



Town of Hyde Park

Hyde Park Main Street Action Plan

Technical Proposal & Budget
May 25, 2018



DuBois & King inc.



624392X
May 25, 2018

Ron Rodjenski, Local Project Manager
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Subject: Technical and Cost Proposal, Hyde Park Main Street Action Plan

Dear Selection Committee,

DuBois & King (D&K) is pleased to submit our proposal to the Town of Hyde Park in response to the Request for Proposals to create the *Main Street Action Plan*, which will guide coordinated future infrastructure investments. D&K's experienced planning team will develop a practical plan for the Village and Town that will:

- Improve the existing multimodal transportation network
- Identify a coordinated set of infrastructure improvements
- Promote economic development and active lifestyles
- Include a robust communication plan and community engagement process

The proposed D&K project team is comprised of professionals with expertise in transportation, community planning, public works infrastructure, environmental resources, and landscape architecture. I will serve as primary contact for the Town and will be responsible for producing all the project elements, ensuring a coherent and consistent strategy. Using my experience as a multimodal transportation planner and engineer, D&K will consider safety, efficient circulation for all modes, traffic calming, connectivity to the LVRT, and pedestrian-oriented design in the downtown street network. Landscape Architect, Sophie Sauvé, PLA, brings planning and green infrastructure expertise to support both the streetscape enhancements, site plan and wayfinding components.

Our proposed team includes Camoin Associates (Camoin), an economic consulting firm, to provide an economic assessment and marketing analysis of Hyde Park. Camoin staff bring a wealth of experience and creativity in considering economic opportunities for Vermont's downtowns. D&K and Camoin are an established consulting team, currently working on Connecting the Right Side of the Tracks, a Better Connections Grant project in Windsor. Also joining our team is Community Workshop, well-known for their work on the Bethel Better Block project, to lead the on-the-ground engagement piece of the project.

On behalf of our team, I appreciate your consideration of our qualifications and look forward to the opportunity to partner with the Town of Hyde Park. If you have any questions or require additional information, please do not hesitate to contact me at 802-728-3376 or lgibson@dubois-king.com.

Sincerely,
DuBois & King, Inc.


Lucy E. Gibson, PE
Project Manager

Project Understanding

Our villages and downtowns are at the heart of our communities. They provide places for people to go, things to do, and opportunities to interact with neighbors and visitors alike. Today’s economic picture of the Village of Hyde Park indicates a need to celebrate strengths, and to identify challenges and seek opportunities for revitalization and economic growth. The Village of Hyde Park has been actively working to make their community center a more vibrant place to be. With guidance from recent planning projects, the Town and Village have taken steps to move beyond the planning stage by implementing planning recommendations that center on streetscape improvements and wayfinding.



Existing conditions

Focusing on streetscape improvements that make a “street for everyone” is a sound choice. Walkable, bikable streets provide opportunities for social interactions and enhancement of the overall sense of community. Improvements to accessibility, connectivity and safety for multimodal transport have added benefits for the local economy. That is, pedestrians and bicyclists frequent businesses more readily, linger longer in commercial districts and, in turn, contribute directly to the local economy. A well-informed Village Action Plan that incorporates these concepts will be a valuable tool for the community to use as it implements its vision.



Existing conditions

In addition to an improved streetscape, it will be important to look at the other important functions of the Village streets, in particular as utility corridors. The Town may consider investing in infrastructure to improve the Village water, wastewater and stormwater, and wants a “dig once” approach where projects are done more efficiently, and impacts are reduced by addressing all street infrastructure needs simultaneously.

And yet, without places to stop and things to do, street improvements are only part of the puzzle. This project will bring together the essential nexus that exists between the transportation network, economic development and community vitality. By making better connections for all modes of travel within the village, and taking advantage of Hyde Park’s assets, new opportunities can be developed. For example, Lamoille Valley Rail Trail (LVRT) is one key resource that the community can tap into. The LVRT can serve as a conduit that encourages activity and



Existing conditions along Main Street



tourism in the Village. Through creative marketing and use of social media, the community can make Hyde Park's Village a popular stop as intrepid cyclists and hikers travel across Vermont. By offering essential services (such as public restrooms or water stations) or making businesses bicycle friendly (by providing bike racks), Hyde Park can become a destination. By connecting the Village more effectively to other parts of Town, available assets grow. Natural resources like Cady's Falls, the Green River Reservoir, and the nearby Long Trail provide opportunities for outdoor recreation.



Cady's Falls

Fortunately, the energy and interest in taking on new opportunities and tapping into existing resources are already here. There are bike tours that specifically use the LVRT one tour even includes Hyde Park's "Ten Bends Brewery" as a stop on their local brewery tour. Local groups are focusing their efforts on planning for multimodal improvements, streetscaping and infrastructure investments that will encourage new businesses. The community recognizes that, to be thriving, the village must be active.

This project will build on the many diverse and effective planning efforts already completed or underway, and develop a coordinated plan of action that will address infrastructure needs that will allow the village to thrive into the future, and make the ample opportunities for increased business and residential growth a reality. The D&K team is positioned to provide a full range of support, from transportation planning and streetscape design, to economic analysis and creative public engagement.

Project Approach

Our Approach to Civic Engagement

A strong, transparent and inclusive civic outreach and engagement process will help build local capacity and spur excitement for the project process and ensure momentum for future work. By reaching out to the public from the get-go and providing opportunities for engagement along the way, the Main Street Action Plan will reflect the community's desires for Hyde Park Village's future. It is important to mix face-to-face opportunities, including engaging demonstration events, with online engagement tools that capture the diverse ways in which the public interacts with the project. To achieve this, DuBois & King proposes a process that:

Is Transparent: From the outset of the project, the public needs to understand the Purpose of the Main Street Action Plan, who is involved, and how will it benefit the community. Residents will need to understand what information and input will be collected from the public and how it will be used to inform the Plan's vision and action items. The D&K team will seek to achieve active communication via a project-branded website, with current project information, important dates for public input, and opportunities for active participation, both online and in-person. D&K's online tools are designed to supplement

Online Public Engagement

Online engagement tools, such as a project website, provide a dynamic location where we can distribute current information about the project, advertise special events and link community members to each other and interact with the project through social media. A branded, comprehensive project website allows the community to remain informed and to provide targeted feedback on specific topics and questions that significantly inspire the Plan. It also provides a central location for storytelling, discussion and input that can be easily moderated to allow momentum building. Most importantly, project websites are available to the public 24 hours a day and are available via computer and smartphones, which makes them readily accessible.

For this project, D&K will utilize a project-specific website that includes important information relating to project milestones and opportunities for in-person and online input and active participation.

in-person meetings, disseminate facts and information, request and receive public input, allow well-moderated public discourse, present mapping, and keep the momentum ongoing.

Is Inclusive: Bringing everyone to the table can be challenging, but through a mix of communication styles and opportunities for active participation, it is achievable. D&K will work with the Project Team to identify important stakeholder groups that should be kept aware of the project, events and milestones. At specific times during the process, events will take place that encourage public participation. Open house meetings can be staged at a central location in the community and can take place over the course of a day and evening to make it accessible to a larger portion of the community.

Engages Youth: Including all age groups in the community planning process is critically important. For the “younger generation,” many of the changes under discussion will unfold as they become adults. Community Workshop will lead the effort to achieve youth engagement, and work with the school community (including staff, students, administrators) and team to identify goals and options for engaging the school community. Examples of projects or tools that have worked well in engaging schools in this type of planning project are:

- Include students and school community members on the steering committee, or develop a youth board that has power to advise the process. We have worked with students and adults in these situations to help structure those opportunities, train people, and ensure that the youth voice is heard.
- “City as Play,” a workshop technique that allows students to create their own models for what a street or town section could look like using found objects and fun building materials. The project team could facilitate this activity with different age groups, or train classroom teachers to facilitate and report back.
- A youth summit or workshop event or day, where we gather feedback. The project team may suggest keypad polling or online engagement opportunities to gather opinions.
- Arts engagement projects, such as asking students to photograph or draw examples of what they’d like to see. There are many ways to design art or multidisciplinary projects that can be embedded in existing art or classroom curriculae.
- Project-based learning is a natural fit with a planning process. From a quick online scan, it looks like Lamoille Union SU is embracing PBL. The project team could work with faculty and students to create projects within this planning process that give students a hands-on role in helping to shape the future of their community, while learning about community planning, research or engagement methods, data analysis or writing, art and design or other topics.

Pop-up demonstrations on or near school property, developed or built in conjunction with students. Art, architecture, building or civics classes could be heavily involved in designing or helping to construct such a demo, which can be based on student input.

Our specific approach in this project will be guided by the community, will be responsive to volunteer and school resources, and will be adapted to fit within the project budget. The D&K team’s goal is to ensure this project has an accessible, exciting, and outcome-oriented public outreach and engagement approach that provides multiple avenues of communication and public input to allow as many voices as possible to weigh in. A successful public engagement plan is realized when the public is fully aware of the project and key project events and has the opportunity to convey their stories and actively participate in the process. Our approach will be refined upon initiation of the project so that it can best fit the needs and goals of this community.



Safety was a top priority of the planBTV Walk Bike Master community pop-up demonstrations for Burlington. Project Manager Lucy Gibson, PE, led D&K services.

Scope of Work

Task 1. Project Management and Communication

1.1. Project Initiation Meeting and Site Visit. The D&K team will attend a initiation meeting with the project Working Group. The meeting agenda will include discussion on the specific project goals, refine the project scope and schedule, and developing a civic and youth outreach plan. Attendees will work together to identify all available information, reports, studies and data that should be reviewed by the consultants. The meeting will be followed by a tour of the Village that will allow the consulting team to learn from community members, particularly transportation issues, at-risk sites, potential redevelopment areas, and assets that should be highlighted. The team will also want to learn about ongoing revitalization efforts that have some momentum that we can build on through the course of this project.

1.2. Project Communications and Meetings

- **Work Group Meetings:** D&K will maintain regular communication with the Town staff and/or Working Group providing updates on the project status and activities. When needed, the consulting team will meet with the Village Roads Working Group, who are serving as the de facto steering committee, to gather important input and insights, present draft materials for discussion, and make decisions or consider the results from community events.
- **Public Meetings:** Our team anticipates two public meetings, in addition to ample outreach via focus groups, walking tours and demonstration projects. These will include a review of project design alternatives, and a final meeting to review the draft plan.

Deliverables:

- Revised scope and timeline
- Community outreach plan and schedule
- Meeting minutes and notes

Task 2. Existing Conditions Analysis

2.1. Review Past Plans and Studies. The D&K team will collect relevant plans and studies that have been completed in the past ten years, summarize them, and analyze how the information relates to the Village Activity Plan and potential opportunities.

2.2. Focus Group Meetings and Street Walks. The D&K team will conduct up to five focus group meetings or street walks to collect the public's thoughts and ideas for future investments and opportunities. Topics for these will be discussed at the kickoff meeting, and we expect some would focus on circulation improvements and streetscaping in the Village Center, and others on economic and land use opportunities.

Community Workshop will lead the “walking workshops” around village streetscape and placemaking improvements. Walking workshops or “walk audit” events are interactive and encourage the public to visit the project site. Our team would crowdsource data and opinions from participants and actively involve them in identifying what's working and what could be improved in terms of street safety, bike/ped infrastructure, aesthetics and



Community Workshop organized Vermont's first Better Block project, transforming Bethel's Main Street into a vibrant, accessible community center—all in a weekend.

community development/placemaking projects. Discussions would continue at an interior location to go over findings and observations, look at design ideas and options, and identify or rank potential solutions.

2.3 Stormwater Review and Coordination. Members of the D&K Team will meet with Watershed Consulting to ensure that planning efforts are synchronized with the work they are doing for the Lamoille County Conservation District.

2.4 Public Works Infrastructure Review. D&K's Jon Ashley, PE, Civil/Environmental Engineer, will review information relating to the Village water, sewer and stormwater needs, and conduct a site visit with Town and Village staff to understand the needs, conditions, opportunities, and urgency of providing upgrades. This assessment will rely primarily on obtaining knowledge from existing sources and town staff, and synthesizing the needs and issues so that improvements can be coordinated in the implementation plan.

2.5 Transportation Analysis. D&K will review the transportation infrastructure and issues from both a multimodal and public space perspective. Successful downtown/village streets serve multiple functions, including circulation for all modes of travel, public spaces for socializing and accessing services, and as utility corridors that provide services and collect stormwater.

The existing conditions analysis will consider several “zones:”

- The village “pedestrian shed” will focus on destinations within a five-or-ten minute walk of the core of the village. This area should focus more heavily on pedestrian travel and streetscape amenities, including lighting, landscaping, street trees, green buffers, and other features that make walking more appealing.
- The bicycle shed will be located within five miles of the Village. A “level of stress” analysis will be done for the key corridors, such as the connection to North Hyde Park and the Green River Reservoir. The LVRT and connections to and from this corridor will be important in this evaluation.
- Barriers to circulation for all modes, such as crossings of Route 15, will get close attention, and consider volumes, speeds, and crossing distances. D&K will conduct spot monitoring of speeds with our radar gun to supplement any available speed data from VTrans or LCPC.
- Parking is a consideration in any village, and the need and utilization of on-street parking will be observed and discussed with community members.

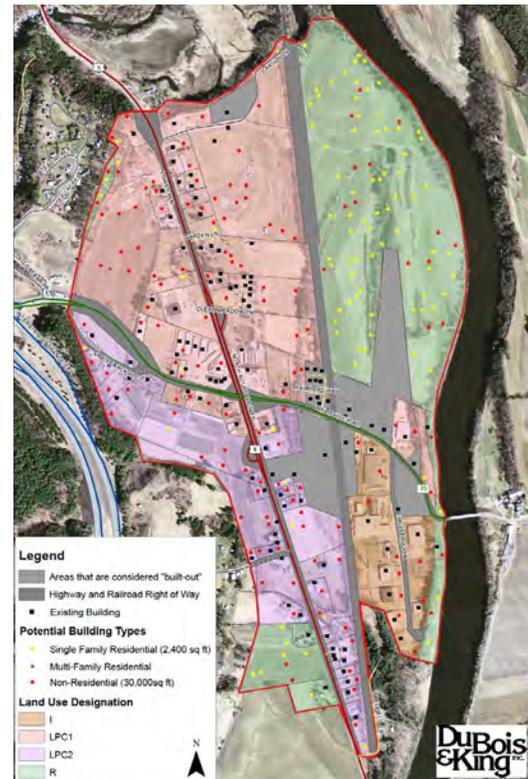
The Hyde Park Village Circulation system will be mapped out; destinations that are within reasonable walking or biking distance should have safe and comfortable connections. These may include the following:

- LVRT
- Hyde Park Elementary
- Triangle
- High School

For each link in the network, the project team will identify the weak points, and map them out. These will include ADA issues, high stress bicycle connections, unprotected high volume crossings, Village streets that lack streetscape amenities and landscaping, drainage issues that impair walking or biking, and many other issues that are uncovered with public input through the focus groups and walk audits. Addressing these “weak links” will be the focus of the transportation alternatives analysis. In addition, longer connections to neighboring communities and to the village of North Hyde Park will be assessed for issues, constraints, and barriers using mapping techniques, and will be documented with photos and measurements.

