reuse of a former gas storage facility to a new postal facility, and performed landscape architectural services for new gateways and passive open space. RBA is currently performing construction inspection services for this design.





**location:**  
New York, NY

**client:**  
New York City  
Economic  
Development  
Corporation

**client contact:**  
Ms. Sandra Tomas  
(212) 312-3745  
110 William Street,  
New York, NY 10038

**unique attributes:**  
convert under-utilized  
roadway to high  
quality pedestrian  
space

## Reconstruction of Greenwich Street - Chambers Street to Hubert Street

The RBA Group prepared Preliminary and Final Design plans for the \$3 million construction of Greenwich Street in the Tribeca District in Lower Manhattan. This area, once the cheese, butter and eggs district is now a residential neighborhood while also containing a very large sized service industry employer. The existing 70 foot wide roadway bed was no longer needed to accommodate truck access. The design proposed to narrow the roadway to 38 feet, converting travel lanes to pedestrian and green space on the west side of the street adjacent to Washington Market Park. RBA worked collaboratively with Landscape Architects, the community and agency stakeholders throughout the planning and design of this project.

RBA provided engineering design services including topographic survey, utility survey, traffic study, pavement design, subsurface exploration program, TV inspection of sewers and schematic geometric design during the preliminary design phase. During Final Design tasks included the preparation of Construction Documents, grading and drainage design, extensive vault study and vault survey, signal design, street lighting, signage and striping plans, maintenance and protection of traffic plans, sewer and water main plans, and extensive utility coordination.

The RBA design team worked closely with the Community Board, the Greening of Greenwich Street community group, and Washington Market Park. We coordinated with NYCDEP, NYCDOT, NYC Parks, the Art Commission, NYC Transit Authority and others.

The design included special paving patterns, granite curb and special light fixtures, a comprehensive tree planting program and various street furniture elements. RBA also provided construction support and construction inspection services as part of this project.





**location:**  
New York, NY

**client:**  
New York City  
Department of  
Design and  
Construction

**client contact:**  
Mr. Dino Ng  
(718) 391-2043  
30-30 Thomson  
Avenue, Long  
Island City, NY  
11101

**unique attributes:**  
full-depth  
roadway  
reconstruction;  
streetscape  
improvements;  
historic  
preservation;  
pedestrianization

## Reconstruction of Stone Street, New York, NY - NYCDDC & Downtown Alliance

RBA was the prime consultant performing design services for the \$2 million reconstruction of Stone Street from Coenties Alley to Hanover Square; and Mill Lane from Stone Street to South William Street. Stone Street, located in the heart of the financial district, just south of Wall Street and often cited as one of the City's first paved streets, was under-utilized. The design is sympathetic to the historic quality of the area and converted the Street to a limited access street. The project features historic lighting, bluestone sidewalk, granite curbs and crosswalks and granite block roadbed. The project was designed in accordance with strict requirements imposed by the Landmarks Preservation Commission. In addition to complete reconstruction of the roadway, the project included replacement of water mains and structural reconstruction of fifteen under-sidewalk vaults. Construction was completed prior to 9/11, but despite the economic setback following that event, Stone Street is now a vibrant street with numerous successful businesses. Project tasks included, topographic utility and right-of-way survey, field investigation, subsurface exploration program, under-sidewalk vault inspection and redesign of vaults, schematic design, grading, drainage, street lighting design, landscape architecture, maintenance and protection of traffic plans, construction staging, specifications, estimates and review and analysis of bids. As part of this project, The RBA Group performed extensive coordination with the local community and affected building owners, The Downtown Alliance, Landmarks Preservation Commission, NYCDOT, NYSDOT, Street Lighting, OCMC.





**location:**  
New York, NY

**client:**  
New York City  
Department of Design  
& Construction

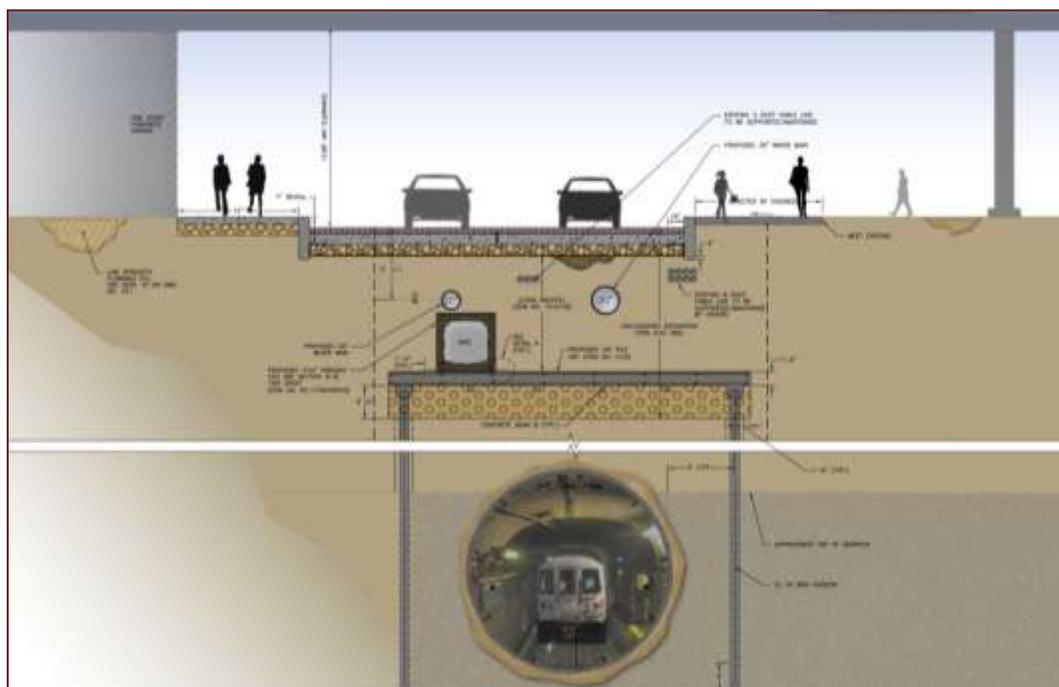
**client contact:**  
Mr. Hugo Leon  
(718) 391-1923  
30-30 Thomson  
Avenue, Long Island  
City, NY 11101

**unique attributes:**  
complex subsurface  
utilities; outfall to East  
River

## Old Slip Sewer Outfall Replacement

RBA was hired to provide inspection, analysis and design services in connection with a pavement failure on Old Slip in Lower Manhattan. Design services include an underwater inspection of the bulkhead, and the preparation of recommendations for mitigation as well as construction documents for a new sewer outfall and bulkhead restoration. Design tasks include: TV inspection of sewer, soil borings and test pits, emergency inspection of the bulkhead, design of a new sewer outfall, new water main and roadway rehabilitation. Work was performed on an expedited schedule. The RBA Group directed a multi-disciplined team of marine, structural and civil engineers on this assignment.

