



PROPOSAL FOR PROFESSIONAL SERVICES  
**HYDE PARK**  
**MAIN STREET ACTION PLAN**



**Primary Contact:**

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Ron Rodjenski, Local Project Manager  
Town of Hyde Park, VT  
344 Route 15 West  
PO Box 98  
Hyde Park VT 05655

Dear Ron,

SE Group is excited to be able to present this proposal for professional planning services in support of Hyde Park's ongoing efforts to renew and reinvigorate its village. We understand the efforts that Hyde Park has been making to advance its local economy and establish a relevant place within the evolving regional tourism market. This is a tremendously challenging process, especially for smaller communities, but with a well-built plan that defines clear actions and with even stronger community commitment, it's amazing what can happen.

SE Group has been working with communities in tourism and recreational influenced markets for sixty years. Our community planning and design practice focuses on these places; often small and more rural, but where community pride is strong and where the combination of history, culture and landscape make them desirable places to live and visit. We work locally, regionally and nationally and bring those broader experiences to all our efforts.

The RFP did an excellent job of describing what actions the community seeks to move forward with. Our approach to all our community planning work is to start from a solid foundation of engagement - the plans we help prepare are the communities plan, not ours. That commitment applies here and it's our intention to engage those who have been actively thinking about Enosburg Fall's future and those whose voices have yet to be heard. We excel at this.

While any good plan should have a healthy dose of aspiration in it, the focus the community has placed on key initiatives and actions aligns squarely with how we approach our work. Finding specific steps that are attainable and advance the vision is essential. Our recent work on the Chester Village Center Master Plan is a testament to that approach; they are moving through specific action items with verve and vigor and with success.

To help assure we have the right team to flexibly explore the opportunities for Hyde Park, SE Group is partnering with Resource Systems Group, Doug Kennedy Advisors and Otter Creek Engineering. As the qualifications materials within this propose describe, all the members of our team have considerable depth and experience in both defining physical opportunities to transform place and the analytic and technical discipline to help define the market objectives, address realities and chart a clear path forward.

So much to discuss! We hope you and the selection committee will review these materials and afford us the opportunity to meet and discuss this approach. We think our combination of skills, experience and attitude are the right fit for Hyde Park. We look forward to that opportunity and please do not hesitate at all if you need any additional information or have questions.

Sincerely,  
SE Group

A handwritten signature in black ink, appearing to read "Mark Kane".

Mark Kane, ASLA | Director, Community Planning + Design  
mkane@segroup.com

A handwritten signature in black ink, appearing to read "Drew Pollak-Bruce".

Drew Pollak-Bruce, CPRP | Associate  
dbruce@segroup.com

# PROJECT UNDERSTANDING

SE Group, in collaboration with Resource Systems Group (RSG), Doug Kennedy Advisors (DKA) and Otter Creek Engineering (OCE) are pleased to present this proposal for preparation of Hyde Park Action Plan. In preparation of this proposal our team has reviewed the substantive body of work that the community has prepared in striving for a unified vision for its downtown and its connectivity to the broader basin. While some stepping back can be healthy to gain new perspective and insight, we understand that the primary goal for Hyde Park is that this plan be action oriented. Specific ideas and strategies will be woven into the plan framework to act as catalysts for other changes. Ideas should be scaled so they can be done in smaller increments while building towards a greater purpose. That will be the primary focus of our approach.

Hyde Park has come to recognize the challenges of being a small community in Vermont; scaling a local economic strategy to the regional market, addressing the need for new infrastructure, and assuring that the cost for improvements do not overburden residents. It's a difficult balancing act. The way forward for Hyde Park can take many paths; the key question the project must address is which path is best for Hyde Park.

Creating a vision is not simply about coming up with design concepts; it's much more about aligning community values and defining common goals. Concept plans for physical improvements can help illustrate opportunities but establishing a robust community-led process that residents are vested in will be what can sustain momentum. This is where our team's experience working in tourism-influenced communities can help most.