2.6 Economic Analysis. Teaming partner, Camoin, will conduct a market study to determine the current and future demand for housing, retail, industrial, and commercial uses in Hyde Park. Camoin's methodology for determining favorable market demand for potential uses will include data collection and analysis, review of existing plans and documents, and interviews with key stakeholders who are familiar with the local and regional markets. Gathering data for a small area can be challenging. However, Camoin subscribes to a number of different proprietary data sets, including ESRI and EMSI, that allows them to look at local areas down to the census block for ESRI and zip code for EMSI. These tools are combined with the qualitative input from key community members. Through direct interviews with stakeholders, Camoin is able to more effectively "ground truth" the data collected and make sure the story told by the data is what is actually being felt by the community. Camoin will also be looking at the larger region within which the Town sits to ensure that the team is identifying and capturing the larger regional opportunities and challenges that impact Hyde Park's ability to be successful with economic development efforts. The market analysis will include the following components:

- **Windshield Survey:** During the site visit for the initial public meeting, Camoin staff will conduct a windshield survey of the primary business districts to gather information about whether there are clusters of certain types of businesses, what business offerings may be missing, any challenges that exist in the business environment, and other information that may inform the market analysis. During this process, Camoin will also identify some strategic sites that may be considered for future redevelopment and that could potentially act as catalysts for additional development in and around Hyde Park.
- **Housing Market:** Camoin staff will compile an analysis of housing-related data to identify opportunities and/or constraints that Hyde Park may be facing in the housing market.
- **Retail Development:** Camoin staff will complete a consumer spending analysis including a review of retail demand in the trade area. The report will compile and analyze retail sales and consumer spending data for the trade area. The analysis will consider the amount of sales leakage (i.e., the demand for goods and services not being met locally). The sales leakage data will be utilized to identify business opportunities and potential niche markets for Hyde Park. This data can then be used as part of an attraction strategy to identify target businesses or companies that may be a good fit considering the existing market and consumer base.
- **Commercial and Industrial Development:** Camoin staff will pull economic data on the growth (or decline) of certain industries in Hyde Park and larger surrounding region to determine demand for different types of office and industrial space. To supplement the market analysis, Camoin staff will pull baseline economic data from and proprietary data source, Economic Modeling Specialists Intl. (EMSI), that will identify key sectors or industries that are particularly competitive in the Hyde Park region and should be considered for potential attraction or retention efforts. *Note:* this task will not involve a full



Camoin has teamed with D&K on previous projects exploring economic opportunities for Vermont downtown areas in the Town's of West Rutland, Bradford (pictured above), and Windsor.

targeted cluster analysis, but will pull data at the 4-digit NAICS level on employment by industry, historic and future growth, location quotient analysis, shift share analysis, and wage information.

- **Interviews:** Camoin staff will conduct interviews with real estate professionals, property owners, leasing agents, and developers who are knowledgeable about the regional commercial and industrial real estate market. Camoin staff will conduct up to five (5) phone interviews to obtain existing data on the real estate market, as well as gather anecdotal information about trends and future development potential for residential, retail, commercial, and industrial development. It is expected that the Town will assist Camoin in identifying the people to interview.
- **Business Roundtable:** Camoin staff will work with the steering committee to facilitate a business roundtable discussion to gain insights and perspectives of business owners in Hyde Park. This discussion will be focused on understanding challenges that the business owners are facing related to workforce, financing, development review issues, and other concerns they face related to their ability to be successful in Hyde Park. Camoin Associates will work with the Town and Steering Committee to identify participants for this session and how best to structure the event to maximize productivity and gain the most valuable information.
- **Intercept Surveys:** To supplement the market research, Camoin Associates will prepare a survey to be completed by people who frequent Hyde Park to gain their perspective on the Town's current situation. This survey will be designed cooperatively with the Town of Hyde Park to ensure the information collected will be useful to not only this project, but to other work being done as well. The questions used in the survey will be refined in coordination with the Town, but will include information related to demographics, spending habits, reason for locating in Hyde Park, ideas for new businesses, and/or what respondents would like to see in Hyde Park that would make their stay more enjoyable and encourage them to stay longer. This data will be analyzed and information gained will be included in the final report and incorporated into the recommendations.

Camoin Associates will develop the survey, but it is expected that the survey be conducted and distributed by volunteers. We can provide guidance on survey techniques, frequency of surveying, and provide surveying instruction. If volunteers cannot be found to conduct the surveys, other options to gather this information can be discussed with the Steering Committee, such as placing idea boxes around town, or developing a web-based survey and promoting through Front Porch Forum and other venues.

Deliverables:

- Mid Project Report, summarizing the results of community engagement and technical analysis. Members of the D&K team will also attend a meeting with the State Agency partners of the Better Connections program to report on progress and discuss the project.

Task 3. Alternatives Analysis

3.1 Streets and Circulation. D&K will identify opportunities to enhance circulation and multimodal safety in the Village with to improve the streetscape and enhancing economic development through connections to the LVRT and the greater Hyde Park area. Some of the specific considerations will include:

- **Bicycle connectivity:** With growing interest in non-auto travel, the LVRT has the potential to be a great attractant for both future residents and visitors. The LVRT can provide a multimodal spine for the region, but the “last mile” connections need to be safe and comfortable for a range of cyclists, not just the most confident ones. Creating a safe multimodal corridor on Depot Street may be among the most challenging street segments in the Village.

- **Route 15 crossings:** Options to address crossings of Route 15 will consider a range of options, but should be consistent with VTrans guidelines and coordinated with VTrans District staff.
- **Village “Green Streets” Enhancements.** The D&K team will focus on Village streets, including both Main Street and intersecting streets, and look for opportunities for meeting multiple goals of:
 - Advancing safety by managing speeds and traffic calming
 - Promoting management of stormwater through landscape plantings and green infrastructure
 - Providing places for the public to pause or linger and enjoy the Village streetscape
 - Consider need and options for streetscape lighting
- **Regional Connectivity.** While the Village will be a focus of this analysis, connections to other destinations within the Town and region, such as North Hyde Park and Green River Reservoir, will be explored. A range of options can be considered, such as improved shoulders for biking or walking, transit connections, or wayfinding.



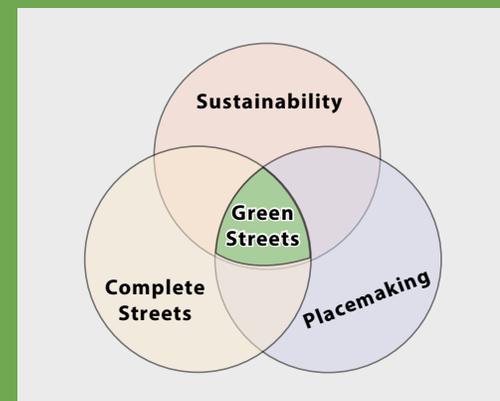
Existing conditions, crossing Depot St.

3.2 Pop-Up Demonstrations: To provide clarity on the alternatives, and to bring excitement and interest to the process, the D&K team will conduct three pop-up demonstrations. Through active demonstration, we will be able to show how the proposed alternatives will improve multimodal circulation and safety, while enhancing the vitality of the village.

Community Workshop will lead the development of a plan for a temporary pop-up demonstration of some of the leading design solutions. Likely improvements might include new crosswalks or crosswalk bulbouts/extensions, bike/ped infrastructure to fill existing gaps, and other traffic calming mechanisms. If there is interest and enthusiasm from the community, it would be ideal to develop a community demonstration day that also includes pop-up placemaking and beautification projects. Incorporating more than just transportation elements would allow people to see and experience how the street improvements can be part of a vibrant, connected complete streets approach when integrated with other community development strategies. Similar demonstrations in other communities have been extremely popular and transformational when transportation or street improvements are combined with pop-up parklets, public art, live music or events, food, wayfinding signs and more. The scale of this event would depend on community enthusiasm and interest in volunteering and assisting in the planning. This could potentially be an ideal way to involve youth and families. Since a fun event like this will both demonstrate options and build momentum and excitement for implementation.

Green Streets Approach

D&K will take a “Green Streets” approach to streetscape enhancements, where opportunities to reduce stormwater discharge, create attractive public spaces, and enhance multimodal safety can be combined into a project design.



3.3 Visualizations. Community Workshop’s ample experience with demonstration projects will be of great value:

- Project demonstration events should emphasize testing and choosing design strategies with multiple community benefits, such as traffic calming devices that also improve beautification or highlight community assets, or economic development approaches that also increase health and livability outcomes.
- These events should emphasize showcasing solutions that include both major long-term projects and short-term projects that the Town could then implement quickly and at relatively low-cost. The goal is to leave communities with some action steps that have a strong impact with very little effort.



Community Workshop organizes and facilitates engagement using creative facilitation and engaging placemaking techniques.

3.4 Alternatives Analysis Public Workshop. With consideration to the community input received at the pop-up events, and guidance from the Working Group, the design concepts under consideration will be compiled into distinct project design alternatives, and be presented to the public to gauge support for concepts. The alternatives may encompass transportation and circulation (of all modes), streetscape beautification, community parks or public spaces, and wayfinding enhancements. To allow the public to imagine the changes under consideration and weigh in with their opinions, D&K will prepare three illustrations or photo-simulations of potential improvements to key streetscapes in the Village or redevelopment scenarios for catalyst sites.

Deliverables:

- Alternatives Analysis and Presentation

Task #4 - Prepare Village Center Action Plan

4.1 Draft Main Street Action Plan. D&K will develop a Main Street Action Plan that pulls together the information learned during focus groups, and the economic analysis, and will present recommendations for implementation of preferred alternatives with order of magnitude budgets and a list of potential funding sources. The plan will weave together several strands: streetscape enhancements, safety for people walking and biking, subsurface utility needs, and economic development opportunities. Our team envisions several subsections of the plan focused as described below:

- **Streetscape Enhancement Strategy:** The action plan will describe the recommended Village streetscape enhancements, which will address pedestrian and bicycle comfort and safety, transforming the Village streets into appealing and green public spaces. The action plan must specifically address how parallel streetscape, and water and sewer projects can be coordinated so that a “dig once” strategy is implemented.
- **Transportation Connectivity Strategy:** Connecting the Village to surrounding destinations is an important aspect of the Village’s vitality. Improvements to intersections and crossings, as well as wayfinding to guide visitors to interesting destinations outside the village, will be presented.
- **Economic Strategy:** Camoin Associates will provide targeted economic development recommendations specific to Hyde Park and its current economic needs. These recommendations will be far-reaching and encompass the Town’s desire to make improvements to the Village and support the development of catalyst sites to increase economic opportunities and improve quality of life for residents.

The final recommendations will include guidance on:

- Overall economic development policies, and guidance on best practices in economic development, potential partnerships, programs, and policies that will improve the economic development environment in Hyde Park.

- Marketing and branding opportunities for the community, including both internal and external marketing for residents and businesses. The recommendations will include guidance on social media tactics, targeted strategies for specific markets, and how to improve overall perception of the community as a place to live and do business.

- Identification of potential “catalyst sites,” which is an outline of sites in the Village that have the greatest potential for redevelopment and will have the greatest return on investment for the community. A number of sites that are likely to see changes in ownership or possible redevelopment will be included in this process. The strategies will include potential use types, funding options, and identification of considerations and challenges to implementation.

- Inventory of economic development resources: To mitigate the challenges associated with development/redevelopment, the project team will provide a list of funding sources, economic development tools, and other initiatives that will enhance the feasibility of the various potential projects identified.

- **Implementation Plan:** A coordinated set of implementation strategies, with responsible parties and funding sources identified, will summarize the plan to ensure coordinated and sequenced action steps.

Our team will present the draft Village Center Action Plan to the community in a public presentation, and solicit feedback through an interactive exercise.

4.2 Prepare Final Main Street Action Plan. After receiving comments from the Working Group and the public, the D&K team will revise the plan and submit as a final document.

Deliverables:

- Final Master Plan and Implementation Report (provided in hard copy and digital formats)



Camoin Associates recently teamed with D&K to provide economic development recommendations focused on supporting and enhancing entrepreneurs and small business owners in West Rutland.

Proposed Schedule

D&K is a 110-person consulting firm with planning and engineering staff who have experience completing similar projects in other Vermont communities. The D&K team is well-positioned to provide efficient, cost-effective services to successfully meet the deliverables and timeline of the project as outlined in this proposal. Our proposed schedule follows.



Project Budget

The table below shows our proposed project budget in terms of total hours and approximate cost per task. If appropriate, we are happy to discuss a reallocation of effort among the tasks to best suit the needs of the project.

Project Task	Project Manager		Chris Sargent,		Landscape		John Ashley, PE		Transportation		TOTAL
	Lucy Gibson, PE	AICP, Community Planner	Architect	Sophie Sauve	Public Works Engineer	Planner/ Engineer	Julia Ursaki, EI				
1 Project Management											
1.1 Project Initiation Meeting and Site Visit	6	6	6	6							18
1.2 Project Communications and Meetings	8	16	8	8							32
2 Existing Conditions Analysis											
2.1 Review past plans and studies	8	8	8	8	4						28
2.2 Focus Groups and Street Walks (Community Workshop)	8	8	8	8	8						32
2.3 Stormwater review and coordination			4	4	4						8
2.4 Public Works infrastructure review and site visit	2				12						14
2.5 Transportation Analysis	16									24	40
2.6 Economic Analysis (Camoin)		4									4
3 Alternatives Analysis											
3.1 Streets and Circulation	16			8	8					24	48
3.2 Pop-ups and Demonstrations (Community Workshop)	8	8	8	8	8						32
3.3 Visualizations	4			40						16	60
3.4 Public Workshop	8			8	8					8	24
4 Prepare Village Center Action Plan											
4.1 Prepare Draft Action Plan	16	24	4	4	2						54
4.2 Prepare Final Action Plan	6	8	2	2	4						20
Total Hours	106	82	104	82	22	100	414				
Hourly Rate	\$52	\$38	\$32	\$32	\$48	\$26					
Labor \$ by Project Staff	\$5,512	\$3,116	\$3,328	\$3,328	\$1,056	\$2,600					
Overhead @ 164.36%	\$9,060	\$5,121	\$5,470	\$5,470	\$1,736	\$4,273					
Fee	\$1,457	\$824	\$880	\$880	\$279	\$687					
Total Labor by Project Staff	\$16,029	\$9,061	\$9,678	\$9,678	\$3,071	\$7,561					
Total Labor	\$45,399										
Camoin Associates subcontractant fee	\$24,913										
Community Workshop subcontractant fee	\$10,576										
Allowance for Demonstration Project Materials	\$2,500										
Project Expenses (travel, website)	\$1,500										
Total Budget	\$84,888										
Available Funds	\$85,000										

Firm Overview

The DuBois & King Planning Group recognizes that good planning is essential to creating healthy, livable communities where people want to live, work and play. D&K works to identify and balance the essential relationships among transportation, land use and economic vibrancy. Our role is to help our clients achieve their vision for the future in a way that reflects the unique character of their community, promotes economic vitality and is publicly inclusive.

DuBois & King is a consulting firm providing multidisciplinary planning, design, and construction engineering services to municipal, state, and federal clients. With offices in Randolph, South Burlington, Brandon, and Springfield, Vermont, and Bedford, Keene, and Laconia, New Hampshire, the firm employs over 100 engineers, scientists, planners, designers, surveyors, technicians, permitting specialists, and support personnel. D&K has supported regional commissions, municipalities, and state agencies with a wide range of planning and engineering services on hundreds of projects.

D&K's relevant in-house services include:

- Civic Engagement
- Landscape Architecture
- Bicycle & Pedestrian Facility Design
- Downtown Revitalization
- Land Use Planning
- Natural Resource Planning
- Transportation Planning
- Roadway and Bridge Design
- Structural, Mechanical, and Electrical Design
- Traffic Analysis & Signalization
- Survey
- Right-of-Way
- Utility Design, Identification, & Coordination
- Permitting and NEPA
- Drainage and Stormwater Management
- Water Resources Engineering
- Construction Cost Estimating
- Construction Administration & Inspection

DuBois & King's Planning Group includes landscape architects, planners and engineers experienced in working with communities, agencies, and the public on a variety of planning projects. The projects—whether focused on land use policy, transportation or other types of infrastructure investments—are opportunities for communities to set the stage to achieve their goals and visions for growth and development.