The work was performed as part of an on-call contract with NYCDOT, but CDs were prepared for bidding by EDC. RBA obtained the necessary agency approvals in record time to meet EDC's schedule for bidding as part of a larger on-going construction project. RBA is currently provided construction support services to EDC.





**location:**  
Various Locations,  
Citywide

**client:**  
Verizon

**client contact:**  
Mr. John Curley,  
Engineering  
Manager(  
718) 977 8165  
One Cross Island  
Plaza, Rosedale, NY  
11422

**unique attributes:**  
utility engineering;  
subsurface mitigation

## Utility Interference Mitigation Design and Construction Services

**R**BA is engaged in an ongoing service agreement with Verizon. The contract provides the client with comprehensive “on call” utility interference mitigation for New York City roadway, water main and sewer projects. In addition to providing engineering services to review both design and construction projects. RBA is supplying multi-disciplined support services. Scope of services includes utility infrastructure analysis, utility construction coordination, NYC agency interface, test pit inspection, water and sewer main design, specification writing, cost estimating, construction inspection and support services, survey, and CADD. Recent problems have included Houston Street and First Avenue in Manhattan and Fulton Street in Brooklyn.



## References

### Master Planning

**Cassie Iacovelli**

Executive Director  
Main Street Hammonton  
609-567-9014  
mainstreethammonton@ymail.com  
Project: Downtown Hammonton Form-Based Code

**Greg Sykora**

Planning Board Chair  
City of Somers Point, NJ  
609-517-2529  
greg.s@ercoonline.com  
Project: Vision Plan for the City of Somers Point

**Mayor Frank Huttie III**

City of Englewood, NJ  
201-871-6666  
frankhuttie@englewoodmayor.com  
Project: Master Plan for the City of Englewood (ongoing)

### Traffic / Parking

**Carol Lynn Friedman**

Assistant Vice President  
Nassau Community College  
516-572-9786  
Carol.friedman@ncc.edu  
Project: Road and Parking Renovations, Phase II

**Jean Celender**

Mayor  
Incorporated Village of Great Neck Plaza  
(516) 410-1177  
Project: Middle Neck Road/Station Plaza Transportation Enhancement Project

### Street Design

**William Hillman, P.E.**

Chief Engineer, Highways  
Suffolk County Department of Public Works  
william.hillman@suffolkcountyny.gov  
631-852-4002  
Projects: Reconstruction of County Road 58

**Ms. Howsheen Pau**

Project Manager  
New York City Department of Design + Construction  
718-391-2093  
Project: Reconstruction of West 11th, 12th, and 13th Roads

### Landscape Architecture

**Ms. Wilma Alonso**

Executive Director  
Fordham Road Bid  
718-562-2104  
Project: Fordham Road Streetscape Master Plan

**James Lau, RLA**

Project Manager  
NYSDOT Region 11  
718-482-4639  
Project: Bronx River Greenway

**Ms. Howsheen Pau**

Project Manager  
New York City Department of Design + Construction  
718-391-2093  
Project: Plaza De Las Americas, Reconstruction of West 175th Street

## Section 2 – Project Understanding & Approach

## Understanding and Approach

Communities across the nation are increasingly investing in the re-development of their downtowns in an attempt to improve mobility and connectivity and offer opportunities for economic re-investment. Westport is unique in that the redevelopment is the forerunner to the necessary capital improvements needed to “tie” it all together. The redevelopment of the Downtown Y into a mixed use development, the movie theatre initiative, and the relocation of the Westport Arts Center to one of the few large scale open space greens will have profound impact on how Westport downtown evolves.

In reality Main Street and its shopping core exist but do not foster connection to the other cultural entities like the Library and Levitt Pavilion and for too long the Downtown has been an economic wasteland after 6pm. The time is now, with all these pending actions to relook at Westport’s core, the infrastructure, the parks, the roads, and the pedestrian/bicycle connections to formulate the plan for downtown redevelopment.



This plan will not be so much a bricks and mortar approach because the funding is not in place to correct the deficiencies we will identify. What it must be is an actionable plan so that the new developments can be integrated into the structure of Westport’s future. The plan has to help the Town to decide:

- How far the downtown “reaches” - will connections to Baron South to the east and the Inn at National Hall and the future tenants or potential redevelopment of “Save the Children” be integrated.
- How to identify opportunities for the integration of mixed-use development which can offer an opportunity to immediately and directly improve the quality of life for the public, as well as encourage economic revitalization.
- The type and level of design/planning improvements that need to be made to support development and improve the character and quality of life in the downtown area, including changes to zoning regulations and design guidelines, park and event programming, an exciting streetscape design, pedestrian safety features and amenities, and parking and traffic enhancements.

The plan must serve the streets and the inherent designs that must be incorporated to make them work better. It needs to answer the questions - How does Main Street interact with Route 1? How do pedestrians interact with Route 1? – How does it provide connectivity from one opportunity to another, i.e. the connection from TD bank to the Levitt Pavilion – there is none – How to better connect Main Street to the River? – How is the increased parking demand to be met? – Where are the safe havens that promote pedestrian and bicyclists? – How do we formalize the entrances/gateways to the downtown? - Is there a need to market the downtown?



This plan must also better serve the resident of Westport, not for just shopping but recreating the core to be more active, more viable – a potential 18 hour Town. The plan should address not only the merchants but the people. With the “Y” moving to Mahackeno what opportunities will it offer for the family, the teenager, etc. Toguet hall has never fully developed into a strong influence in Downtown but it may take on a greater role now that the “Y” is gone.

Streets serve our communities as both multi-modal transportation facilities and important open space assets. It is this dual functionality that makes them our most valuable form of public space. From the simple and straightforward placement of street trees to a comprehensive design that includes distinctive lighting, specialty graphics and custom furniture, street reconstruction offers us an opportunity to immediately and directly improve quality of life for the public, as well as encourage economic revitalization. Additionally, street reconstruction frequently results in opportunities to create small parks, plazas, courtyards, playgrounds, greenmarkets, esplanades, overlooks and many other valuable forms of public open space.

### **Objectives**

Given the overall objectives of the study which include (1) improving the transportation corridors, (2) enhancing the physical environment and appearance of the both the “main street corridors” and the intersecting streets, (3) visually linking these key commercial corridors, (4) creating a structure for economic redevelopment and (5) identifying and maximize funding opportunities for capital improvements, the specific goals for downtown Westport should be set high and must include:

- to develop a coherent and unified plan that meets the functional and aesthetic needs of all users – merchants, residents, and visitors, providing a more efficient flow of traffic along Main Street and creating a safe and inviting “pedestrian friendly” environment;
- To provide a regulatory framework that makes it clear how future development will be evaluated in the downtown.
- to enhance Main Street and Route 1 ( in concert with ConnDOT) as a safe and efficient transportation corridor;
- to enhance the physical environment of both corridors so as to strengthen the economic viability and create a better environment for the various users and modes;
- To determine appropriate recreational/passive locations. How do we take better advantage of the river in connection with green design while also improving on the Town’s flooding issues
- To provide for the integration and linkage of pedestrian to the business community.
- To provide a plan that addresses traffic safety and other related transportation issues.
- To develop a comprehensive pedestrian oriented walking system.