The SE Group project team also knows the importance that transportation improvements play in helping to support community character. Whether it's enhancing the pedestrian experience, developing parking strategies, incorporating transit options or addressing complex road geometries; we know the best solutions are aesthetically pleasing and help to propel the unique vision and brand of each community. We work hard with our clients to make sure that our master plans help leverage other things; economic development, improvements to the quality of life for residents, and new recreational opportunities.

The entire project team values public input—in fact it's essential to our work. As the scope describes, we are proposing a robust engagement process including stakeholder outreach, public workshops and community surveys. We will go to where people are and when they are there. While the scope provides some framework for this engagement, we develop and formalize the best engagement processes based on a constructive dialog with our clients.

Another hallmark of our work has been effective communication and collaboration. Recently SE Group's master plan for Chester Village Center was awarded by both the Vermont Planners Association as Plan of the Year and by the VT Chapter of the American Society for Landscape Architecture for its communications. Our graphic rich and "guidebook" approach to master planning makes them effective and relevant. We don't want our work sitting on a shelf.

# PROJECT APPROACH + SCOPE

## GENERAL APPROACH

Hyde Park has been thinking deeply about its community and the improvements needed. The evolving face of commercial/retail development, the need for improvements to infrastructure, seeking better connections and interplay between local assets and regional draws have all been in the public process, but need to be explored more fully to strengthen those connections, give them meaning and relevance to an overarching strategy for the community.

We have three elements that comprise our basic approach to developing this plan:

**ANALYSIS** - Digging in deep to better understand community mobility, circulation, parking, economic climate, infrastructure, culture and arts and open space/parks. We will capitalize on past efforts but conduct our own baseline assessment, so we can develop a framework.

**OPPORTUNITIES AND VISION** - Exploring through conceptual plans, illustrations and graphics how different scenarios might influence the human experience in downtown and its connectivity. These concepts will be rich in ideas, but true to a vision statement and guiding principles crafted to help focus them.

**COMMUNITY CATALYSTS** - Defining specific “catalysts” to propel the vision forward. This might take the form of specific design ideas for revitalizing main street, multi-use trails or other pedestrian connections, water/sewer upgrades, pocket-parks, etc. It might also include policy suggestions to strengthen existing regulatory tools to encourage or promote implementation. It might also include recommendations for forging public-private partnerships to help entice new investment that builds momentum. Market and economic development recommendations will also be incorporated into each catalyst idea.

Within each of these broad areas we embed economic thinking and community engagement.

Rather than just doing a baseline economic inventory, our approach will be to make economic thinking a part of each step in the process. How can the vision support economic vitality? How can a specific catalyst be funded? How do these improvements or actions contribute to the community's economic base?

Similarly, with public engagement; we want people involved throughout the project in fun and meaningful ways. We will use online tools (web site, front porch forum) to keep the conversations going, but have specific and targeted opportunities for the community to come together to explore ideas.

In the more detailed scope below we will describe how our team will address the requirements of the RFP consistent with the broad strokes of this approach.

## SPECIFIC TASKS

The general guidance for the workplan provided in the RFP provides a great starting point to our approach. The SE Group team has developed this outline based on this workplan but have restructured it a bit to better capture our approach while not missing any core element. It is important, however, to recognize that at the onset of a project it is imperative for the workplan to be adjusted and finalized in direct consultation with the community. Our approach includes a bit more public process than the workplan outlined, which we believe will generate greater community buy in and help build momentum for next steps.

### PHASE 1: ESTABLISHING THE FOUNDATION

An important first step for the project will be to gather together significant threads of information related to existing conditions. This will serve as the foundation on which the Action Plan can be crafted. During this first phase we see several important tasks.