D&K has developed guide documents that address the benefits and usefulness of streetscape and multimodal enhancements including:

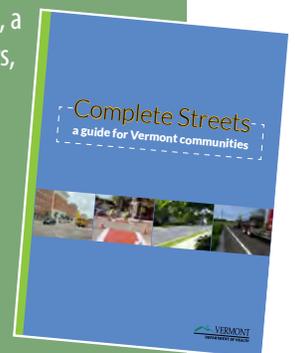
Great Streets BTV (Burlington) to develop a set of standards for rebuilding downtown public streets to create a framework for long-term sustainability.



Green Streets Guide (Statewide) to plan and design a guide and training materials to introduce green streets and green parking lot visioning, benefits, and approaches to municipal officials and local leaders in Vermont.



Complete Streets (Statewide), a guide for town officials, planners, maintenance personnel, and citizens that includes all aspects of project development. The project is guided by VTrans and the VT Dept. of Health, and Economic, Housing and Community Development.



The D&K team’s approach to municipal planning considers public and community concerns and the important connections among land use, transportation, energy and natural resource protection policy. Our staff is well-versed in the latest innovations in planning, including form-based codes, energy planning, and multimodal land use and transportation planning. Team members work throughout the Northeast and are familiar with emerging planning priorities and the need for cost-effective strategic municipal infrastructure investments. D&K planning work is strengthened by our comprehensive understanding of local transportation and infrastructure programs and applicable federal and state permitting requirements. The team is experienced in developing land use plans and regulations, streetscape design concepts, street design guidelines, and construction documents for improvements that enhance and revitalize villages and downtowns by incorporating bicycles, pedestrians, transit, parking, and automobiles in a limited space. D&K routinely uses ArcGIS, PowerPoint, SimTraffic model simulations, SketchUp modeling, and photo-simulations to enable the public, agency officials, clients, and other stakeholders to be actively engaged in Vermont’s community planning projects.



Teaming with local organizations, community volunteers, and the City of Burlington, D&K staff supported a “pop-up” demonstration projects throughout the City that supported the overall development of conceptual maps and completion of the city’s first comprehensive plan focused on improving walking and bicycling facilities.

Subconsultants

Camoin Associates (Camoin) are national leaders in economic development strategic planning. Camoin is at the forefront of the evolving practice of economic development. The firm differentiates themselves on their record of implementation, and implementation begins during planning. Clients come out of Camoin’s processes with the momentum and tools they need to advance their strategies, many of which are often underway by the time the final document is delivered. The firm emphasizes sustained and substantive stakeholder engagement, cultivates economic development leadership and capacity within communities, and grounds plans in detailed, place-specific analysis informed by cutting-edge data resources.

- **Application of Cutting Edge Data.** Camoin has high quality economic data available, including many cutting-edge sources such as Economic Modeling Specialists Intl. (EMSI). These tools provide Camoin with robust, highly useful and comprehensive information on the historical and emerging trends of the region and beyond.
- **A Focus on Implementation.** Camoin staff have detailed experience working on building organizational capacity for action, establishing public-private partnerships, assessing market and financial feasibility, and accessing funding opportunities to make projects and initiatives viable.

Community Workshop has more than 20 years of diverse experience in planning, engagement, communications, placemaking, and training. Community Workshop specializes in bringing creative engagement, placemaking, communications, and strategic planning to towns, cities, and nonprofit organizations across North America. Community Workshop brings a wide range of tools and offerings to help communities engage residents, consider their options, make smart plans for the future, and spark change. Staff offer cutting-edge and time-tested approaches, high-tech tools and low-tech engagement techniques, technical processes and grassroots methods.

Summaries of individual staff members follow; detailed resumes for the proposed project team are included behind the Professional Resumes tab.

Project Team

Lucy Gibson, PE, Project Manager/Senior Transportation Planner. As a transportation planner, traffic engineer, and regional advocate for complete streets principles, Lucy has a deep sensitivity to environmental concerns, land use goals, and current transportation policies and programs. Her 30 years of experience provides Lucy with extensive expertise in multimodal transportation planning and engineering and complete streets. Lucy has led public meetings and design charrettes for many planning projects. She has conducted research and worked on national guides on design of walkable urban streets for the Institute for Transportation Engineers. Lucy is on the Board of Directors of the Congress for the New Urbanism (CNU) New England Chapter. Lucy's extensive understanding of transportation planning issues and challenges in Vermont is informed by her recent consulting work, as well as prior experience as a regional transportation planner. She also worked with many communities in developing local plans that considered the close relationship of land use and transportation. Lucy will be the primary point of contact for the Town and will manage the D&K staff and schedule of deliverables.



Middlebury Traffic Calming: existing (top) and proposed alternative (below). D&K's Lucy Gibson, PE, and Sophie Sauvé, PLA, recently completed a traffic calming study in Middlebury for the Addison County Regional Planning Commission. Completed on an accelerated schedule, the study evaluated vehicular speeds, levels of use by pedestrians and cyclists, and measures to encourage walking/biking and reduce vehicle speeds through an area linking the college campus and downtown retail area.

Christopher Sargent, AICP, CFM, Community/Land Use Planner (D&K), has 16 years of experience in community planning with expertise in municipal planning and government, natural resource conservation, zoning regulation, permit analysis, facilitation and public engagement. He has extensive experience working with communities to engage the public, having worked with over 20 communities to develop their own municipal vision for the future. Chris has overseen the development of long-range regional planning policy, including land use, natural resource protection and energy. He has assisted state agencies with the development of land use and energy planning policy that guides regional and municipal renewable energy planning. As a Community Planner, he has a firm understanding of state land use regulations, planning and public process for the development of land use, and planning projects for local, regional, state and federal clients.

Sophie Sauvé, PLA, ASLA, LEED AP, Landscape Architect (D&K), has 11 years of experience providing landscape design and transportation planning to communities of varying scales. She has collaborated on projects in both rural and urban settings on streetscape enhancements, green infrastructure, traffic calming, and multimodal strategies for numerous Vermont communities. Sophie understands the needs of motorists, pedestrians, and cyclists of all abilities, and she has significant experience leading and supporting public engagement programs aimed at addressing the needs and concerns of residents, government officials, and business owners with regard to transportation networks. Her strengths include designing inclusive, green spaces, and developing compelling visualizations to convey plans and concepts to the general public. Sophie is currently leading the Town of Woodstock's Village Revitalization project, which includes initiatives for developing branding, wayfinding signage and connection to recreational trails.

Jon Ashley, PE, Civil/Environmental Engineer, has 25 years of environmental and civil engineering experience including planning, management and design of water/sewer main design, pumping and treatment, hazardous waste and brownfield remediation, and site/civil development projects for municipal, state, local and private clients. He has supported environmental documentation and permitting for infrastructure and site projects and maintains positive working relationships with regulatory officials. Jon also provides engineering and management for roadway and slope projects.

Julia Ursaki, EI, Staff Planner/Engineer, has experience with transportation planning, engineering and design for municipal and state-funded projects. She has assisted with the design of bike, pedestrian and vehicle transportation projects, and provided data analysis to advance transportation planning and design projects. Julia is experienced in AutoCAD and ArcGIS, Microstation, JAMAR Technologies, Estimator, SPSS, Matlab, and Microsoft Suite.

Subconsultants

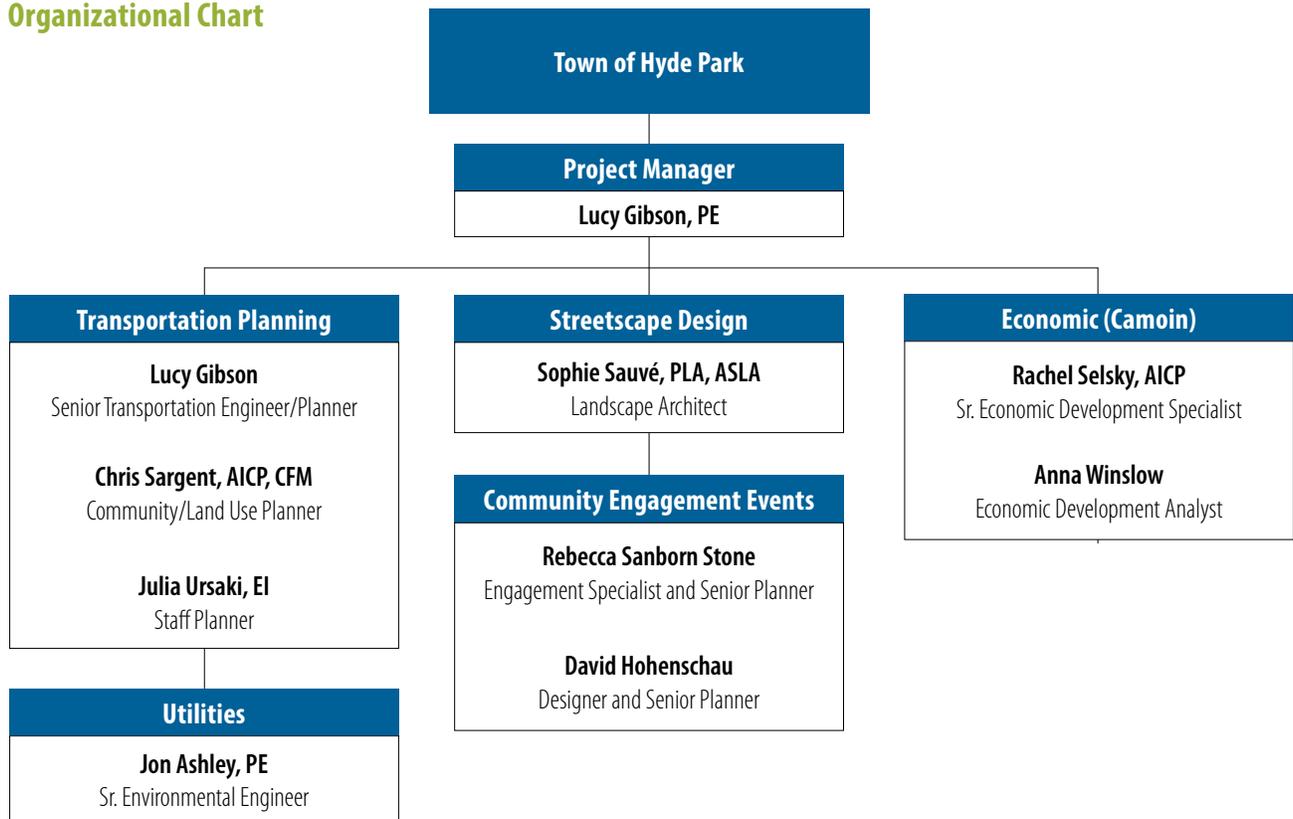
Rachel Selsky, AICP, Sr. Economic Development Specialist (Camoin), is experienced in the completion of community and economic development strategic plans, market analyses, meeting facilitation and community consensus building, tax credit program administration and technical assistance, grant writing/administration, and community consolidation studies. With a passion for consensus building and community education, Rachel's ability to present highly technical topics in a clear and concise manner has helped the firm connect with local residents and policy makers to assist them in making informed decisions regarding their future. Rachel's most recent focus at Camoin Associates has been the completion of multiple economic and fiscal impact analyses for private, public and nonprofit entities looking to better understand their value in terms of jobs, wages and sales within the local economy. Specifically, her impact analysis work has assisted multiple companies in their application to local IDA's for tax incentives. In these tough economic times, this work has become critical for businesses and developers needing to clearly demonstrate the positive economic impact their proposals have on a local economy and public finances.

Anna Winslow, Economic Development Analyst (Camoin), is a graduate of Cornell University where she received a bachelor's degree in Economics with minors in Applied Economics & Management and Law & Society. While at Cornell, she completed projects including a cost-benefit analysis of the commercial use of drones for delivery and a paper on incentives for single-sex education policy in the U.S.

David Hohenschau, Designer & Senior Planner (Community Workshop), has won numerous awards for his innovative work in creative community engagement, cartography, and urban design. As a Community Workshop LLC principal, an associate with EcoPlan International, and a lecturer at the University of Vermont, he has helped cities, small towns, First Nations, and local nonprofits with their efforts to bring people together and strengthen their communities. At UVM, David teaches community mapping, urban design, placemaking and design-build courses.

Rebecca Sanborn Stone, Engagement Specialist & Senior Planner (Community Workshop), focuses on community engagement, communications and creative placemaking. She brings a diverse skillset to public outreach and facilitation, drawing on past experience as a teacher, writer, strategist and network builder. She excels at designing and facilitating engaging, high-impact events that involve diverse audiences and encourage creative thinking. She also utilizes strong marketing and communications skills, leveraging both new media and technology and informal channels like word-of-mouth. Rebecca frequently speaks and offers trainings on communications and outreach. Rebecca's recent projects include coordinating the Resilient Vermont Network; launching Bethel University (a community pop-up university); community engagement for Richmond, Vermont's town planning process; launching Community Resilience Organizations, a new grassroots climate resilience pilot; and providing communications strategy and support to a range of national nonprofit clients, including Vermont FEED, PlaceMatters, and the Center for a New American Dream.

Organizational Chart



Percentages or time devoted to the project by staff members includes:

Project Team	Hours	Percent
Lucy Gibson, PE	106	15%
Chris Sargent, AICP, CFM	82	12%
Sophie Sauvé, PLA, ASLA	104	15%
Jon Ashley, PE	22	3%
Julia Ursaki, EI	100	14%
Rebecca or David (Community Workshop)	105	15%
Rachel Selsky (Camoin)	60	9%
Anna Winslow (Camoin)	124	18%
TOTAL	703	100%



Lucy E. Gibson, PE

Project Manager/
Senior Transportation Engineer/Planner

EDUCATION

M.S. Engineering Sciences, Dartmouth College, 1988

B.S. Civil Engineering, University of Vermont, 1983

REGISTRATIONS

Professional Engineer: VT 6133, NH 13798, ME 12940

Board Member, Upper Valley Trails Alliance

Ms. Gibson has 28 years of experience in transportation planning and design for municipalities, regional commissions, and private entities. Her specific experience includes multimodal transportation planning, design, and engineering for walkable streets, downtown transportation circulation, and multimodal traffic impact studies for infill “smart growth” development. Lucy has worked with the Institute of Transportation Engineers on several national guidance documents that cover innovations in planning and design of streets for sustainability and livability. She has researched and published on land use—transportation interactions and measures, focusing on the neighborhood and community. As a transportation planner/engineer, she seeks to apply current research on land use and transportation interactions to infrastructure design projects for both private and public clients. She is a frequent speaker at regional and national conferences on these topics, as well as a contributor to state and national guidance documents.

North Hyde Park Stormwater and Streetscape, Hyde Park, VT. Project Manager leading a consultant team to identify options and costs to improve pedestrian facilities and stormwater treatment through the implementation of green infrastructure. The project team is using a complete streets approach to design pedestrian facilities, while integrating natural stormwater management and streetscape enhancement in the village. The team is focused on improving the quality of the environment while enhancing the user experience by developing public spaces, improving aesthetics, and supporting economic development.

Village Center Master Plan, West Rutland, VT. Project Manager for a study to assist the Town of in advancing the economic potential of its Village Center. Services included physical planning, a traffic study, an analysis of economic development trends, a housing inventory, proposed development alternatives for the Westway Mall and a conceptual site plan to encourage an economically vibrant, walkable and connected gateway into the Village Center. Project goals included a walkable, attractive, connected village development that is compatible with the scenic and historic village center, and support a vibrant and flexible mix of economic activities.