- To select a set of streetscape improvement initiatives that are appropriate and realistic;
- To develop a comprehensive way finding and general signage system.
- To identify opportunities for economic restoration.
- To provide a visual link to downtown to spur investment and growth to this section as a viable link to downtown;

### **Key Elements of Downtown Plans**

Based on past experience, RBA has identified a number of elements that are key when developing downtown plans and will be addressed during the development of the Downtown Westport Master Plan of Development and Implementation, these include:

**COMMUNITY ENGAGEMENT - *UNDERSTANDING WHAT THE PUBLIC TRULY WANTS TO SEE DEVELOPED, AS WELL AS THEIR OVERALL CONCERNS AND ANXIETIES.***

RBA is well-versed in conducting comprehensive outreach and visioning and has learned that to develop achievable plans it is best to have senior staff directly conduct public engagement rather than utilize a separate outreach firm. All of RBA's staff routinely perform their own outreach and are skilled in all types of engagement including public open houses, public meetings, design charrettes, etc. Mark Keener, RBA's Director of Urban Design, who is assigned to this project, is certified as a charrette facilitator by the National Charrette Institute.

This project will involve a broad set of skills, ranging from interpersonal and creative to analytical and technical. Interpersonal skills, as well as creative skills, come into play during the community engagement process. There are many different tools of community engagement. The specific outreach tools and techniques utilized, however, vary by project. Furthermore, they need to be implemented strategically given the unique circumstances and characteristics of each community and each project. These tools and techniques are arranged here by general order of deployment.

1. Steering Committees - Working with the Downtown 2020 committee and a cross-section of other community representation will serve as a sounding board for ideas and initiatives.
2. E-Updates - Keeping this group engaged and informed throughout the course of the project, beyond scheduled meetings, is critical for producing a plan that can lead to results.
3. Stakeholder Interviews - For multi-municipal projects we suggest stakeholder interviews as essential tools. Interviewing business/property owners and municipal officials individually at the start of the project is the one of the most effective ways to motivate their participation and learn about their priorities, interests, and concerns and serve to inform the Downtown Committee of differing views, goals and strategies.

4. Websites - Information sharing and up-to-date postings are paramount for some projects. A website/blog can serve as a repository of information, a venue for discussion, and as a place to get the latest project updates and news is critical. Westport is a town of educated individuals completely comfortable with the environs of Social media such as Facebook.

5. Small Group Conversations- For some places, we might choose a more intimate approach to engaging the public. We hold “community conversations”—small focus groups held in people’s homes—to hear what’s on residents’ minds. In smaller communities, these focus groups can be a very effective way to reach out to citizens and gain their trust.

6. Walking Tours- Walking tours are an excellent way to work with a small group of people to discuss a specific place while walking through that place. People’s perceptions and viewpoints might be different when they are on site as opposed to being inside in a room looking at a map of a place.

7. Surveys - For certain projects, reaching a broad cross section of people and being able to quantify opinions is important in the decision making process. In the Blackwood-Clementon Road Greyfields Planning Study for the large community of Gloucester Township, NJ we felt we needed more opinions and quantifiable feedback from a broad range of people beyond those participating on the steering committee. We created an online survey to which 400 people responded. In multi-cultural, predominantly non-English speaking communities such as Hammonton, we have created surveys in Spanish.

8. Charrettes - Certain projects necessitate keeping a compact timeline with little give and take. A charrette format can be extremely useful when given a compressed timeframe in which to accomplish a task. Charrettes are typically held over a period of three to five days. Some charrettes are held over the course of four to six hours on a single day.

9. Workshops and Open Houses - Workshops are larger group meetings that are meant to elicit specific feedback from participants. In the West Oak Lane neighborhood of Philadelphia, we held three visioning workshops, in addition to one for youth, to elicit a vision statement for the neighborhood. Workshops typically involve group activities in which six or eight people at a roundtable discuss specific issues and devise solutions. Prior to breaking out into groups a presentation is delivered to help set the stage for the group exercise. In Mercer County, New Jersey, we conducted a visioning exercise about the future of the Route 130 corridor. We conducted a “visual choice” exercise with stakeholders, asking them to view various images and rank the elements within those images based on their appropriateness and usefulness in the corridor. From this work we distilled five key principles for future investment in the corridor.

**CONQUER THE FEAR OF DENSITY THROUGH GOOD DESIGN.**

In a streaming video hosted on the website “Build a Better Burb” one of the mayors interviewed remarks that people don’t recognize density when it is designed well. Good design and attention to design characteristics during public engagement processes can help alleviate concerns and misconceptions about density. This is not to say that increased density is always “better,” but rather that it must be considered within and tailored to its context. “Design” refers to the design of entire blocks, the design of the public realm, the design of a building, and the design details of building elements such as windows and doors. In general, buildings should be designed to display architectural variety within an overall framework of design continuity and should include design elements that encourage pedestrian-scale interest, multiple entries, and clear signage, while zoning/site plan ordinances should control ground floor building treatments and regulate building height and setbacks. These elements promote pedestrian activity and reinforce a human-scale, as opposed to a car-scaled environment). Having participated in numerous neighborhood and corridor projects, RBA has direct experience in planning and designing Village Centers and public open spaces. Most recently RBA crafted conceptual plan for development and open space around the Wyandanch LIRR station. The plan directly addressed the concerns of local residents, providing a mix of residential and commercial uses, with buildings set at a maximum of 3 to 4 stories. The design included a multi-modal street network and open space designed to fit into the existing scale of the surrounding neighborhood.

**UNDERSTAND THE MARKET FORCES BEHIND DOWNTOWNS AND VILLAGE CENTERS, AS WELL THE LOCAL MARKET.**

Evaluating market potential for various types of development, particularly beyond the current business cycle (18 to 24 months) is a combination of art and science; it requires professional judgment and research data. We understand the market forces behind successful Downtowns and Village Centers which can cater to local neighborhoods and often to the larger community, and have a strong knowledge of the local market, not only understanding what buyers have already bought, but in understanding potential buyers and envisioning what they will want and need. Our market evaluation we will focus on uses that have potential in the more immediate future (3 to 5 years), while considering long-term potential for purposes of zoning and other long-term planning and infrastructure recommendations.

**BEING CREATIVE TO SOLVE UNIQUE SITUATIONS.**

When vacant or underutilized parcels are present in downtown areas, a creative approach might be necessary to generate development. Sometimes these opportunities lie in areas that are overlooked by planners, developers, and municipal officials. One example is downtown South Orange, NJ, where RBA staff developed a program to reclaim vacant space underneath the NJTRANSIT rail tracks, converting it into retail and public space that, ultimately, helped define and activate downtown.

### **SUPPORT BICYCLISTS & PEDESTRIANS.**

Develop a better and more integrated infrastructure for pedestrians and bicycles. As fuel prices rise, motorists are seeking ways to reduce driving costs. We should explore the possibility and feasibility of making the Downtown area more bicycle-friendly, through bike lanes, wide shoulders, intersection improvements, off-street paths, and bicycle parking facilities.