#### TASK A - PROJECT KICK-OFF AND INFORMATION EXCHANGE

Key members of the SE Group team will setup a kickoff meeting with planning staff and community representatives (a Steering Committee of important stakeholders would be ideal). During this meeting we will review the overall project scope, timeline, anticipated deliverables, and community engagement approaches to develop final agreement and consensus. We will also discuss access to key sources of information from both the Town and Regional Commission. SE Group will create an online ONEHUB access site for information exchange. We will also want to clearly define communication protocols so that information exchange is efficient. A specific project point-of-contact (POC) is essential.

#### TASK B - BASE DATA GATHERING

The SE Group project team will fan out and gather relevant plans, studies and statistical information related to existing traffic conditions, economic baselines, infrastructure studies and plans, housing assessments, regional recreation, etc. Where data gaps might be encountered, SE Group will work with the Action Plan Steering Committee and POC to resolve them. GIS and CAD mapping data will be compiled and shared with the entire team via the ONEHUB project site.



## TASK C - BASELINE ASSESSMENTS

The SE Group team will concurrently develop three (3) assessment documents: a Land Use and Infrastructure Assessment, a Community Connectivity Assessment and an Economic/Market Baseline Assessment. Developing these assessments will take full advantage of our deep bench of professionals across multiple disciplines. Specific elements to be explored include:

- Water, sewer, stormwater, telecommunications and electric infrastructure
- Roads and transportation infrastructure (roadways, culverts, bridges, etc.)
- Bicycle and pedestrian facilities including sidewalks and multi-use trails.
- Parks, open spaces and recreational areas
- Streetscape components including trees and lighting, ADA accessibility issues, etc.
- Cultural and arts resources
- Wayfinding and signage systems – gateways, directional and informational
- Natural resource and ecologic data including wetlands, riparian and fluvial erosion zones and identified habitats.
- Existing housing and real estate market data from various local, regional and state sources.
- Review of population and economic census data for the area.
- Review data from tax receipts (sales, food & beverage, etc.) from the State of Vermont
- Review existing zoning regulations, Town Plan, Regional Plan and other policies and ordinances that relate to land use
- Review of housing and land use information (growth, distribution of uses)
- Review past studies and analyses

Inventory work will include site visit(s) to the project area, field measurements (using GPS) in conjunction with desktop review from appropriate sources. Where possible, compiled information will be captured in graphical form in addition to any narrative or tabular form.

These technical assessments will be supplemented with a series of stakeholder engagement efforts and focus groups. Working closely with the POC, SE Group will arrange for face-to-face meetings with key Town departments, business owners, advocacy groups and others that might offer specific guidance on infrastructure, economic and/or cultural resources and conditions. These stakeholder interviews would be general “open” conversations, allowing us to hear diverse perspectives and would be summarized as part of the overall assessment process. Up to five (5) focus group meetings will be held during this effort to capture a range of inputs.

SE Group and Otter Creek Engineering will lead the land use and infrastructure assessment; focusing on identifying land use potential (vacant land, under-utilized land) and the status of existing infrastructure (water, sewer, telecom, etc.). During this effort, SE Group and Otter Creek Engineering will meet with the Village of Hyde Park engineers on ongoing efforts for water/sewer infrastructure as well as Watershed Consulting on stormwater efforts. A meeting with the local school will be conducted to better understand their long-term goals and land use needs.

RSG will lead the transportation review efforts with assistance by SE Group and will develop baseline data related to traffic flows, human mobility, bicycle accommodation, etc. SE Group will place trail counters on the LVRT during the summer months of 2018 to capture existing trail data, providing estimates for monthly and annual usage, busiest time of day and busiest day of the week.

DKA will lead the effort on establishing the baseline economic and market data, with SE Group providing the lead in review of existing regulatory framework. During this task a “Business Roundtable” meeting will be held to help provide qualitative perspective to collected quantitative data.

Each assessment will summarize observations, trends and areas of potential concern. These assessments will not include complete engineering or structural review but will be sufficient enough to identify potential constraints to future land use changes. The three assessments will be formalized into a FOUNDATIONS document that helps define the environment within which future actions must exist. SE Group will present the results of the assessments to the POC and/or Steering Committee. This will provide a “check-in” opportunity for the Project.