Killington Road Complete Streets Corridor Plan, Killington, VT. Project Manager/Senior Transportation Planner leading a consultant team to study improving multimodal connectivity extending 6,000 LF down Killington Road from Killington Resort to Weathervane Road. The study explores streetscape improvements that will encourage enjoyable and safe travel by all users along the corridor. Funding for this project is administered through the VTrans Municipal Assistance Bureau and the project follows the process outlined in the VTrans Guidebook for Municipally Managed Projects.

Cabot Village Bicycle and Pedestrian Scoping Study, Cabot, VT. Project Manager for a planning and design study of bicycle, pedestrian, and traffic calming improvements along scenic VT Route 215 in Cabot Village. Project scope included traffic calming and streetscape design, public utility assessment, lighting, on-street parking options, and additional enhancements for pedestrians and bicyclists. Services included a public involvement program; assessment of historic, archaeological, and environmental constraints; alternatives analysis; conceptual designs; and cost estimates.

Planning & Technical Assistance, Chittenden County Regional Planning Organization. Project Manager for planning and technical assistance projects on as-needed basis for member municipalities in the Chittenden County area. Services include speed limit recommendations, intersection design alternatives, intersection control warrants, signage recommendations, traffic calming designs, safety analyses, capacity analyses, and pedestrian and bicycle facilities alternatives analysis and design. Required working closely with jurisdiction representative to prepare written scope of work and to complete individual assignments normally within a short time period. Recent projects include:

- **Shelburne Gateway - US 7 Scoping Study, Shelburne, VT.** prepared design recommendations and an implementation strategy.
- **Jericho-Riverside Street Network Planning Study, Jericho, VT.**
- **Essex Town/Essex Junction Village Bicycle Pedestrian Plan, CCRPC, Essex, VT.** Project Manager for the development of a united Town and Village plan for the improvement of bicycle and pedestrian facilities.
- **Route 116 Corridor Study, CCRPC, Hinesburg, VT.** Project Manager for a multimodal corridor plan to address growth and transportation needs in the village. The plan’s primary goals of making Hinesburg into a safe, walkable, vibrant, and attractive village center guided a set of strategies and projects that comprise the plan. The project included recommendation to develop a new park and ride using “mobility hub” principles, where all modes of transportation are included to form a vibrant economic community center with a sense of place and design.

Bicycle and Pedestrian Scoping Study, Rochester, VT. Project Manager and Senior Transportation Planner for a federally funded study that will identify options, issues, and costs associated with the construction of streetscape enhancements, pedestrian and bicycle infrastructure and provide design recommendations and an implementation strategy.

**EDUCATION**

M.S. Resource Management & Administration
 Antioch New England Graduate School, 2011
 B.A. Johnson State College, 1993

REGISTRATIONS

Professional Engineer: VT 7689
 AICP, American Institute of Certified Planners
 CFM, Certified Floodplain Manager

Mr. Sargent has 16 years of experience in community planning with expertise in municipal planning and government, zoning regulation, permit analysis, facilitation and public process. He has extensive experience working with communities to engage the public, having worked with over 20 communities to develop their own municipal vision for the future. Chris has overseen the development of long-range regional planning policy including land use, natural resource protection and energy. He has assisted state agencies with the development of land use and energy planning policy that guides regional and municipal renewable energy planning. As a Community Planner, he has a firm understanding of planning and public process for the development of transportation and planning projects for local, state and federal clients.

Bradford Build-out and Capacity Study, Bradford, VT. Project Lead working with the Town of Bradford to conduct an analysis and capacity study that looks at existing barriers to economic growth, (including regulatory and infrastructure barriers), and how changes to current regulatory/policy approaches or expansion of infrastructure could improve economic opportunities. Work involves public engagement, including the development of a survey to be distributed by the town in multiple media; and utilizes GIS as a tool to develop and evaluate potential scenarios that will inform future land use policy and encourage economic growth.

Municipal Planning Program, Two Rivers-Ottawaquechee Regional Commission, VT. Project Manager and Lead Author for municipal plans, land use regulations and public policy documents.

- Bethel Unified Bylaw
- Bethel Town Plan
- Bradford Town Plan
- Braintree Unified Bylaw
- Braintree Town Plan
- Brookfield Town Plan
- Chelsea Flood Hazard Bylaw
- Chelsea Zoning Bylaw
- Chelsea Town Plan
- Fairlee Town Plan
- Granville Town Plan
- Hancock Town Plan
- Pittsfield Town Plan
- Rochester Town Plan
- Rochester Subdivision Regulations
- Rochester Zoning Ordinance
- Royalton Town Plan
- Tunbridge Agricultural Plan
- Tunbridge Town Plan
- Stockbridge Town Plan
- Strafford Town Plan
- Strafford Zoning Ordinance
- Topsham Town Plan
- Vershire Town Plan

Regional Energy Implementation Plan, Two Rivers-Ottawaquechee Regional Commission, VT. Lead Author/ Project Manager for a pilot project with the VT Dept. of Public Service to implement the policies and goals of the Vermont Comprehensive Energy Plan (CEP) at a Regional level. The Plan identifies goals, sets targets and develops pathways the TRORC can use to implement the CEP's chief goal of 90% renewable energy generation by 2050 by focusing on energy reduction in home heating, transportation and electricity use, as well as an increase in local renewable energy generation.

Village Transportation Plan, East Randolph, VT. Project Manager for a process which identified transportation improvements in the rural village of East Randolph. With significant public process and community input, the Plan recommended new sidewalks and streetscaping to enhance the village's walkability and improve village aesthetics. Potential funding sources for the proposed infrastructure investments were included in the project.

Transportation Planning Initiative Manual and Program Evaluation Update, VTrans. Senior Planner providing analysis, writing and public process for a complete revision of the VTrans TPI program manual. The process involved conducting a review of the current program, through stakeholder interviews and an online survey, and analyzing opportunities to improve the manual and integrate up-to-date guidance materials into the manual. Worked with D&K staff to survey Regional Planning Commissions, state-level stakeholders and municipalities to evaluate the effectiveness of the program. Analyzed changes to federal program requirements to ensure that guidance reflects current standards and practices.

Village Center Master Plan and Westway Mall Redevelopment, West Rutland, VT. Senior Planner providing planning services to assist the Town of West Rutland in advancing the economic potential of its Village Center through creative redevelopment of an existing commercial area within the West Rutland gateway. Work included floodplain analysis in support of permitting, analysis of economic development trends, a housing inventory, proposed development alternatives for the Westway Mall and a conceptual site plan to encourage an economically vibrant, walkable and connected gateway into the Village Center.



EDUCATION

M. Landscape Architecture
University of Manitoba, Canada, 2003
B.A. Hons. Comparative Development Studies
& Environmental Resource Management Studies
Trent University, Canada, 1998

REGISTRATIONS

Professional Landscape Architect License No :
125.0133712

American Society of Landscape Architects,
Full Member
USGBC LEED v. 2.2 Accredited Professional
Construction Document Technology Certified

Ms. Sauvé is an accomplished landscape architect and community designer with 11 years of experience in private practices and public agencies throughout North America. While her passion is in developing more walkable and bikeable communities, she has collaborated on projects of scales varying from regional plans and new community developments, to landscape designs for resorts and streetscape revitalizations. Sophie's strengths include landscape architecture, community design, urban planning, project management and written and graphic communication. Sophie's expertise also includes using state-of-the-art computer graphic design applications and tools for creating compelling and high-quality visualizations in support of plans and presentations.

Charlotte Town Link Trail, Charlotte, VT. Landscape Planner for a scoping study aiming to explore design alternatives to connect existing portions of the Town Link Trail to Mount Philo State Park and to West Charlotte Village. By working with the trails committee and the town, several alternative routes are being explored through landowner involvement and discussion. Sophie provided base plan information, illustrations for public meetings and project support.

Vermont Green Streets Guide. Landscape Planner as part of a consultant team working with an interagency group led by the VT Urban and Community Forestry Program (FPR) to identify the needs of Vermonters when it comes to applying 'green' principles to streetscapes and parking lots. Combining examples of Green Streets in Vermont with practical steps to implementation and maintenance of green infrastructure in our unique climate into an accessible manual and training materials. Providing case study research and documentation, project support.

Village Center Master Plan and Westway Mall Redevelopment, West Rutland, VT. Landscape Architect for a project providing planning services to assist the Town of West Rutland in advancing the economic potential of its Village Center through the creative redevelopment of an existing commercial area within the West Rutland gateway. Work included developing renderings for the different streetscape design options.

Bradford Build-out and Capacity Study, Bradford, VT. Landscape Architect working with the Town of Bradford to provide potential development alternatives that demonstrate various regulatory techniques. Work involved the production of demonstration plans for two specific properties in Bradford's Lower Plan, featuring a mixed-use, village scale approach to development that is designed to avoid strip development and sprawl while encouraging infill development within a commercial district.

Killington Road Complete Streets Corridor Plan, Killington, VT. Landscape Planner/Designer for a consultant team to study improving multimodal connectivity extending 6,000 LF down Killington Road from Killington Resort to Weathervane Road. The study explores streetscape improvements that will encourage enjoyable and safe travel by all users along the corridor. Funding for this project is administered through the VTrans Municipal Assistance Bureau and the project follows the process outlined in the VTrans Guidebook for Municipally Managed Projects.

Bicycle and Pedestrian Scoping Study, Rochester, VT. Landscape Planner for a federally funded study to identify options, issues, and costs associated with the construction of pedestrian and bicycle infrastructure and provide design recommendations and an implementation strategy. The project includes sidewalks, crosswalks, multi-use paths, pavement markings, signing, traffic calming, pedestrian lighting, on-street parking, bicycle racks and streetscape enhancements. Completed site analysis and illustrations, including plans and sections. Assisted in developing concepts. (2015/NA)

Jericho-Riverside Street Network Planning Study for Chittenden County Regional Planning Commission (CCRPC), Jericho, VT. Landscape Architect for a project working with the Town of Jericho and the Chittenden County Regional Planning Commission (CCRPC) to develop a street network and other supporting infrastructure for a planned village neighborhood in the Riverside Village Center. The project area is adjacent to the heavy traveled Route 15 corridor, near the Underhill town line, where public transit service is available, and schools and groceries are within walking distance. A proposed street network through the redevelopment area has been carefully designed to allow for the efficient use of land, as envisioned in the Flats Area Form Based Code. It will ease traffic congestion at intersections where the existing street network does not provide any alternative routes. An additional benefit is to provide connectivity for bicycles and walkers on streets with lower traffic volumes and speeds. Responsible for designing renderings for the project.



EDUCATION

B.S. Environmental Engineering, Rensselaer Polytechnic Institute, 1992
M.S. Course, Advanced Hydrology, Kansas State University, 2001
M.S. Course, Physical and Chemical Hydrogeology, University of Massachusetts, Lowell, 1996
M.S. Courses, Wastewater Treatment and Engineering; Open Channel Hydraulics, University of New Haven, Connecticut, 1994-95

REGISTRATIONS

Professional Engineer: VT 7350
Environmental Engineer: NH 9709
Professional Engineer: NY 79818
Certified Vermont Class 2 Public Water System Operator
40-hour OSHA HAZWOPER Course
8-hour OSHA HAZWOPER Course
Firefighter I Certification

Mr. Ashley has 25 years of environmental and civil engineering experience including planning, management and design of water/sewer main design, pumping and treatment, hazardous waste and brownfield remediation, and site/civil development projects for municipal, state, local and private clients. He has supported environmental documentation and permitting for infrastructure and site projects and maintains positive working relationships with regulatory officials. Jon also provides engineering and management for roadway and slope projects.

Eastview at Middlebury, VT. Project Manager for design, permitting, and construction services for a new retirement community. The project included design of municipal water and sewer utilities, a municipal sewer pump station integrated with multiple pump stations sharing a Town sewer force main, grading, stormwater collection and treatment systems, paths and sidewalks, and road design. Oversaw the update to the town's WaterCAD model for the water main extension for the development. The project also included local and Act 250 permitting, including public hearings, Environmental Court testimony, construction cost estimating, a Phase I Environmental Site Assessment, and coordination of wetlands and archaeological studies.

Vernon and Phillips Street Combined Stormwater Separation and Sewer Design in the Tenney Brook Watershed, NRCS, Rutland, VT. Design Engineer providing HydroCAD modeling and analysis to evaluate feasible alternatives for disconnection of neighborhood stormwater from outdated combined sewer collection system. Analysis included modeling an existing hydrodynamic separator and diversion structure with proposed stormwater infrastructure to see how much drainage area the system could handle for various storm events, as well as a comparison of three alternatives for the stormwater separation. Developed plans, pipe profiles, and details for stormwater separation and for sanitary sewer replacement.

Community Water System, Town of Waitsfield, VT. Prepared an Environmental Report and Act 250 Permit application for a new proposed municipal water system (with water mains, a source well, and a water storage tank) to serve the Waitsfield and Irasville Village growth centers.

Water System Improvements, Town of Sheldon, VT. Project Manager for service area planning, selection of source and source testing, tank site selection and preliminary design, cost estimating, evaluation of financing and funding options, final design, and construction with DWSRF funding. The project included a 2-mile long interconnection of the Sheldon Village and Sheldon Springs water systems, a new cast-in place concrete water storage tank, and a booster station to address a low pressure zone on Crowe Hill. A WaterCAD model of the proposed systems interconnection was developed to plan the water storage tank location and identify high and low pressure zones.

Addison Wastewater System, Town of Addison, VT. Conducted a comprehensive needs assessment and feasibility study for community wastewater options to serve existing properties in the Village District. Identified alternatives and provided cost estimates for clustered wastewater systems that could serve the public buildings in the village, in an area with generally difficult soil conditions. Assisted the Town with procuring architectural services to facilitate restoration of the historic Town Hall. Assisted the Town with CWSRF funding and conducted a preliminary engineering study of a performance-based mound and curtain drain for the most promising disposal site. Prepared an Environmental Report with a Finding of No Significant Impact (FNSI).

Neshobe Planned Unit Development, Brandon, VT. Project Manager for water, wastewater, road, sidewalk, and stormwater design services for a 150-unit Planned Unit Development with mixed residential, agricultural, educational, and community uses. Oversaw an update to the Fire District's WaterCAD model to plan the needed water upgrades to accommodate the development. Evaluated feasibility and costs of necessary upgrades to municipal water and wastewater systems to accommodate the PUD.

Wastewater and Water Feasibility Study, St. Albans. Project Manager for evaluation of options for the installation of new municipal water and sewer systems. Led development of a basemap by GPS-locating existing components and reviewing existing state permits; evaluated current and future water/sewer service needs; and researched options for the installation of water supply, water storage and distribution, wastewater collection, and indirect discharge wastewater treatment and disposal systems.



EDUCATION

B.S., Civil Engineering,
University of Vermont, 2016

REGISTRATIONS

Engineer-in-Training: VT 017.0118848

Ms. Ursaki has experience with highway design, transportation research and planning for municipal and state-funded projects. She has assisted with the design of bike, pedestrian and vehicle transportation projects, and provided data analysis to advance transportation planning and design projects. Julia is experienced in using AutoCAD and ArcGIS, MicroStation, JAMAR Technologies, Estimator, SPSS, Matlab, and Microsoft Suite

Village Center Master Plan, West Rutland, VT. Staff Engineer for a project to assist the Town of West Rutland in advancing the economic potential of its Village Center through the creative redevelopment of an existing commercial area within the West Rutland gateway. Julia assisted the Project Manager/Senior Transportation Planner with on transportation safety and multimodal connectivity.