### **ENHANCE THE PUBLIC REALM**

Pedestrian and vehicular circulation will, in part, drive the designs of streetscape and open spaces including trails and bicycle/pedestrian pathways. Sidewalks should be designed to allow for relaxed walking, window-shopping, and quiet conversation. The walking environment and vehicular environment could and should be separated by on-street curbside parking flanked by a planting strip. Pedestrian waiting areas must be carefully redesigned and strategically placed to accommodate pick-up and drop-off and mass transit facilities such as bus/sidewalk interface zones.

This opens up opportunities for street trees and landscaped open spaces. Sidewalks and other paved areas can be rendered beautifully in brick and stone. They may be appointed tastefully with street furniture, lighting elements and unique sign graphics and awnings. Whenever possible, planters, lawn panels and flowerbeds should also be included in the program for the landscape design component of the project. The extent and complexity of the planting design will be determined by the maintenance resources available to preserve the area once construction is complete.

The open space and streetscape designs should reflect the project goals and objectives. Open spaces should be comfortably at a human scale and invite exploration, lingering, talking, eating lunch, and conversation. Quality open space design creates quality of life, especially when applied to the design of streets. Downtown Westport is void of these opportunities. The recent inclusion of “pop-up” restaurants has begun to invigorate the downtown and expand the opportunity for street interaction.

We will explore traffic calming measures that target specific driver behavior and improve conditions for both non-motorized street users and encourage more appropriate roadway use by motorized traffic. Route 1 historically has been a haven for poor traffic management and maneuvers. Though controlled by CONNDOT the incorporation of calming techniques and pedestrian value safety measures on the intersecting roads can produce a more favorable environment for walking.

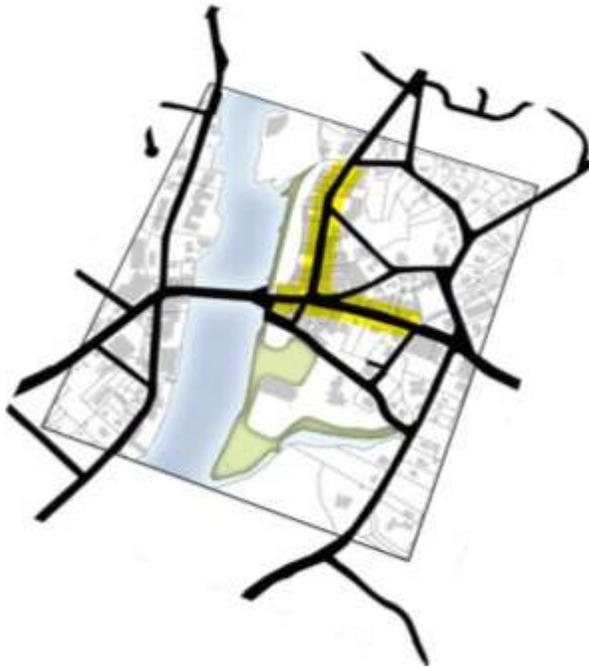
The design must relate to the pedestrian movements that are expected and to be encouraged. Intersection crosswalks, medians, pedestrian countdown signals, etc. need to be introduced to promote safe travel and comfort in the “downtown” area. In addition, pedestrians need to be educated in the safe uses of these measures. Improvements such as these will promote economic resurgence and continued vitality.

# PROJECT UNDERSTANDING AND APPROACH

To further highlight our understanding of Downtown Westport, and how it can evolve in the coming years, we have put together a strategic framework (see below) that evaluates the Town's character, operations, key generators, and potential for change.

This section is followed by the scope of work for the project that illustrates our detailed work plan and a project schedule.

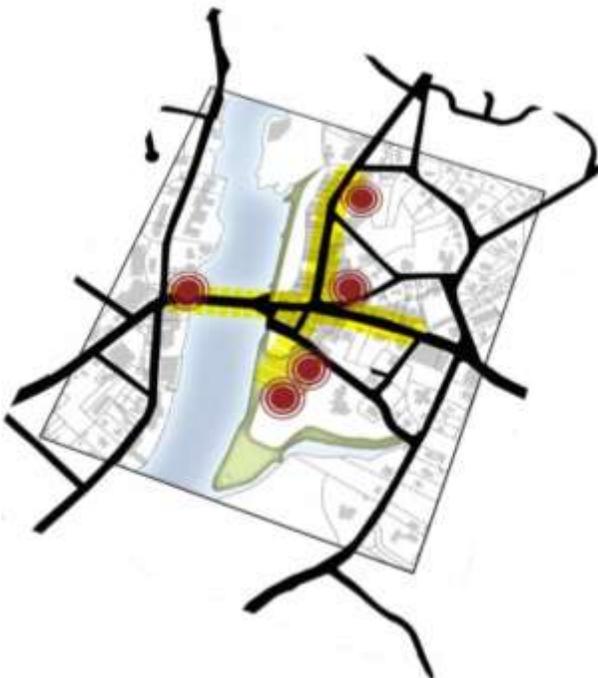
### Strategic Framework Plan for Westport's Downtown Plan



#### Existing Order

The historic street of Westport makes for an interesting form. While the place is dynamic the irregular geometry of the streets makes parcel consolidation and development difficult.

Within the existing street grid there is a clear order of active street frontage. Main Street and Post Road contain most of the active street frontage for Westport downtown.