## TASK D - VISITOR INTERCEPT SURVEY AND TRAIL COUNTING

The SE Group Project Team will set our own automatic trail counters on the Lamoille Valley Rail Trail for a two-week window during the summer to better understand the existing flow of traffic. Working with a volunteer base and the Steering Committee, the SE Group Project Team will provide a short “intercept” survey on a dedicated tablet we will provide that will ask trail users to describe who they are, what is the zip code where they live, what they are looking for, perceptions of Hyde Park and other relevant datapoints. Takeaway cards can be provided to trail users with a link to an online survey that they can take at their leisure. These same takeaway cards can be provided to local businesses catering to visitors as another means of seeking input from the visitor market. The results from this trail counting and visitor survey work will be summarized in tabular and graphic format. The survey results, both from the demographics of respondents and their answers will be contrasted with the market assessment. We will attempt to target not only recreation users and visitors, but also encourage residents to provide us their survey responses, especially around desired activities in Hyde Park.

❖ **PHASE 1 DELIVERABLES:** Project kick-off notes and public engagement plan, ONEHUB file sharing site documentation, stakeholder meeting notes, project base data including GIS, Foundations Package including the Land Use and Infrastructure Assessment, Community Connectivity Assessment and Economic/Market Assessment, supportive photos, maps, tables, etc.

## PHASE 2: EXPLORING THE VISION

With a firm understanding of the foundation, the next step in the project will be to explore ideas for the vision. Development of this vision will take place over several community meetings and will include the following tasks:

### TASK A - COMMUNITY WORKSHOP #1 - CONNECTING HYDE PARK - WHERE ARE THE OPPORTUNITIES?

The first task for this phase will be to conduct a public engagement workshop to bring the community together to reflect on past efforts and the result of the Foundations Document. The form of this meeting would be both information (presentation) and interactive. Stations at the meeting would be setup to explore various opportunities to get community feedback. Stations might include:

- INTEGRATING RECREATION
- ENHANCING PEDESTRIAN MOBILITY
- PARKING AND CURB APPEAL
- CONNECTING TO THE LAMOILLE VALLEY RAIL TRAIL

- SUPPORTING A STRONG LOCAL ECONOMY
- DEFINING A COMMUNITY BRAND

SE Group project team members would be available at each station to ask questions, discuss ideas and gather input. Graphics will be provided for each station to support takeaways from the assessment; highlighting key opportunities or constraints.

We also propose to have a 4'x4' ortho-photographic map of the project area (at an appropriate scale) printed onto durable mylar (i.e. you can walk all over it!). This map will be used as a focal point of the meeting, allowing participants to “walk around” town, place post-it notes and explore ideas on trace paper. A kid’s area would be setup at the meeting site to encourage commuting parents to come (kids can play with a large map and legos too!). All engagement and outreach efforts would be coordinated closely with the POC, warned and advertised and results would be captured in a brief summary and made available to the Town for presentation on its website and/or via Front Porch Forum.

### TASK B - COMMUNITY SURVEY

We often find it valuable to follow-up a community meeting with a web-based (surveygizmo) online survey. We are not looking for statistical relevancy but want to see if we can help broaden the conversations heard at the meeting to some new voices. For this project the online survey might touch on elements of the stations (above) or drill down more specifically into some core issues— *What words best describe your community brand?*, *What is the biggest barrier to connecting to the green river reservoir?* or *How often is parking a problem?*

The results of the survey would be provided in tabular and graphic format and also distributed to the Town for presentation on its website and/or via Front Porch Forum.