Main Street Bicycle and Pedestrian Scoping Study, Montpelier, VT. Staff engineer for a multimodal scoping study of Montpelier’s Main Street, to enhance pedestrian safety and connect bicycle infrastructure. Developed project base map, collected data on all modes of transportation, assessed existing conditions, mapped and analyzed data on crashes involving people walking and biking, and gathered public input through interactive mapping and public meetings.

Right Side of the Tracks, Revisions to Zoning, Windsor, VT. Staff Engineer for planning and design project, funded through the Better Connections grant program, to enhance the streetscapes and multimodal connectivity of Windsor’s Riverfront Industrial Area. Developed street and intersection layout concepts, and quantity and cost estimates. Developed graphics and renderings to present concepts to neighborhood and public.

ADA Compliance Sidewalk Inventory, CCRPC, Essex and Essex Junction, VT. Project Lead to develop the framework for the collection of this sidewalk inventory. Conducted research on current ADA standards and requirements and created a user-friendly checklist to check for ADA compliance of sidewalks, ramps, crossings, and signals. Created a map of the sidewalk network with GIS to display this data for the town’s use in upgrading its sidewalks

Springfield-Hartland IMSURF(62), I-91, VTrans. Project Supervisor/Design Engineer for a 20 mile resurfacing project on Interstate 91. Collected field data including a guardrail inventory, pavement marking inventory, and pavement conditions. Created plans detailing the pavement surface treatment typical sections, new pavement markings, guardrail upgrades, bridge repair, and cost of the project.

Business US Route 4 Road Diet, VTrans District Leveling, West Rutland, VT. Design Engineer for a project aiming to redevelop the corridor connecting Rutland and West Rutland. Developed conceptual plans for a new layout of the road to better accommodate bicyclists and pedestrians within the existing conditions of the roadway by reducing the number of lanes and adding two bike lanes.

Class I Paving, VTrans, Poultney and Fair Haven, VT. Project Supervisor responsible for the oversight of the plan development to repave the downtown or village areas of these towns including improving bicycle and pedestrian facilities, addressing safety concerns, replacing signs, and improving at-grade rail crossings. Performed GIS mapping.

Internship, University of Vermont Transportation Research Center, Burlington, VT. Analyzed socioeconomic and geographic data from the US Census in ArcGIS and SPSS to study the equity of bikeshare system design in seven cities throughout the US. Presented this research in a report that was submitted to the Transportation Research Board (TRB) and presented at the TRB 2016 Annual Meeting.



Rachel Selsky, AICP

Senior Economic Development Specialist

During the last five years, Rachel's experience at Camoin Associates has included the completion of community and economic development strategic plans, market analyses, meeting facilitation and community consensus building, tax credit program administration and technical assistance, grant writing/administration, and community consolidation studies. With a passion for consensus building and community education, Rachel's ability to present highly technical topics in a clear and concise manner has helped the firm better reach out to local residents and policy makers to assist them in making informed decisions regarding their future.

Rachel's most recent focus at Camoin Associates has been the completion of multiple economic and fiscal impact analyses for private, public and non-profit entities looking to better understand their value in terms of jobs, wages and sales within the local economy. Specifically, Rachel's impact analysis work has assisted multiple companies in their application to local IDA's for tax incentives. In these tough economic times, this work has become critical for businesses and developers needing to clearly demonstrate the positive economic impact their proposals have on a local economy and public finances.

Rachel holds a Masters in Regional Planning from the University at Albany. In addition to a Master's degree, Rachel is certified through the American Planning Association and the National Charrette Institute. Rachel's background also includes facilities planning for the New York State Department of Corrections as well as work with the Planning Bureau of the New York State Office of Parks, Recreation and Historic Preservation. Rachel also holds a Bachelor of Arts in Urban Studies and Planning from the University at Albany.

Rachel's recent project experience includes:

- **Beecher Falls, VT** | Industry Cluster Analysis and Strategic Plan
- **Northshire Region, VT** | Economic Development Strategic Plan
- **State of Vermont** | Comprehensive Economic Development Strategy
- **Town of Freeport, ME** | Economic Development Strategy
- **Town of Falmouth, ME** | Economic Development Strategic Plan
- **Loudoun County, VA** | Industry Cluster Analysis and Strategic Plan
- **Town of Tupper Lake, NY** | Economic Development Strategy Implementation & Grant Administration
- **Jefferson County, NY** | Comprehensive Economic Development Strategy
- **Town of Lloyd, NY** | Strategic Planning and Market Analysis
- **Village of Waddington, NY** | Economic Development Strategy
- **Town and Village of Malone, NY** | Economic Development Strategy
- **Franklin County, NY** | Comprehensive Economic Development Strategy
- **City of Charles Town, WV** | Community and Economic Development Strategy
- **Passaic County, NJ** | Comprehensive Economic Development Strategy
- **Eastern Maine Development Corporation** | Supply chain study of forestry and wood products



Anna Winslow

Economic Development Analyst

Anna recently joined Camoin Associates. She is a graduate of Cornell University where she received a Bachelor's degree in Economics with minors in Applied Economics & Management and Law & Society. While at Cornell, she completed projects including a cost benefit analysis of the commercial use of drones for delivery and a paper on incentives for single-sex education policy in the US. Prior to joining the Camoin team, Anna has been traveling, working and competing with the United States Polo Association team across the country. She spent time living in Big Horn, WY as well as Aiken, SC. In January of 2017, she spent time in India promoting women's participation in the sport of polo. Anna and a team of three other women traveled all over India teaching clinics and participating in international women's tournaments as well as visiting girl's schools to inspire young Indian women to take an interest in sports.

Anna's previous work experience includes a marketing internship at Textron Systems, a defense and technology firm in Hunt Valley, MD. While at Textron Systems, she worked on projects including a competitive advertising audit and an analysis of international leads. She gained valuable experience presenting her findings to top executives and collaborating with fellow interns. Anna also completed two summer internships at ArmadaGlobal, a supplemental health insurance company. There, she assisted the marketing team in a major client acquisition due to competition exiting the market. She worked on copywriting and design for a new webpage and collateral materials for onboarding new clients. Anna looks forward to applying her education and internship experiences to her efforts at Camoin Associates.

DAVID HOHENSCHAU, AICP brings creativity and craftsmanship to his work as an urban designer and community planner. His experience in comprehensive strategic community planning, community engagement, sustainable community design, and land use planning is bolstered by mad skills in GIS mapping, visual 3D modeling, communications, and graphic design. David's work has helped towns and cities, state and provincial agencies, non-profits, and many First Nations communities. He has played key roles in several innovative planning efforts, including Nishnawbe Aski Development Fund's Comprehensive Community Planning program and the Orton Family Foundation's Heart & Soul program. He has won awards for his work from the Canadian Institute of Planners, the Planning Institute of BC, and both the American and Canadian Societies of Landscape Architecture. David holds a Master's degree in Landscape Architecture and a B.Sc. in Environmental Design.

PROFESSIONAL EXPERIENCE

- 2011 – Present
Lecturer in Urban Design and Placemaking,
University of Vermont
- 2008 – Present
Principal/Senior Planner/Designer, Community
Workshop LLC
Middlebury, VT
- 2008 – Present
Senior Planner/Designer, EcoPlan International
Vancouver, BC
- 2009-2013
Senior Associate, Orton Family Foundation
Middlebury, VT
- 2004 – 2008
Founder and Director, Community Studio
Vancouver, BC
- 2007 – 2008
Planner and Designer, Smart Growth BC
Vancouver, BC
- 2004 – 2007
Research Associate, Design Centre for
Sustainability, University of British Columbia,
Vancouver, BC

EDUCATION

- Masters of Landscape Architecture,
University of British Columbia 2005
- Bachelor of Science (Environmental Design),
UMass Amherst 2001

PROFESSIONAL AFFILIATIONS

- Member AICP / APA
- Provisional Member - Canadian Inst. of Planners
- Provisional Member - Planning Institute of BC

SELECTED PROJECTS

- Mitaanjigaming Comprehensive Community Plan,
2017-2018
- Nishnawbe Aski Development Fund Comprehensive
Community Planning Guide and Training program,
2016-2018
- Laconia NH Vision and Master Plan, 2014-2016
- Gardiner ME Comprehensive Plan and Community
Action Plan, 2012-2014
- Orton Family Foundation's Heart & Soul Field Guide,
2013-2014
- Powell River BC Official Community Plan, 2013-2014
- Fernie BC Official Community Plan, 2012-2014
- Animbiigoo Zaagi'igan Anishinaabek Comprehensive
Community Plan, Land Use Plan, and Village Design,
2011-2012
- Xwisten First Nation Comprehensive Community Plan
& Land Use Plan, 2013-2014
- Squamish BC Downtown Neighbourhood Plan, 2006-
2008 and 2014
- Musqueam Indian Band Comprehensive Sustainable
Community Plan, 2007-2011

SELECTED AWARDS

- 2013 Canadian Institute of Planners, Planning
Excellence Award Animbiigoo Zaagi'igan Anishnaabek
Comprehensive Community Plan
- 2011 Planning Institute of BC, Award of Excellence
Musqueam Comprehensive Community Plan

REBECCA SANBORN STONE is a community builder, problem solver, strategic thinker and inventive communicator. As a Community Workshop LLC Principal, she focuses on community engagement, communications and creative placemaking. Rebecca brings a diverse skillset to public outreach and facilitation, drawing on past experience as a teacher, writer, strategist and network builder. She excels at designing and facilitating engaging, high-impact events that involve diverse audiences and encourage creative thinking. She also utilizes strong marketing and communications skills, leveraging new media and technology, community-based social marketing, and informal channels like word of mouth. Rebecca frequently speaks and writes on community engagement and placemaking, community resilience, and local capacity building. She holds a Master's degree in Environmental Science from Yale University and a BA in biology and English from Williams College.

PROFESSIONAL EXPERIENCE

2013-Present

Principal/Senior Planner/Engagement Specialist, Community Workshop LLC
Randolph, VT

2006-2013

Senior Associate, Orton Family Foundation
Middlebury, VT

2007

Visiting Lecturer in Ecology
Massachusetts College of Liberal Arts

Adjunct Professor in Science + Technology
Southern Vermont College

2001-2004

Faculty Member
Vermont Academy +
Phillips Exeter Academy Summer School

EDUCATION

- Masters of Environmental Science, Yale School of Forestry + Environmental Studies 2006
- Bachelor of Arts (biology, English + environmental studies), Williams College 2001

PROFESSIONAL AFFILIATIONS

- Member – Vermont Planners Association, Executive Committee
- Member – NE Environmental Education Alliance

SELECTED PROJECTS

- Hartford, VT Energy Plan, 2018
- Vermont State Hazard Mitigation Plan (Engagement Specialists), 2017-present
- Bethel, VT: Bethel Better Block and Art on the River, 2016-present
- Mad River Valley Ridge to River, 2016-2017
- Local Foods, Local Places (EPA), 2016-2017
- Richmond Our Town, Our Future, 2015-2016
- Resilient Vermont Network, 2015-2016
- VT Farm to School Network, 2014-present
- Community Resilience Organizations, 2014-2017
- Tap the Valley website (local community building and economic development), 2014
- Citizens Institute on Rural Design (National Endowment for the Arts), 2012-2014
- Newport, VT Civic Infrastructure (Orton), 2013
- Starksboro, VT Art & Soul (Orton), 2009-2010
- Damariscotta, ME Heart & Soul Community Planning (Orton), 2008-2010
- Victor, ID Envision Victor (Orton), 2008-2010
- Heart of Biddeford, ME (Orton), 2008-2010
- Manchester, VT Youth Engagement (Orton), 2006-2008

SELECTED AWARDS

- Doris Duke Conservation Fellow, 2005
- Yale University Leadership Scholar, 2004-2006
- Scheffey Award for Environ. Leadership, 2001

SELECTED PUBLICATIONS

- "Guerrilla Urbanism." Chapter in: *City 2.0: the Habitat of the Future and How to Get There.* TED Books, 2012.
- "Cities of the Future." *E Magazine*, 2005.

References/Representative Experience

Below is contact information for D&K's professional references for whom similar projects have been completed within the last five years. Details of these projects are included on the following pages.

Contact: Mary Ann Goulette, Town Manager
Town of West Rutland
802.438.2263, mgoulette@westrutlandvt.org
Project: Village Center Master Plan and Westway Mall Redevelopment Project

Contact: Rita Seto, Senior Planner
Two Rivers Ottauquechee Regional Commission
802.865.7284 x113, rseto@trorc.org
Project: Rochester Bicycle and Pedestrian Scoping Study

Contact: Dick Horner, Town Planner
Town of Killington
802.422.3242, dick@killingtontown.com
Project: Killington Road Complete Streets Corridor Plan

Contact: Nicole Losch, Transportation Planner or Chapin Spencer, Director of Public Works
City of Burlington
802.865.5833, nlosch@burlingtonvt.gov
Project: planBTV Walk Bike Master Plan, QuickBuild Design Guide

Representative Experience - Attached Document

Following page 32, is an additional document that includes descriptions of additional projects.



Bicycle and Pedestrian Scoping Study Rochester, Vermont

DuBois & King completed a scoping study identifying issues and prioritizing improvements to the pedestrian and bicycle infrastructure in the Village of Rochester. Through planning and engineering services for this federally-funded study, D&K led public participation meetings empowering the community to contribute to the project from analysis to selection of alternatives associated with the future of these facilities.

The study included assessing the feasibility of reimagining an important intersection in the Village, providing options for connecting key destinations within the Village to the sidewalk network and identifying opportunities for “testing” the selected alternatives for further community input. The final report comprised the site analysis, study of alternatives and cost considerations for improvements. Suggestions for improvements included sidewalks, crosswalks, pavement markings, signing, traffic calming, pedestrian lighting and other streetscape enhancements.

Emphasis was placed on identifying improvements that will enable visitors and locals alike to “park once” and easily navigate to various destinations, including both the historic and new gateway park, during a single visit. Reimagining the sidewalk network enables users of various ages and abilities to take advantage of Rochester’s compact village amenities safely and with ease.

Reference

Rita Seto, AICP, Senior Planner, Two Rivers
Ottauquechee Regional Commission
128 King Farm Road
Woodstock, VT 05091
(802) 865-7284 x113
rseto@trorc.org

**DuBois
& King**
inc.

www.dubois-king.com



Village Center Master Plan and Westway Mall Redevelopment West Rutland, Vermont

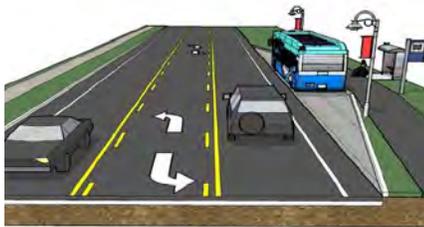
DuBois & King is leading a study to assist the Town with advancing the economic potential of its Village Center. Services include physical planning, a traffic study, an analysis of economic development trends, a housing inventory, proposed development alternatives for the Westway Mall and a conceptual site plan to encourage an economically vibrant, walkable and connected gateway into the Village Center. Project goals include a walkable, attractive, connected village development that is compatible with the scenic and historic village center, and supports a vibrant and flexible mix of economic activities.