#### Extended Order

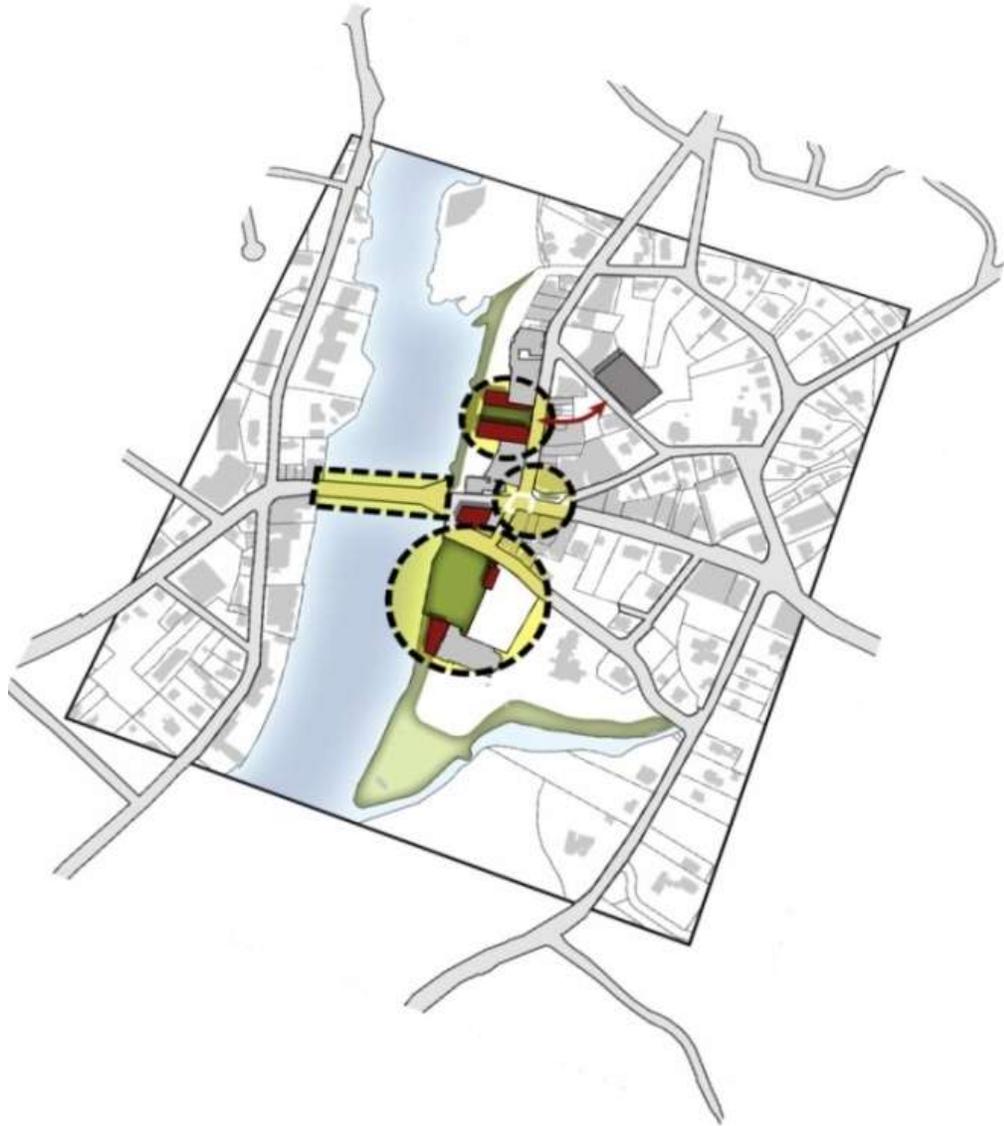
Westport is continuing to evolve and there are five new projects on the board that can affect the way the downtown operates. These five projects are:

- National Hall
- Bedford Square
- Westport Cinema Initiative Theater
- Library Addition & Expansion
- Westport Arts Center

Once developed these project will create an extended order in Westport by connecting the active street frontage across the bridge to the west side of the river and southward towards the library. This new order can greatly enhance the experience of downtown Westport, but for it to happen it needs to be intelligently implemented.

**Design Enhancements**

This is the time to review previous plans and with a fresh eye to determine if new opportunities are present in Westport. Examples of new design ideas may include:  
(See Below)



WHAT COULD THE CHANGES LOOK LIKE?



The public pedestrian boardwalk area could be done during the construction of the bridge in two situations: either the boardwalk edges the boardwalk, or when the building is set back about 10 feet.



This sketch shows how the restaurant location that might also include along waterside on and above the boardwalk. Skanska also faces a unique set of conditions that only appear generally in the lines described in preceding pages.

- *Creating a connection from Main Street to the river, which would increase retail frontage along Main Street.*

Improved River Access – Upper Schuylkill, PA



Redesign of Main Street, New Rochelle, NY

- *Re-design the intersection of Main Street and Post Road to become more pedestrian friendly and provide for new pocket parks.*



Bryan Pocket Park, Bronx, NY

PROJECT UNDERSTANDING AND APPROACH



- *Take a new look at Jesup Green. With the Westport Arts Center moving in, there is a need to look at recapturing open space.*



Bronx River Greenway, Bronx, NY



- *Create a fantastic bridge experience with new lighting and signage to connect the east and west sides of the river.*

South Street Bridge, Philadelphia, PA

### Implementation Strategy

Developing these new ideas along with the proposed development and the rest of the goals of the master plan will be difficult.

- The project will require a detailed implementation plan that will address how projects should be phased in and provide information on:
  - Prioritizing potential capital investment.
  - Review and changes to regulatory actions, i.e. form based code.
  - Identification of funding sources through state and federal grant programs.
  - Establishment of an economic development agency.
  - Establishment of an office or position for long term management of the plan.
  - Establishment of protocols and hierarchy of control with the Towns P & Z.



## Scope of Work

The Scope of Work presented below is based on four activities:

1. Public Outreach & Engagement
2. Existing Conditions Analysis
3. Charrette Planning Process
4. Master Plan of Development & Implementation (MPDI) and Public Presentation

In this section we organize and distribute these four activities into specific tasks.

### Task 1: Understand the Lay of the Land

The first stage of the process involves becoming familiar with Westport's leadership, land use staff, and key stakeholder groups. It also involves collecting data, becoming familiar with the downtown's landscape and built form, and reviewing the town's regulatory framework.

- Review 2007 Plan of Conservation & Development
- Review existing zoning and subdivision regulations
- Review 2010 RTM Subcommittee Report on Downtown priorities
- Review reports of the Downtown Committee
- Review 2007 Report of Milone and MacBroom prepared for the Downtown Merchants Association dealing with parking considerations
- Review Traffic Studies prepared in the last three years by developers and SWRPA
- Retrieve GIS data; prepare base maps
- Conduct a windshield tour of the downtown built around three key themes:
  - **Streets - Biking/Walking/Driving**
  - **Commerce/Arts/Entertainment/Schools/Parks**
  - **Buildings and Landscapes:**
- Discuss communication tools, media, and approaches and determine specific mix of tools to e. deploy; discuss best ways to inform stakeholders and citizens about the project and project events.

### *Meetings & Deliverables*

- First Downtown 2020 Committee Meeting
- Review and Critique of Existing Regulatory Framework

### **Task 2: Develop Communications Plan**

The Communications Plan will consist of a plan that identifies the dates, locations, goals, and hoped-for outcomes of all meetings, including the visual preference exercise and charrette. It will also include a list of all of the tools (e.g., web, flyers, press releases, etc.) and their deployment schedule.

#### *Meetings & Deliverables*

- Downtown Westport Communications Plan

### **Task 3: Conditions Analysis - Existing Land and Building Use Inventory**

We will inventory each parcel within the project area, collecting the following data: address, ownership, tenants (or vacancy), age built (if readily available), condition, use(s), land area, building footprint, building area, number of stories, number of parking spaces, signs, and historic significance. This inventory will be in the form of an Excel spreadsheet that will include links to photographs.

#### *Meetings & Deliverables*

- Conditions Analysis Report – Existing Land Use and Building Use Inventory

### **Task 4: Conditions Analysis - Real Estate Market Analysis**

The approach for the real estate market analysis is built upon a series of steps including, data and information gathering, collaborative input, and constant communication with key stakeholders. The final version of the MPDI should reflect and leverage Westport's current and prospective economic assets and strengths, while affording measures to reverse or mitigate the area's liabilities and weaknesses.