Reference

Mary Ann Goulette, Town Manager
 Town of West Rutland
 35 Marble St., West Rutland, VT 05777
 (802) 438-2263
 mgoulette@westrutlandvt.org



** Top photo; Proposed concepts - rendering by Project Manager Sophie Sauvé, PLA; side photos (top) proposed concept (bottom) and existing conditions for streetscape.*



Killington Road Complete Streets Corridor Plan Killington, Vermont

DuBois & King led a consultant team in a study to improve multimodal connectivity extending 6,000 LF down Killington Road from Killington Resort to Weathervane Road. The study explored streetscape improvements that encourage enjoyable and safe travel by all users along the corridor, increase the use of transit to access Killington's center, and encourage visitors and locals to linger longer, contributing to both the atmosphere in the Town and to the local economy. The D&K team researched past, present, and future uses of the area by working closely with the Town, abutting businesses, residents, and other stakeholders. Deliverables included renderings of concepts, a project area basemap with concepts, and a report summarizing findings.



Reference

Richard Horner, Town Planner & Zoning Administrator
Town of Killington
PO Box 429
Killington, VT 05751
802.422.3242
dick@killingtontown.com



www.dubois-king.com

** Top and bottom photos, images provided from by subconsultant for report; middle photo, SketchUp by D&K of bus stop area*



Transportation and Multimodal Projects Burlington, Vermont

DuBois & King has led and participated in numerous transportation planning and engineering projects for the City of Burlington. D&K provided:

- Traffic engineering and analysis
- Public/stakeholder outreach
- Roadway, civil, and stormwater design

Since 2013, D&K has worked closely with the City on:

- On-call contract for transportation planning/engineering
- *planBTV Walk-Bike*: a city-wide bike-ped action plan
- *planBTV South End*: a plan to accommodate increased pedestrian traffic, improve stormwater, and accommodate the Champlain Parkway
- Traffic Calming for intersections in the King Street Neighborhood
- Traffic Calming for North and Hyde Streets
- *Great Streets*: downtown street design & construction standards for selected downtown blocks
- *Colchester Avenue Sidepath*: Design and construction documents for a 2,150-LF x 10-ft shared use path along Colchester Avenue and UVM's campus



Reference

City of Burlington
 Nicole Losch, Bike-Ped-Envir. Planner
 802.865.5833, nlosch@burlingtonvt.gov
 Chapin Spencer, Director of Public Works
 802.863.9094, cspencer@burlingtonvt.gov



** Top image: concept plans for King Street Neighborhood; upper left, rain garden road closure for Hyde Street, Side images: planBTV Walk Bike Master Plan conceptual plan and public outreach efforts including handlebar and walkabout surveys and a city-wide demonstration projects.*

Attached Document



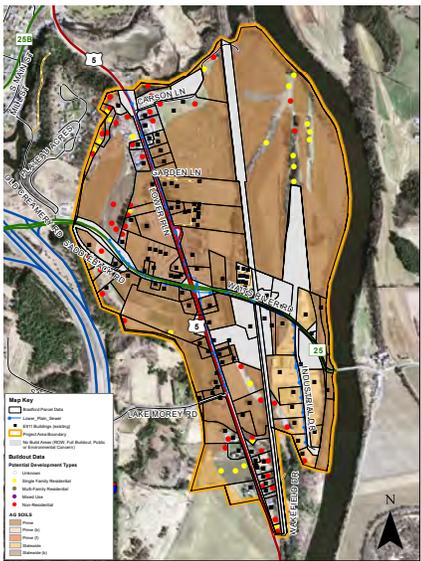
Town of Hyde Park

Hyde Park Main Street Action Plan

Representative Experience
May 25, 2018



DuBois & King inc.



Bradford Buildout Analysis and Capacity Study Bradford, Vermont

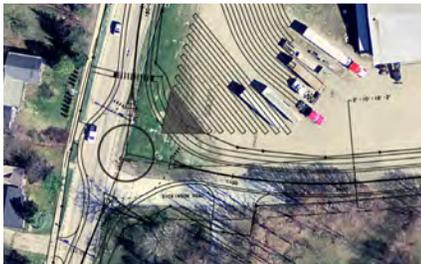
The Town of Bradford has two distinct areas of commerce: a traditional village center and the Lower Plain, an area south of the Village where larger stores have collected over time. Recognizing that the community “cannot flourish unless both the Lower Plain and the downtown become vibrant and prosperous zones,” (Bradford Town Plan, 2016), the community engaged DuBois and King to assist with a complex analysis of future buildout and available capacity of existing infrastructure and land. In addition to a GIS-driven buildout analysis, this study looks at existing barriers to economic growth (including regulatory and infrastructure barriers) and how changes to current regulatory/policy approaches (many of which are suggested in the Bradford Town Plan) or expansion of infrastructure could improve economic opportunities.

To ensure that the implementation strategies identified by D&K adequately represent the community’s vision for the future, the project included a robust public engagement process that included community forums, stakeholder meetings, interviews and a public survey. The results of the study provided the community with a clear vision for the Lower Plain and Village Center, an understanding of what opportunities exist to encourage economic growth, and an implementable guide to help the community reach their goals.

Project Manager Chris Sargent, AICP, CFM, led the team of D&K and Camoin in Bradford’s Buildout Analysis project.



** Top photos, renderings created by Landscape Architect Sophie Sauvé, PLA, demonstrating designs for approaches to development; bottom photo, map of alternatives for potential commercial and residential development.*

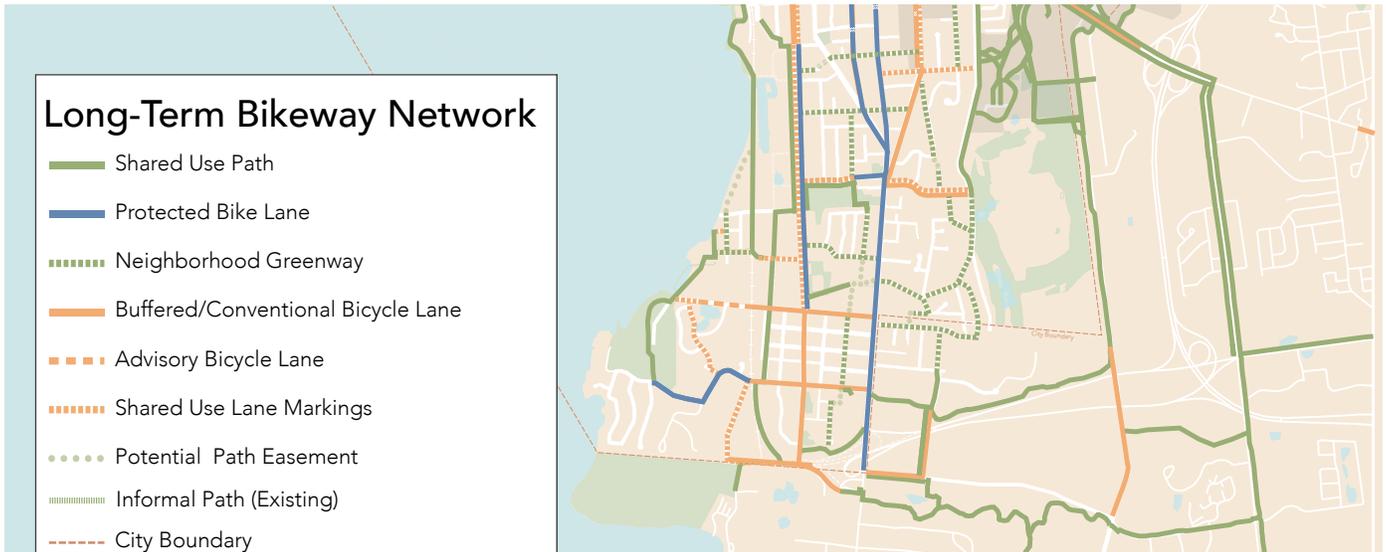


Jericho-Riverside Street Network Planning Study, Jericho, Vermont

DuBois & King is working with the Town of Jericho and the Chittenden County Regional Planning Commission (CCRPC) to develop a street network and other supporting infrastructure for a planned village neighborhood area, adjacent to the Riverside Village Center. The project area is adjacent to the heavy traveled Route 15 corridor, near the Underhill town line, where public transit service is available, and schools and groceries are within walking distance. A proposed street network through the redevelopment area has been carefully designed to allow for the efficient use of land, as envisioned in the Flats Area Form Based Code. It will ease traffic congestion at intersections where the existing street network does not provide any alternative routes. An additional benefit of the network is that it will provide connectivity for bicycles and walkers on streets with lower traffic volumes and speeds. D&K's role includes developing the street network alignment, analyzing traffic and safety impacts, and developing typical cross sections, with utility corridors and stormwater infrastructure.



* Upper image, wastewater exhibit; upper left image, Jericho street network; lower left image, VT Route 15 roundabout



planBTV Walk Bike Burlington, Vermont

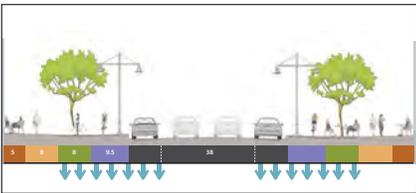
D&K led a consultant team in development of a bicycle/pedestrian plan that will further enhance Burlington as a city with an extensive, safe bicycle and pedestrian infrastructure. Recently awarded Silver status by the League of American Bicyclists, the City is interested in “going for Gold” and upgrading existing facilities to welcome additional cycling demographics that may be interested in cycling, but are intimidated by the speed and proximity of existing vehicle traffic.

The project team led interactive workshops with the public, assessing potential environmental and civil engineering constraints, and providing concepts and cost estimates to the City. Recommendations for improvements to infrastructure and non-infrastructure were prioritized in a matrix based on available resources, ease of implementation, and cost/benefit analyses.

Walk Bike
plan|BTV



** Top image, recommended long-term bicycle network; upper left photo, handlebar and walkabout surveys; lower left photo, Burlingtonians provide ideas and input on the plan during workshops*



Great Streets BTV Burlington, Vermont

DuBois & King is part of the consultant team assisting the City with the Great Streets BTV Project. The project team is developing a set of standards for rebuilding Burlington’s downtown public streets to create a framework for long-term sustainability while transforming the streets into dynamic public spaces. The project represents a holistic effort to make Burlington’s downtown core more appealing for users of all modes of transportation while enhancing the area’s ability to engage its natural and cultural assets.

This highly interactive project will result in: a guide for future downtown street design standards; a new concept plan for Main Street through downtown, which includes protected bike lanes; green stormwater infrastructure guidance and implementation; additional and enhanced public spaces, trees, bike parking, lighting and other streetscape amenities. In addition to providing extensive transportation planning services, D&K is also developing construction documents for two blocks of St. Paul Street (between Church and Pine Streets) and the rehabilitation of City Hall Park.



** Top image, roadway concept by Suisman Urban Design; left images, roadway concepts by Suisman Urban Design*

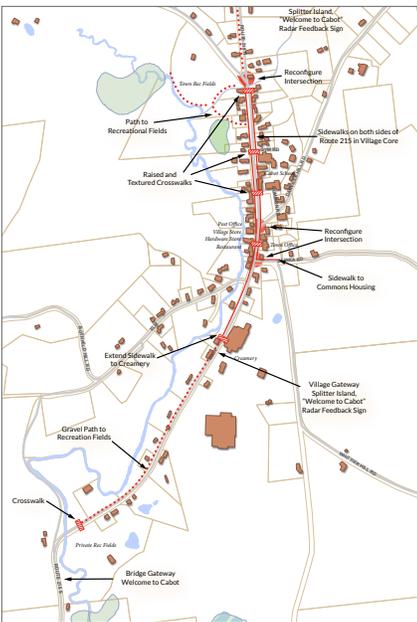


Village Center Master Plan and Westway Mall Redevelopment West Rutland, Vermont

DuBois & King is leading a study to assist the Town with advancing the economic potential of its Village Center. Services include physical planning, a traffic study, an analysis of economic development trends, a housing inventory, proposed development alternatives for the Westway Mall and a conceptual site plan to encourage an economically vibrant, walkable and connected gateway into the Village Center. Project goals include a walkable, attractive, connected village development that is compatible with the scenic and historic village center, and supports a vibrant and flexible mix of economic activities.



** Top photo; Proposed concepts - rendering by Project Manager Sophie Sauvé, PLA; side photos (top) proposed concept (bottom) and existing conditions for streetscape.*

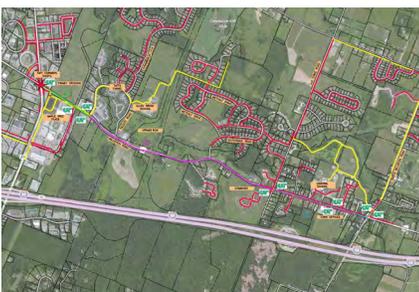
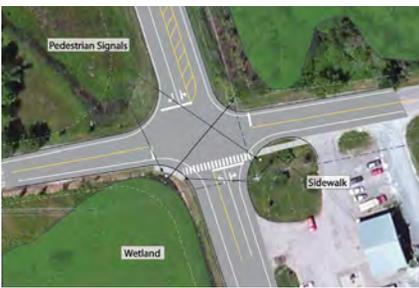


Bicycle and Pedestrian Safety Scoping Study Cabot, Vermont

DuBois & King provided planning and design services to develop conceptual plans to create a safer environment for Cabot's Main Street. One of the primary goals of the project was to develop effective and affordable measures to reduce traffic speeds and improve safety through the Village, including both short-term measures that the Town could undertake and longer term infrastructure improvements. The study also assessed the feasibility and best location of a sidewalk and crosswalk extending from the Cabot Creamery to the recreation fields. The goal of the project is to enhance the aesthetic character of Cabot Village and the ability of residents and visitors to move safely along the Route 215 corridor in the central part of the Village. The project was administered through the VTrans Local Transportation Facilities (LTF) Section.

The scope of work included a planning process that identified the needs of pedestrians and/or bicyclists within defined areas. The outcome of the study included:

- Identification and prioritization of improvements
- Public involvement process to ensure local input and support of projects
- Assessment of historic, archeological, and environmental constraints
- Documentation of project issues and overall feasibility
- Preliminary cost estimate for further engineering, project administration, and construction



On-Call Planning and Scoping Chittenden County Regional Planning Commission, Vermont

D&K has been selected for successive, ongoing, on-call contracts by the Chittenden County Regional Planning Commission for a wide range of technical services. Following are assignments under these contracts:

- Sidewalk Planning Study, Charlotte
- Greenbush Thompson's Point Roads Intersection Study, Charlotte
- Thorpe Brook Geomorphologic Study, Charlotte
- Masonry Arch Bridge Assessment, Shelburne
- Orchard Hill Neighborhood Turning Radii Assessment, South Burlington
- Skunk Hollow Road Pavement Alternative Evaluation Cost/Benefit Analysis, Jericho
- North Winooski Avenue & Archibald Street Intersection Pedestrian Safety & Mobility Evaluation, Burlington
- Huntington Pavement Condition Assessment and Recommendations, Huntington
- North Williston Road Scoping Study, CCRPC, Essex
- Essex Town/Essex Junction Village Bicycle Pedestrian Plan, Essex
- Route 116 Corridor Study, Hinesburg
- U.S. Route 2 Multimodal Corridor Plan, Williston
- Park and Ride/Pedestrian Access Feasibility Study, Charlotte, VT
- Sidewalk and Stormwater Feasibility Study, Charlotte, VT
- Winooski Bike-Walk Bridge Feasibility Study, Burlington & Winooski, VT



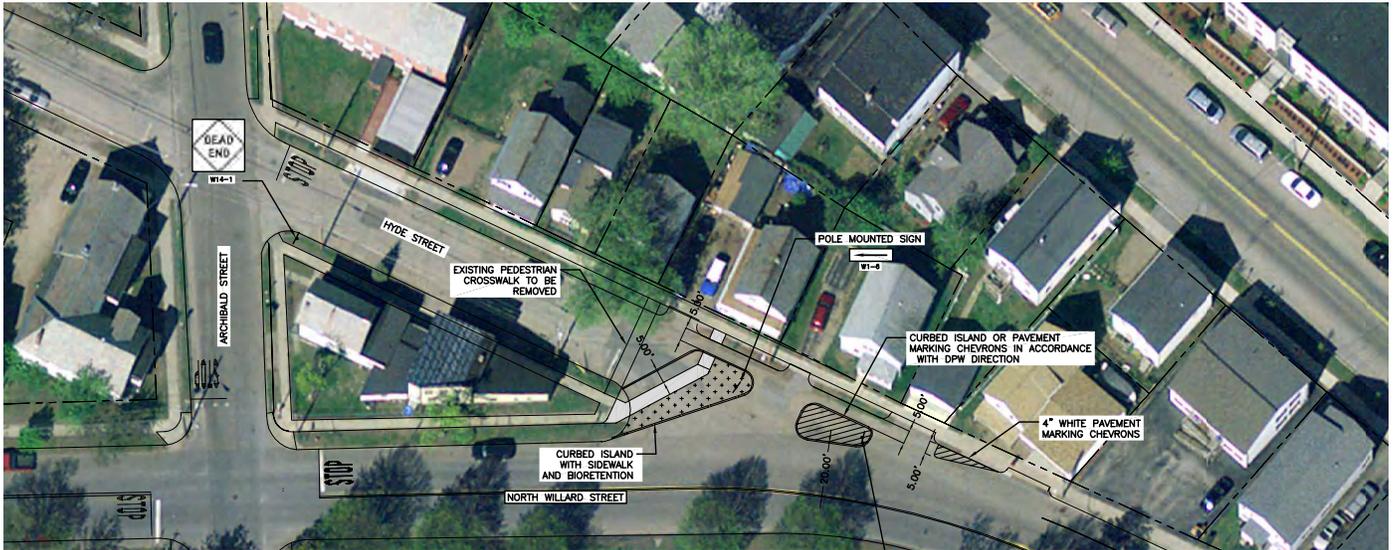


Town Link Trail Scoping Study Charlotte, Vermont

The Town Link Trail is a significant recreational asset of the Town of Charlotte—providing a safe route to travel throughout Charlotte, linking residences, businesses and public recreational opportunities. DuBois & King evaluated the context, opportunities and constraints of the potential alignment of the multi-use paths. D&K designed alternatives, and described associated challenges and costs associated with developing the trail in a final report.

The project included a significant community engagement process, including public meetings and presentations of conceptual alternatives to engage the public in this project. Services included consideration of environmental constraints (D&K's Field Naturalist performed delineation to check that area wetlands and other wildlife habitat are protected under each alternative); right of way identification utility identification; and identification of cultural resources and permitting requirements. The project received funding administered by the VTrans Municipal Assistance Bureau.





North and Hyde Streets Traffic Calming Burlington, Vermont

DuBois & King prepared alternative traffic calming measures in two residential areas. Conceptual alternatives were evaluated for public response, Department of Public Works (DPW) approval, impacts to emergency services, and impacts to roadway drainage. Selected improvements were subsequently designed for implementation by the City's DPW.

At the North Street location, a mini traffic circle in conjunction with traffic humps were developed and installed. At the Hyde Street location, a pilot project tested a road closure option. The pilot project evaluated changes to traffic patterns and confirmed the public's desire to implement the closure of a road to through traffic. A traffic island was developed for the road closure, which incorporated pedestrian crossing improvements and a drainage bioretention system. Projects included conceptual evaluation and sketch plans for construction, led by DPW.

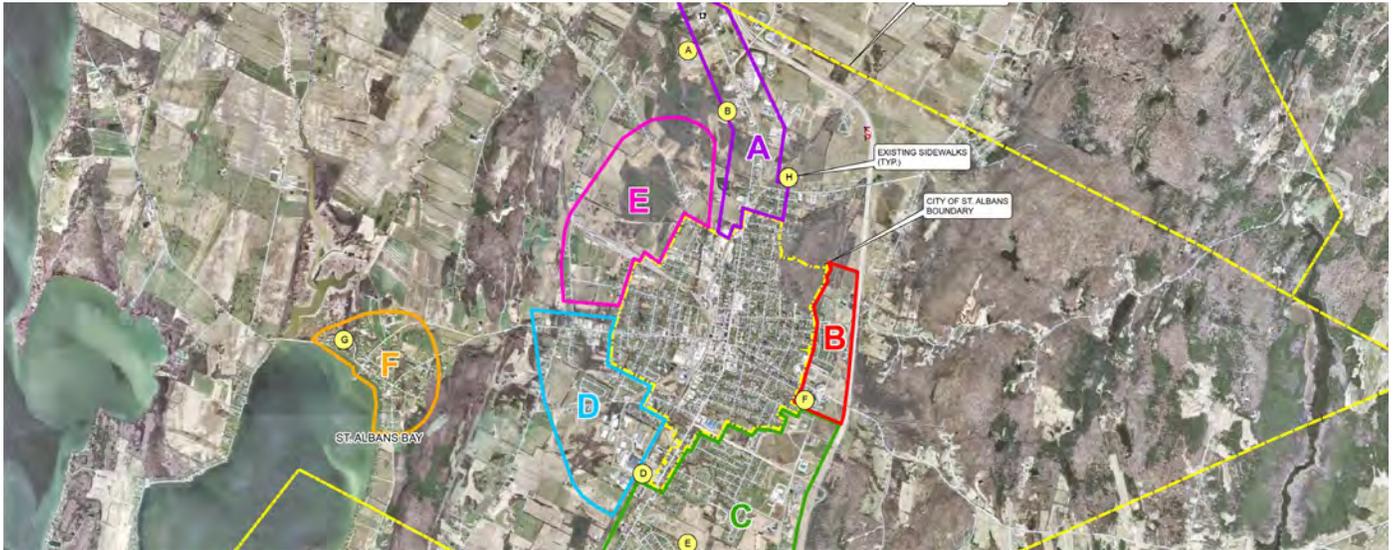


US 7 Shelburne Gateway Plan CCRPC Shelburne, Vermont

DuBois & King worked with the Town of Shelburne and the Chittenden County Regional Planning Commission (CCRPC) to explore the feasibility and costs of transforming the gateway into Shelburne Village into a walkable, bikable, vibrant mixed use development area. The Gateway is anchored by a number of successful businesses, including Fiddlehead Brewery, Shelburne Vineyards and Vermont Teddy Bear, which draw visitors and generate pedestrian traffic and transit riders. D&K developed alternatives to provide the needed transportation infrastructure for these uses include connecting sidewalk segments, providing a pedestrian crossing with median refuge, and a shared use path with solar lighting. The project included public meetings, stakeholder business groups, and alternatives design using innovative techniques drawn from current urban street design guidelines.

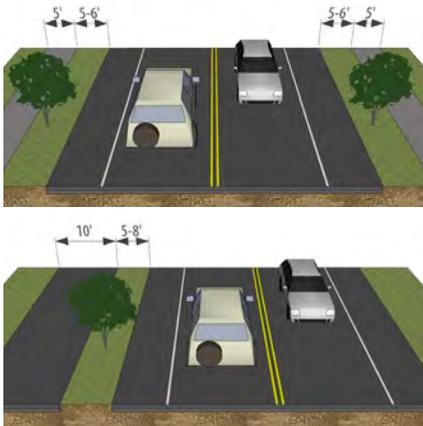


** Upper image, proposed improvements; upper left image, existing conditions; lower left image, proposed crossing*



Sidewalk Master Plan St. Albans, Vermont

The Town of St. Albans selected DuBois & King to update their 13-year-old Sidewalk Master Plan which was not reflective of recent growth and development in the town. Goals for the updated plan were to enhance sidewalk safety, encourage a pedestrian accessible streetscape, and lay the groundwork for future development.

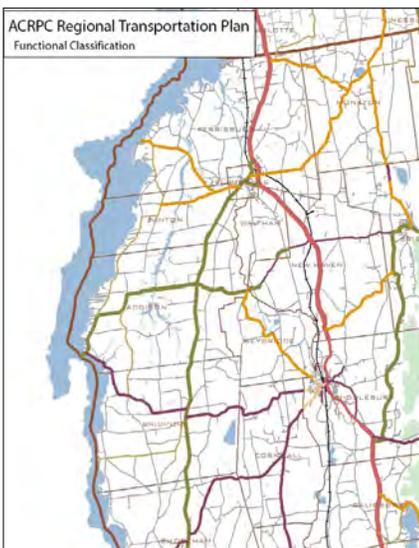


DuBois & King's services included updating mapping of the sidewalk infrastructure (utilizing GIS and orthophotos), providing conceptual siting for future infrastructure, and developing a sidewalk policy to address the physical sidewalk standards and maintenance requirements. D&K coordinated with the Town to review future infrastructure needs specifically as they related to developments and participated in multiple public meetings to solicit input on existing and future connectivity routes.

The project team provided an infrastructure toolbox illustrating a variety of treatment options and recommendations dependent on specific conditions. The team developed a matrix outlining and ranking 14 implementation pedestrian programs throughout the town. Average cost estimates were provided for each program. The final report outlined grant and funding opportunities, connectivity goals for pedestrians and bicyclists and recommended improvements to public works specifications.



** Top, map of project area; upper left, existing conditions; lower left, proposed sidewalk options*



Addison County Regional Transportation Plan Update, Addison County, Vermont

DuBois & King worked with the Addison County Regional Planning Commission to update the Regional Transportation Plan for Addison County. The objectives of the project included: summarize existing transportation-related conditions and trends in the region; help the county plan for future land use and transportation changes; and consider how transportation intersects with environmental issues such as: water quality, agriculture, energy and air quality. The completed Transportation Plan became part of the Regional Plan focusing on regional priorities with regard to development, conservation, and the use of resources. The updated transportation plan addressed:

- Aging transportation infrastructure despite constrained funding;
- Planning for climate change, particularly flood resilience;
- Designing for active mobility of an aging population;
- Meet greenhouse gas reduction goals;
- Consider a future with autonomous vehicles

The project included a significant community engagement process involving numerous public meetings and workshops, development of an online mapping tool to generate input, and outreach to stakeholder groups within the community to foster an effective understanding of design challenges and opportunities. D&K prepared updated base maps and compiled relevant data with regard to transportation safety, forecasting, and trends. The culmination of the project was a plan recommending specific improvements, analyzing current and future funding needs and sources and providing recommendations for implementation and regulations to guide communities toward a cohesive future with regard to interconnected transportation systems.



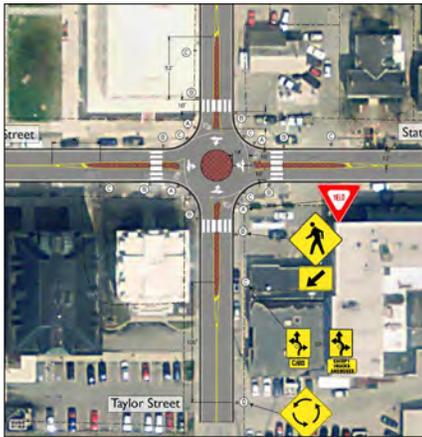
Killington Road Walkway Killington, Vermont

Planning, design, permitting, and right-of-way acquisition services for the construction of the six-ft-wide Killington Road Walkway, which will extend the existing walkway along Killington Road by over 1,500 ft from School House Road to West Hill Road. The planning process included developing and evaluating alternatives and soliciting public and stakeholder input. Project elements will include landscaping, signage, and lighting along Killington Road. This project also involved the development of options to improve traffic flow and safety of the Killington Road vehicular travel lanes. Options that were considered included the construction of a roundabout at the intersection of West Hill Road and removal of one of the two northbound lanes so the road could be restriped with bike lanes in each direction (a road “diet”). Several road configurations were developed as part of this second option.

Scope of services includes topographic survey and base mapping, public meetings, conceptual plans, identification of resource constraints, CE documentation, preliminary plans, right-of-way plans, assistance through the right-of-way acquisition process, final design/bidding, contract plans, and assistance during construction. The project is funded through a Federal Transportation Enhancements Grant and is being administered through the VTrans LTF Section.



** Upper, project site; upper left, rendering of two lane road with buffers and multiuse pathway; middle left, potential roundabout option; lower left, existing conditions*



One Taylor Street Redevelopment Management and Engineering Services Montpelier, Vermont

DuBois & King (D&K) is serving the City of Montpelier as the Local Project Manager (LPM) and providing engineering services to advance the redevelopment of a brownfield site into a multi-modal transit center for improved mobility and efficiency of transit circulation into and out of the downtown area. The site will house transit operations, including bus parking bays, a 23-car parking area, and a 5000-sf, four-story building, with the upper floors being developed as a public-private partnership.

As part of the City's management team, the LPM services include: solicitation and review of consultant proposals and contracts, coordination with federal and state funding agencies, railroad operations, and transit (CCTA), facilitation of property acquisition, property owner and public meetings, and review of environmental permitting and clearances.

D&K technical staff are providing planning and engineering services including: survey, geotechnical, civil/site, and stormwater engineering; hydrology/hydraulics; NEPA and permitting; and traffic and intersection analysis and design.

The transit authority had concerns regarding commuter buses turning at the Taylor/State Street intersection. D&K conducted an intersection study, developed alternatives, and achieved consensus on reconfiguring the intersection to add turning lanes to accommodate bus turning.





Enterprise Aly and Depot Square Redevelopment Project Barre, Vermont

DuBois & King led a consultant team for an urban brownfield redevelopment project that improved traffic circulation, parking, lighting, pedestrian facilities, aesthetics, and implementation of a corrective action plan (CAP). The project is part of a larger downtown redevelopment effort that included additional projects for which D&K has provided services: Main Street Reconstruction Project (“Big Dig”), Merchants Row Parking Master Plan, and construction of Barre City Place. This project is funded by a Vermont Community Development Program Planning Grant. D&K provided the following services and design elements:

- Topographic and property survey
- Concept plan development to final contract documents
- Stakeholder/property owner meeting/coordination
- Drainage/stormwater design
- Lighting and utilities
- Bike and pedestrian pathways
- Bus drop-off
- Railroad coordination
- Traffic routing and parking
- Permitting



Bristol Village Green Bristol, Vermont

DuBois & King is providing lighting design and park amenities improvements to Bristol's village green. Electrical service upgrades include modifications to address codes and standards, metering, capacity, panel boards, wiring, and grounding and lightning protection. Three site lighting alternatives are being presented and preliminary and construction documents of the preferred alternative are being developed. The project also includes landscaping hardscapes considerations including benches and park features possibly including alterations to the existing fountain.

Design and construction is being carefully coordinated with ongoing construction projects adjacent to the green. The project is funded through the VTrans Local Transportation Facilities (LTF) program and follows LTF, AASHTO, and IESNA guidelines for design and procedures. Professional services provided by D&K include:

- Lighting analysis
- Alternatives analysis
- Archeological and historic resource review
- Categorical Exclusion documentation
- Utility coordination
- Cost estimates
- Conceptual and final design plans and specifications
- Bid documents

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** Top and bottom photos, completed; middle photo: existing conditions*



US 302 Bike and Pedestrian Scoping Study Berlin, Vermont

DuBois & King led a study of alternatives to improve bicycle and pedestrian access and safety along US Route 302. The US 302 corridor within the project area is highly commercial, and is lined with businesses, driveways, turn lanes, signs, a rail crossing, utility poles, and several traffic signals. The project area has a roadway cross section that varies from two to five lanes and is one of the most heavily traveled traffic corridors in central Vermont with an AADT of 13,000 to 15,000 vehicles per day.