The market analysis will be structured so that successive task builds upon the findings in prior tasks, permitting a strong foundation upon which to make recommendations. Areas of focus will include the following:

- Demographic and labor trend analysis
- Regional real estate trends analysis
- In-depth interviews with active regional developers and real estate brokers
- Real estate supply/demand analysis
- Fiscal impact analysis based on a preferred development schema

We will document our study methodologies and data and information sources so that any interested party may validate our findings. We intend to produce a plan that is flexible in terms of capitalizing on changing macro-economic circumstances, and capable

of creating value through sustainably-based business investment and living-wage employment, while minimizing environmental and fiscal impacts.

*Meetings & Deliverables*

- Conditions Analysis Report - Real Estate Market Analysis

**Task 5: Conditions Analysis - Transportation & Infrastructure Analysis**

We will perform an assessment of the existing and proposed public and private infrastructure resources to support existing and possible future development. The assessment will focus on the following areas.

Data Collection:

Available Data: RBA will assemble available data from sources including the Town of Westport, ConnDOT, SWRPA, and others which will assist in developing historical and current existing conditions for the traffic patterns and parking demands in downtown Westport. This data will include:

1. *Traffic Volume Data from ConnDOT.* Every three years the Department of Transportation performs counts and set locations in each Connecticut Community. RBA will assemble this data as available for the Cos Cob study area. This data will give historical perspective to the growth of traffic on state routes and some town roads. Data is customarily available for the years 1992 to 2010.
2. *Traffic Volume Data provided by development studies.* RBA will review data provided in relevant development studies. We will supplement traffic volume data from those studies to provide further refinement of the knowledge base concerning traffic patterns in downtown Westport and the Town as whole.
3. *Accident Data for Town Roads and State Highways*
  - a) We will obtain from the Department of Transportation available accident reports for the latest three years for the downtown Westport area. This will be a more expedient process than burdening the Westport Police Department. We will examine this data and request updated records from the Police Department for locations which show potential for safety issues.
  - b) The Department of Transportation maintains a report of Accident Severity which will be examined for High Accident intersections on State Highways in the vicinity of downtown Westport.
4. *Road characteristics.* We will obtain from the Westport GIS system aerial photos and other relevant layers for downtown Westport. This information will allow and understanding of basic road widths and adjacent land use which can impact traffic operations. As part of this data collection effort we will obtain the functional classifications for Roads in Westport. This information will be sought from the Westport Planning office and ConnDOT. The latter designation relates to funding and is important. In addition, field observations will be conducted by

experienced traffic engineers to observe prevailing traffic operational, parking, and safety issues in the study areas. Observations will focus on driver and pedestrian behavior; vehicular-vehicular conflicts; vehicular-pedestrian conflicts; “near-misses”; driver and pedestrian compliance with traffic control devices; and the general “attitude” of roadway users.

5. *Traffic Control Devices.* We will obtain from the Westport Public Works Department available plans for signals and other Traffic Control devices installed in downtown Westport.
6. *Transit.* We will assemble route information and ridership data as available for Westport Transit (provided by NTD).
7. *Parking.* We will determine those roads where curb parking is permitted and available public off street parking lots. Public and private parking facilities will be inventoried.
8. *Infrastructure and Utilities.* This includes identifying water, sewer, electrical, gas, and telephone lines, the assessment of the capacity of these utilities to serve development in the downtown and , and determining where the location of utilities may impede development, as well as potential utility relocation needs. We will also investigate downtown flooding issues looking to at the catchment area to estimate the flood flow and flood level for given return periods.
9. *Available Studies.* As indicated earlier, we will have obtained all of the studies/plans for downtown Westport.
11. *Known Traffic Generators* - We will obtain from the Westport Planning office data on known development which could impact the downtown Westport.
12. *Capital Improvement Plans* - For downtown Westport we will collect available data on transportation related infrastructure improvement capital plans.
13. *Projected Future Traffic Levels.* The Connecticut Department of Transportation maintains a statewide transportation model used to project travel demand. We will meet with the forecasting office and obtain projections for Westport and the downtown area.

*Collected Data:* On the basis of a review of collected traffic data, counts and studies we will determine additional traffic and parking data which should be collected to facilitate subsequent analysis. These may include:

- a) Automatic Traffic Recorder counts to assess Average Daily Traffic and Peak hour flows, vehicle speeds and vehicle classification.
- b) Intersection turning movement counts at additional critical intersections.
- c) Review of on street and lots for parking occupancy and potentially Parking Turnover studies.
- d) Pedestrian counts.

*Analysis.* Following the visual preference survey/kick off meeting, we will commence analysis of traffic conditions in downtown. Based on available traffic data and safety data and the roadway network plans we will determine current Levels of Service and capacity ratings for downtown streets, which will serve as the baseline. Using projected regional traffic growth data we will develop future analysis of the corridor for short term (3 year), mid-term (5 year) and long term (10 year) periods. **It should be noted that we envision the 3 year projection will be utilized as an existing condition baseline for the review of any**

**further developments that are introduced into the core downtown for the years 2014-2016. This 3 year projection will already incorporate developments such as Bedford Square, the WAC, Baron's south, etc., so that any new developments can be accurately analyzed for impact to the traffic model that correctly has these initiatives factored in.**

We will conduct field reviews of traffic conditions in downtown Westport for morning and mid-day and evening peak traffic periods.

Downtown Westport Traffic Volume Flow Maps will be prepared with corresponding LOS ratings for each of the short, mid-term and long-term periods. The

We will examine Traffic Accident statistics for downtown Westport and develop a listing of high accident locations. These locations will be those that have at least 10 accidents listed. For Route 1 and other arteries we will use the ConnDOT SLOSS report mentioned earlier to identify locations. A graphic map of downtown Westport will be prepared showing these locations. The individual locations will be reviewed to determine causal factors for the accident history.

A parking conditions map will be developed showing the overall pattern of legal parking, identified issues of parking deficits and parking intrusion into residential areas if found.

In most communities parking to support neighborhood retail uses can be at a premium. We will review parking in the area of downtown Westport and recommend programs which might be considered by the Town to facilitate enhanced operation of the retail parking system thus supporting local merchants and the neighborhood.

#### *Meetings & Deliverables*

- Conditions Analysis Report - Transportation & Infrastructure Analysis

#### **Task 6: Downtown Westport Conditions Analysis Briefing/Presentation**

We will compile each of the Conditions Analysis findings into a concise, illustrated briefing book and presentation.

#### *Meetings & Deliverables*

- Downtown Westport Conditions Analysis Briefing/Presentation
- Second Downtown 2020 Committee Meeting

#### **Task 7: Prepare For and Conduct Visual Preference Exercise**

The goal of the Visual Preference Analysis is to “engage stakeholders and the general public in defining preferences in town form, streetscape elements, and building design.” The visual preference exercise can serve also as the initial public event that kicks off the project and informs people about the upcoming charrette.