D&K investigated options to accommodate bicyclists and pedestrians including: the addition of a separated, paved, shared use path on one side of and parallel to the roadway; the addition of concrete sidewalks coupled with the widening of roadway shoulders to accommodate bicyclists; implementation of a “road diet” to reduce the number and/or width of travel lanes (known as “right-sizing”); the addition of crosswalks; consolidating the wide driveway openings of area businesses; and the creation of bulb-outs and/or pedestrian refuge islands.

An enhanced bike lane was piloted during a resurfacing project; input was collected from stakeholders and the enhanced bike lane was made permanent on the finish course.

Services provided by D&K include conducting a public engagement process to solicit input and inform area businesses and residents. The project required historic and archaeological review, landscaping consideration, and coordination with the Vermont Agency of Transportation, the Central Vermont Regional Planning Commission, and the Town of Berlin.

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Sidewalk and Crosswalk Scoping Study Wilmington, Vermont

Transportation study identifying safe, feasible, attractive, and affordable improvements to extend Wilmington's network of sidewalks and to make the village safer and welcoming for pedestrians. The study includes identifying options, issues, and costs associated with the construction of pedestrian facilities and provides design recommendations and an implementation strategy. Project is funded through the Transportation Alternatives Program, administered through VTrans LTF Section, and developed in accordance with the LTF Guidebook.

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** above photos, existing conditions*



Bradford Sewer Line Extension Design Bradford, Vermont

The Lower Plains Sewer Line Extension project resulted in the extension of municipal wastewater service to the Lower Plains region of the Town of Bradford, which is characterized by commercial and industrial development including the Bradford Industrial Park. Final design was completed and permits obtained for 10,000 ft of 8-inch diameter gravity sewer, 7,000 ft of 4-inch diameter force main including crossing the Waits River, and a wastewater pump station. Long sewer runs, very flat topography, and close proximity to State roads and associated right-of-way resulted in a complicated sewer alignment design. Numerous sewer mainline and service crossings of Routes 5 and 25 required a jacking/boring operation to minimize disturbance to these State roads. The design included an approximate 300 ft crossing of the Waits River using horizontal directional drilling for installation of the 4-inch diameter HDPE force main. Directional drilling force main alignment and pipe strength was based on soil conditions (based on several soil borings on each side of the river), equipment access considerations, and landowner coordination.

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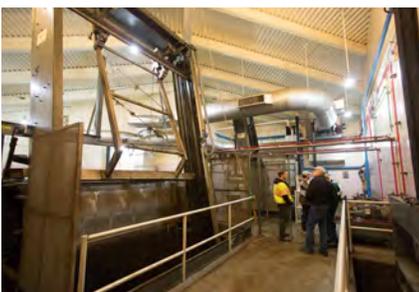
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Creek Road Sidewalk, Road Reconstruction and Drainage Improvements (TH-19) Projects, Middlebury, Vermont

D&K provided Construction Observation and Materials and Equipment Inspection and Testing Services for the construction of a five-foot-wide concrete sidewalk; drainage improvements through the use of ditching, new catch basins, and associated piping; signage; pavement markings; full depth road reclamation and reconstruction; paving; slope grading; and associated traffic control and erosion control practices. The existing road conditions had suffered from insufficient road base and drainage, and heavy construction traffic during the construction of the Middle Road development.

This project was developed through the Municipal Assistance Bureau, (MAB), of the VTrans with funding for the sidewalk project from State grants and some Town funds; and with funding for the road improvements solely from the Town of Middlebury. The objective of this project was to provide safe pedestrian access to a multi-use neighborhood of residential, municipal, recreational, and commercial properties along Creek Road, and addressing existing drainage issues and improving road conditions.



20-Year Engineering Evaluation, 10-Year Capital Plan for Wastewater Burlington, Vermont

D&K evaluated Burlington's three wastewater treatment plants and 25 wastewater pumping stations that serve the City's 42,000 residents. The existing facilities include screening, grit removal, clarification, aeration, and sludge dewatering and digestion.

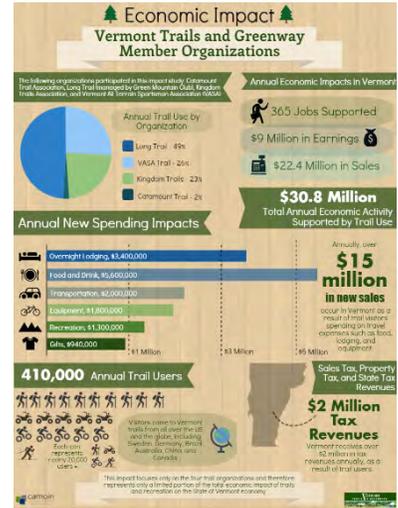
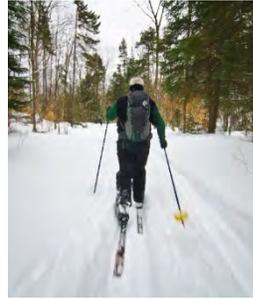
D&K staff visited each pumping station and treatment plant to determine the existing conditions of each device within each facility, forecast replacement costs, and impacts to ratepayers. D&K completed an evaluation report, which was prepared in a ranking matrix, with each item defined on a risk / probability scale, and each item hyperlinked to a photograph.

The report is divided into individual components and is cross linked to Burlington's GIS system. This provides integrated asset management capabilities and a user-friendly method for staff to access current equipment condition information.

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** Above photos, existing conditions*



Economic & Fiscal Impact Analysis of the Vermont Trails & Greenways Council

Client: Vermont Trails & Greenways Council | Study Area: State of Vermont

The Vermont Trails and Greenways Council is an organization of volunteers dedicated to trail preservation, promotion, and development in Vermont. The VTGC commissioned Camoin Associates to complete an economic and fiscal impact analysis to study and report on four of its member organizations including the Catamount Trail Association, the Kingdom Trails Association, the Vermont All-Terrain Sportsman’s Association, and the Green Mountain Club.

Camoin Associates worked with the Council to develop a trailhead survey to collect data on location of origin, spending habits, trail use and activities, and other information requested by the Council. Using the data collected during the survey the analysis calculated the jobs, sales, and earnings created as a result of the trail systems existing in Vermont as well as the tax revenue generated for the State as a result of the activity.

In addition to the report, Camoin Associates provided the Council with an infographic detailing the findings of the analysis to be used for marketing and grant applications.

Project Highlights:

- Economic & Fiscal Impact Infographic
- Visitor Spending Profile
- Economic Impact of Visitors
- Estimate of Occupancy, Sales, and Property Tax Revenues
- Direct Use Benefit Analysis



Walkway Over the Hudson Economic & Fiscal Impact Study

Client: Walkway Over the Hudson | Study Area: City of Poughkeepsie, NY

Camoin Associates was hired by Walkway Over the Hudson, a non-profit group in the Hudson Valley, to conduct an economic and fiscal impact analysis on their project, the reuse of the old Poughkeepsie-Highland railroad bridge as a pedestrian bridge over the Hudson River. Walkway Over the Hudson was interested in demonstrating to the State of New York the impact of this project on the local and statewide economy in an effort to secure significant State financing.

The study included analyzing the one time impact of construction activity on the county and state economy, as well as the long-term effects of the pedestrian bridge as a major tourism attraction in

terms of new jobs, wages earned, and the annual increase in state and county revenues. Camoin Associates considered average spending patterns on various goods and services related to recreational trails, including lodging, food, transportation and retail. Using information from local recreational attractions and regional data, it was possible for Camoin Associates to identify the number of new jobs to be created, wages earned, and the annual increase in sales tax revenue for the State and County.



The original study was conducted in 2007 before the bridge opening. Since that time, the pedestrian bridge has become an overwhelming success. Camoin Associates was recently hired to update the economic impact analysis using on-site visitor survey data.

Project Highlights

- Review of Prior Hudson Valley Visitor Survey Material
- Determination of Number of Visitors, Length of Stay, & Place of Origin
- Spending by Visitor Category
- Direct & Indirect Impact of New Spending on Jobs, Wages & Sales



Statewide Comprehensive Economic Development Strategy

Client: State of Vermont | Study Area: State of Vermont

Faced with an aging population, decreasing economic opportunities, declining income levels, and the lasting impact of Tropical Storm Irene, the State of Vermont hired Camoin Associates to assist with the development of a Comprehensive Economic Development Strategy (CEDS). The intent of this CEDS was to identify what opportunities exist for the state to increase wages, attract talent, retain young adults, and improve overall economic conditions for state residents and businesses. The CEDS project included significant regional participation, review of previous planning documents, data collection and analysis, development of capital projects, a competitiveness assessment, and the development of economic initiatives designed to improve the current conditions.

As part of a larger team, Camoin Associates played a key role in identifying and analyzing the targeted clusters in the state and ways to support these clusters. One of the main clusters in Vermont is Agriculture, and more specifically Food Production and Value Added Processing. Camoin Associates worked to fully understand this cluster through data analysis, markets assessment, and interviews that led to conclusions regarding how best to position the State to capitalize on this cluster. Particular focus was paid to identify niche sectors of this cluster and how the “Vermont Brand” could be used to further the development of these niche sectors in support of local agriculture.

This project was completed in spring 2014.

Project Highlights:

- Analysis of Demographic Trends, Educational Attainment, and Income Levels
- Industry, Occupation, and Innovation Indicator Analysis
- Market Assessment and Cluster Analysis
- Participation and Facilitation of Regional Meetings and CEDS Committee Meetings
- Development of Specific Strategies and Initiatives





Portland Economic Development Plan & Vision

Client: City of Portland, ME | Study Area: City of Portland, ME

Camoin developed an economic development vision and strategy for the City of Portland, Maine. This included working with a steering committee to develop the vision and plan, utilizing past research reports, analyzing the latest data on industry sectors, and utilizing Facebook as a means for sharing information and obtaining feedback from the public.

The plan is in a final draft strategy and is being used to develop budget requests by the city's economic development department. This plan was unique in that it was developed jointly for the city and the Chamber of Commerce in a partnership.

Project Highlights:

- Economic Development Strategic Vision & Plan
- Implementation Strategies
- Measurement Plan
- Use of Social Media





Freeport Vision 2025

Client: Freeport Economic Development Corporation (FEDC) | Study Area: Town of Freeport, ME

Home of international retailer L.L. Bean, as well as dozens of other outlet stores, the Town of Freeport has seen many economic changes throughout its history. In 2000 and 2001 the Town of Freeport outlined their economic development goals and objectives in their plan entitled Vision 2010. Since that time, many of the key projects identified in Vision 2010 have been accomplished and have led to expanded economic opportunities in Freeport. In 2012, the Freeport Economic Development Corporation (FEDC) hired Camoin Associates to update that vision and plan to guide policies and practices over the next ten to fifteen years as part of their Vision 2025 plan.

As part of this project, Camoin Associates collected and analyzed updated economic data, conducted dozens of stakeholder interviews, revised and refined the overall vision for the community, and completed an economic development strategic plan. The focus of this process was to find ways to assist and support existing retailers and businesses, but also identify ways to expand and diversify the economy. The outcome of this project is an action plan that will lead the Freeport Economic Development Corporation through 2025 and direct economic development initiatives and efforts.

Project Highlights:

- Economic Development Strategic Vision & Plan
- Implementation Strategies
- Measurement Plan
- Demographic and Socioeconomic Analysis



PROJECT EXPERIENCE (SELECT)

Better Block Project, Bethel, VT

In 2016, Community Workshop organized Vermont's first Better Block project, transforming Bethel's Main Street into a vibrant, accessible community center – all in a weekend. Community Workshop organized volunteers to build and test downtown improvements the community wanted to see: a temporary bike lane and pedestrian bump-outs, pop-up shops in vacant buildings, a downtown beer garden and outdoor performance space, wayfinding signs, public art and more. More than just a fun event, Better Block was carefully designed to test and gather feedback on potential long-term improvements, many of which have already become permanent. In just 18 months, Bethel's downtown has already seen many permanent changes inspired by Better Block. Five historic downtown buildings or businesses have sold and two vacant buildings are now home to thriving new businesses; Bethel received grant funding to complete three major downtown public art projects designed to support economic development and livability.



VT State Hazard Mitigation Plan: Stakeholder Engagement Specialists

Community Workshop is working with DEMHS to engage stakeholders in the State's Hazard Mitigation Plan update. This 1.5 year project has involved organizing stakeholder teams, facilitating a multi-agency decision making process, and developing outreach materials and programs for gathering feedback from across the state.

Our Town, Our Future (Town Plan), Richmond, VT

Community Workshop helped the Town of Richmond engage a diverse community in shaping a new vision for the future, and in using that vision to make informed choices. We worked closely with town planning staff and volunteer committee members to complete a robust community network analysis and identify stakeholders, develop a project identity and engaging branding materials, create a website and social media campaign, and build a buzz and excitement around town. Committee members collected nearly 1,000 comments, surveys and stories on what people love and want for Richmond's future. Community Workshop then led a rigorous process to translate that input into a broadly-supported community vision with eight core community values. Richmond continued to engage the community in developing specific strategies to support that new vision and make it real, with ongoing facilitation, process design and engagement support from Community Workshop.

City Masterplan & Public Engagement, Laconia, NH

Community Workshop worked with Laconia planners to develop a community vision and master plan. The project employed a variety of communications and engagement techniques such as storytelling, pop-up parks and text-polling to bring new voices to the table and find a common vision for the city's future.



**COMMUNITY
WORKSHOP**

High Meadows Fund Watershed Grantees: Community Engagement Training and Support

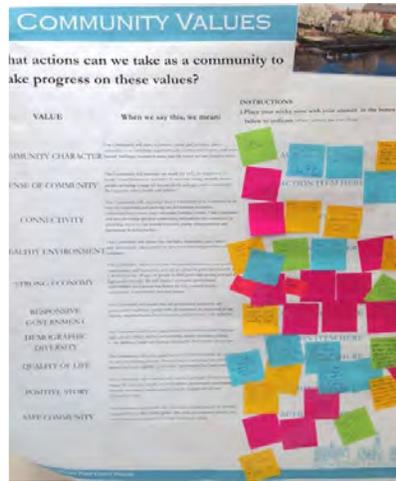
David and Rebecca worked closely this year with six Vermont communities that received grants from the High Meadows Fund for watershed collaboration work. David and Rebecca offered a day-long training on community engagement, communications and messaging to help them effectively reach their audiences, and then supported each team with one-on-one coaching as they developed communications materials, engagement strategies, project branding and events.

Farm to School Communications and Engagement

Community Workshop actively supports Vermont FEED (a project of Shelburne Farms and NOFA-VT) as a communications consultant, helping with everything from big picture communications and network building strategy to development of special campaigns and projects. Rebecca helped VT FEED track analytics and performance of its communications channels and assets, oversaw a rebranding initiative, managed updates of its website and e-newsletter platforms, implemented strategies to dramatically increase social media engagement and metrics, and created unique campaigns including a photo contest, video projects and case studies.

Newport VT: Civic Infrastructure Workshop

While working for the Orton Family Foundation, Rebecca planned and co-facilitated a unique community engagement workshop in Newport, VT, exploring strategies for building civic infrastructure. The workshop was presented by the Community-Matters Partners—a collaborative of seven national nonprofit organizations working to build stronger civic infrastructure. Rebecca worked with local partners to design the event, plan outreach and engagement, facilitate the public event and workshop, and manage the project.



Community Workshop organizes and facilitates engagement using creative facilitation and engaging placemaking techniques.