We will undertake the following steps in preparing for and executing the visual preference exercise:

1. Establish a statistically significant method through which to conduct the analysis.
2. Determine whether to undertake the exercise on the Web as well as in person at a public forum in order to reach out to a greater percentage of citizens and stakeholders.
3. Develop a survey template in the appropriate format(s).
4. Decide on the key themes and issues and specific items within those themes for which we will be asking participants' preferences. The visual preference exercise might cover a wide range of themes and items:
  - Village Center Forms (examples from other places)
  - Architectural Design (traditional vs. contemporary)
  - Building Forms (multi-story, set back, etc.)
  - Materials (building materials, landscape materials)
  - Residential Building Types (duplex, townhomes, etc.)
  - Commercial Building Types (ground floor retail, office park, etc.)
  - Roadway Designs and Treatments (bike lanes, medians, etc.)
  - Public Spaces (active, passive, open, landscaped, etc.)
  - Parking (on-street, off-street, etc.)
  - Streetscape Elements (light poles, benches, etc.)
  - Gateway Features (monuments, arches, pylons, signs, landscaping, etc.)
  - Signs (business, wayfinding, etc.)
5. Select photographs and/or create photo simulations for evaluation. Images will feature a wide range of visual features.
6. Once the visual preference exercise is administered and completed, we will compile the results into a concise report of findings. We will also provide an interpretation of the results.

#### *Meetings & Deliverables*

- Visual Preference Exercise
- Visual Preference Exercise Results and Interpretation

#### **Task 8: Prepare For and Conduct the Multi-Day Revitalization Charrette**

According to the National Charrette Institute, a charrette is “a highly creative, energetic, and interactive community event.” Their key attribute, according to the NCI, is that they don’t deal with single development issues in isolation, but rather move all design and development issues along the same track to allow each issue to inform the decision making for related issues. A key attribute of charrettes are “feedback loops.” A feedback loop occurs

when a design is proposed, reviewed, changed, and re-presented for further review. The following are the stages we will follow in organizing and running a 3- to 3.5 day charrette for downtown Westport.

1. **Pre-Charrette Research and Preparation.** The first step is stakeholder outreach and engagement to ensure broad-based community involvement. The charrette should include residents, business/property owners, civic leaders, town officials, and other key stakeholders. Conversations with the Downtown 2020 Committee will help us further identify other important stakeholders, outreach methods, and materials we will need to collect and/or prepare to be effective for the planning and design stages (which would include the visual preference exercise results and the conditions analysis briefing/presentation). We will prepare an easy-to-follow schedule outlining all meetings, forums and presentations that will take place the charrette. This schedule can be distributed and/or published in advance. To accommodate people with a variety of schedules, we can schedule key charrette events during work hours, after work hours, and on weekends. The team will work closely with Committee to organize the charrette including identifying the right participants, finding an appropriate a meeting site—preferably within the Downtown area—and scheduling.
2. **The Downtown Westport Charrette.** The charrette should be designed to encourage participants to identify their goals for the Village Center in a meaningful and constructive manner based on a generally-established framework. The charrette process is that framework. It will consist of the following events: Daily Team Meeting, Primary Stakeholder Meetings, Public Meeting, Public Review of Multiple Concepts, Stakeholder Review, Preferred Plan Synthesis, Production, and Final Public Meeting. Embedded within this process will be three feedback loops. Each feedback loop is initiated when the charrette team interfaces with key stakeholders and the public. Reaching agreement and consensus by the end of the charrette is critical.
3. **Post Charrette.** After the charrette is completed, we will maintain communication with key stakeholders and make any necessary refinements to the plan.

*Meetings & Deliverables*

- Downtown Westport Charrette
- Third Downtown 2020 Committee Meeting

**RBA AREA OF EXPERTISE SPOTLIGHT: Visioning & Visual Preference**

Visioning and visual preference exercises can be administered in different ways depending on the goals of the project and the dynamics of community members.

**Break-Out Groups.** Members of the community sit together at a table in small groups. Each person is given a set of different colored sticky notes representing positive attributes, negative attributes, and bright ideas. Participants write their ideas and thoughts on the notes and place them directly on the map of their town at specific locations. Each group's spokesperson has an opportunity to summarize their observations and concerns and share them with the entire room.

**Talking Cards.** Participants work with topic-based "talking cards" that show images of different types of places, buildings, landscape features, and land uses. A facilitator is placed with each group to briefly explain the process of using the cards. After the cards are passed out, the facilitator leads the group through each one, explaining the topics and then allowing time for rankings and comments to be written by the participants. After the cards are discussed and responses are given, the facilitator leads the group in a brief discussion of what they feel are the most important 5 topics. A spokesperson is chosen by the group to represent them.

**Data Summary - Rate of Importance**

Concept	AVG	"Not"		
		1's	2's	3's
Shopfront Night Lighting	4.67	0	0	2
Parade Day	4.65	0	0	3
Crosswalks	4.57	0	1	0
Signage - Type 4	4.50	0	0	3
Traditional Building Materials	4.50	0	0	0
Tall Buildings	4.43	0	0	1
Signage - Type 1	4.43	0	0	1
Sidewalk Sales	4.40	0	0	3
Sidewalk Dining				



### **Task 9: Develop the Draft Master Plan of Development & Implementation**

Based on the results of the existing conditions analysis and charrettes, we will identify specific actions required to achieve the desired visioning and development objectives and to support other actions. This could involve both new and upgraded transportation systems to address existing deficiencies and projected needs, based on the planned mix of residential and commercial development. These efforts will optimize circulation, access, and parking for future land use scenarios. The Plan will include the following elements:

- **Development Plan.** This document will include:
  - A discussion and photographs of existing conditions
  - The market analysis results and recommendations
  - An implementation plan that prioritizes the existing planned developments and assesses the benefits and costs of each project, identifies funding sources and potential financing programs for capital investment, and identifies partnership arrangements (which could include the establishment of an economic development agency or that could be used for implementation.
  - Any necessary resolutions or regulatory declarations that need to take place for the existing planned or future developments to occur
  - A statement that the plan is in compliance with the POCD
- **Public Realm/Streetscape Plan.** We will develop a streetscape plan. We will identify streetscape improvement initiatives that are appropriate and realistic to develop a coherent and unified plan that meets the functional and aesthetic needs of all merchants, residents, and visitors. This plan will specify streetscape elements and materials for the Downtown. This might include lighting, benches, street trees, native grasses, brick pavers, signage, and other items. This plan would also depict sidewalk and crosswalk improvements and gateway elements. Finally, RBA will identify future locations that could be used for recreational opportunities (parks, plazas, greenways, etc.), and provide concept level open space plans for the entire downtown area.
- **Circulation Plan.** This plan will describe and map measures to enhance vehicular circulation, such as changes in existing and potential street widths and configurations, and the need for new or upgraded traffic control devices. It will also identify: accessible and convenient pedestrian linkages between the Downtown, adjacent residential neighborhoods, and other key destinations to ensure fully functioning pedestrian friendly activity nodes; measures to improve public transportation facilities, particularly to community facilities; proposed improvements to address parking problems identified in previous tasks will be explored along with a brief analysis to show the feasibility of new pricing concepts; and traffic calming measures including speed humps, chicanes, raised intersections, etc. RBA shall utilize its “Tool Box” of traffic calming measures that were developed

as part of our contract with NYSDOT to “teach” traffic calming to municipalities. This combined with the expertise generated from our NYC School intersection traffic calming project at over 1400 locations and our contract with NYMTC to generate traffic calming measures for “Safe Routes to Schools” will provide Westport with a large body of material and expertise to maximize these benefits.

- **Transportation Accessibility Plan.** This plan will provide recommendations for strengthening existing and potential corridors, parking, transportation, traffic calming, street design, streetscape improvements, and linkages to existing amenities, and address intersections that pose a hazard to the community. This includes: recommendations for parking allocation; recommending bicycle and pedestrian treatments to improve safety and access; creating appropriate organization and location of parking facilities; creating linkages (e.g. sidewalks) to existing amenities and community facilities.
- **Infrastructure Plan.** Additional low-impact development, energy efficiency and cogeneration, and green infrastructure standards (which will address flooding issues) will be developed to guide all new development in the Downtown, and serve as a model for Town-wide development.

#### *Meetings & Deliverables*

- Draft Master Plan for Development and Implementation

#### **Task 10: Develop Downtown Westport Design Guidelines**

As part of this task we will work to establish design guidelines and standards for buildings, facades, and streetscapes to improve existing conditions and the physical characteristics of the study area, as well as to help create a sense of place. Design guidelines and standards will be established for buildings, facades, signs, lighting, and private streetscape and landscape elements. We will focus on providing solid graphics to illustrate the intent of the guidelines, and include more detailed descriptions and examples of what represents good design vs. what might be considered poor design or design that is not suitable for this area.



*Meetings & Deliverables*

- Downtown Westport Design Guidelines

**Task 11: Conduct Downtown Westport Open House**

An Open House is an excellent way to present mid-term or almost final plans to the public. The Open House would be set up into a series of stations comprised of boards and/or projected images staffed by the consultant team. During this two to four hour event, the public can browse the stations at their own pace, leave comment and ideas, and ask questions.

*Meetings & Deliverables*

- Downtown Westport Open House
- Summary of Public Comments
- Client Debriefing Conference Call
- Revised Version of MPDI & Design Guidelines

**Task 12: Present Plan to Town Staff and Planning & Zoning Commission**

*Meetings & Deliverables*

- Presentation at one meeting to Town Staff & Planning & Zoning Commission

**Task 13: Prepare Final Master Plan for Development & Implementation**

*Meetings & Deliverables*

- Final Master Plan for Development & Implementation

# PROJECT UNDERSTANDING AND APPROACH

## **RBA AREA OF EXPERTISE SPOTLIGHT: Visioning Workshops & Charrettes**

The RBA Studio staff has led visioning workshops, open houses and charrettes for numerous clients over the years. The following are some of our favorite pictures from those events. (top left - Plan for Columbus Village charrette; top right - Mt. Airy Placemaking & Streetscape Plan open house; bottom - Wissahickon Gateway design charrette)





Project Schedule

PROJECT UNDERSTANDING AND APPROACH

PROJECT SCHEDULE: Master Plan for Development and Implementation									
Task	Title	2013							
		Apr	May	Jun	Jul	Aug	Sep	Oct	
<b>1</b>	<b>Understand the Lay of the Land</b>								
	> 2020 Downtown Committee Meeting		◆						
	> Deliverable: Review and Critique of Existing Regulatory Framework			☰					
<b>2</b>	<b>Develop Communications Plan</b>								
	> Deliverable: Downtown Westport Communications Plan		☰						
<b>3</b>	<b>Conditions Analysis - Existing Land and Building Use Inventory</b>								
	> Deliverable: Conditions Analysis Report – Existing Land Use and Building Use Inventory			☰					
<b>4</b>	<b>Conditions Analysis - Real Estate Market Analysis</b>								
	> Deliverable: Conditions Analysis Report - Real Estate Market Analysis			☰					
<b>5</b>	<b>Conditions Analysis - Transportation &amp; Infrastructure Analysis</b>								
	> Deliverable: Conditions Analysis Report - Transportation & Infrastructure Analysis			☰					
<b>6</b>	<b>Downtown Westport Conditions Analysis Briefing/Presentation</b>								
	> 2020 Downtown Committee Meeting				◆				
	> Deliverable: Downtown Westport Conditions Analysis Briefing/Presentation				☰				
<b>7</b>	<b>Prepare For and Conduct Visual Preference Exercise</b>								
	> Deliverable: Visual Preference Exercise Results and Interpretation				☰				
<b>8</b>	<b>Prepare For and Conduct the Multi-Day Four Corners Area Revitalization Charrette</b>								
	> 2020 Downtown Committee Meeting				◆				
	> Deliverable: Visual Preference Exercise Results and Interpretation				☰				
<b>9</b>	<b>Develop the Draft Master Plan of Development &amp; Implementation</b>								
	> Deliverable: Draft Master Plan for Development and Implementation							☰	
<b>10</b>	<b>Develop Downtown Westport Design Guidelines</b>								
	> Deliverable: Downtown Westport Design Guidelines							☰	
<b>11</b>	<b>Conduct Downtown Westport Open House</b>								
	> Open House							◆	
	> Deliverable: Summary of Public Comments							☰	
	> Client Debriefing							◆	
	> Deliverable: Revised Version of MPDI & Design Guidelines							☰	
<b>12</b>	<b>Present Plan to Town Staff and Planning &amp; Zoning Commission</b>								
	> Presentation to Town Staff & Planning & Zoning Commission							☰	
<b>13</b>	<b>Prepare Final Master Plan for Development &amp; Implementation</b>								
	> Deliverable: Final Master Plan of Development and Implementation							☰	



**PROJECT FEE: Master Plan for Development and Implementation**

Task	Title	Cost
1	Understand the Lay of the Land	\$5,000
2	Develop Communications Plan	\$3,500
3	Conditions Analysis - Existing Land and Building Use Inventory	\$17,500
4	Conditions Analysis - Real Estate Market Analysis	\$15,000
5	Conditions Analysis - Transportation & Infrastructure Analysis	\$40,000
6	Downtown Westport Conditions Analysis Briefing/Presentation	\$7,500
7	Prepare For and Conduct Visual Preference Exercise	\$10,000
8	Prepare For and Conduct the Multi-Day Revitalization Charrette	\$15,000
9	Develop the Draft Master Plan of Development & Implementation	\$30,000
10	Develop Downtown Westport Design Guidelines	\$15,000
11	Conduct Downtown Westport Open House	\$2,500
12	Present Plan to Town Staff and Planning & Zoning Commission	\$1,000
13	Prepare Final Master Plan for Development & Implementation	\$15,000
<b>Total Labor, Overhead, Profit</b>		<b>\$177,000</b>
<b>Direct Expenses</b>		
	Reproduction	\$1,500
<b>Total Fee</b>		<b>\$178,500</b>

\* If traffic volume data/turning movement counts are not available, the additional the cost would be \$2,000 per intersection (turning movement counts only)