## TASK C - DEVELOPING CONCEPTUAL IDEAS

Based on the feedback from the 1st Community Meeting and the community survey, SE Group will explore specific conceptual plans that illustrate creative responses to the identified constraints. We will prepare two plans; one covering the downtown and the other the basin. Plans may also include alternatives and be supported by clear graphics and illustrations. Elements of the plans will address the items described in the RFP:

- Crossing Route 15 to enhance the connection within the community and outwards to regional recreation opportunities
- Revitalizing Main Street - new commerce and public spaces / enhancement of existing or new development
- Streetscape Improvement
- Pedestrian Improvements
- Connecting Hyde Park Together

The SE Group project team will meet with the Steering Committee prior to a 2nd workshop to review the ideas and concepts.

## TASK D - COMMUNITY WORKSHOP #2 - CONNECTING HYDE PARK - EXPLORING IDEAS

The second community meeting will be really FUN! The SE Group Project Team will come prepared to present the ideas we generated from the assessment, but we want to hear from the community! After an overview presentation, the participants will break down into several groups, each led by a facilitator. Depending on the number of participants, we might have 2-4 groups. Each group will further explore specific ideas (trails, business improvements, access, parking, etc.) and come back at the close of the meeting to summarize their thoughts. We will also bring out the 4'x4' orthophoto! We will use the ideas the SE Group project team generated as a kick-start to the conversation.

At the meeting wrap-up, the SE Group Project Team will try to gauge top priorities and key opportunities. The results of the sessions (including the sketches) will be scanned and compiled into a brief summary for the town to present on its website and/or via Front Porch Forum.

## TASK E - REFINING IDEAS

Based on the feedback from the 2nd Community Meeting, the SE Group Project Team will refine the conceptual ideas. Project graphics (including sections and 3D) will be created to support the elements of the plan. Specific catalyst projects that help propel specific ideas forward will be more fully explored. These catalysts will address downtown, basin and economic development ideas.

- ❖ **PHASE 2 DELIVERABLES:** Community Workshop #1 supportive graphics and summary, Community Survey summary, Conceptual plans for downtown and basin including any alternatives, sections or supportive illustrations, meeting review notes of concept plans from Steering Committee meeting, trail counting and trail traffic volume assessment, trail intercept survey results, Community Workshop #2 supportive graphics and summary, refined conceptual plans with supportive graphics.

## PHASE 3: DEFINING ACTION

A key purpose of this ACTION plan is to promote progress. The ideas and catalysts identified in Phase 2 will now need to be more fully presented and prioritized within a series of engagement efforts. Catalyst ideas will be summarized based on their relative cost, the barriers to their advancement (physical, regulatory, environmental), their ability to be phased, and their ability to leverage outside resources. A plan of ACTION will be developed to show a roadmap for their implementation.

### TASK A - STEERING COMMITTEE MEETING

The SE Group Project Team will meet with the Steering Committee to review the ideas expressed in the conceptual plans. During this meeting we expect a free exchange of comment on what are the priorities, how we might address costs or technical issues, what are the economic impacts of these ideas, etc. This task allows us to come back to the Steering Committee and stakeholders for a “reality check” on ideas to make sure they are actionable and realistic.

### TASK B - ESTABLISHING AN ACTION PLAN

Based on the feedback from the above discussion, the SE Group Team will craft elements of the “action plan” for the document. This step will include identifying priorities from public engagement, summarizing each of the ideas including recommendations for regulatory and non-regulatory policy changes to address specific ideas. Suggestions on approaches for public-private partnerships will be discussed as will innovative ways to provide financing of projects (kickstarter!). State and federal funding sources and approaches will be identified. We will also specifically address how to take full advantage of the New Market Tax Credits.

The action plan elements will also speak also to operational and infrastructure issues as they relate to the ideas in the plan. The economic “enhancement” capacity for ideas will also be described. Discussions on the potential role of Capital Improvement Plan, local option taxes, special assessments, tax incremental financing, and impact fees, etc. will also be discussed. The action plan will reflect the themes of the project.

### TASK C - REVIEW OF ACTION PLAN

The SE Group Project Team will conduct a meeting with the Steering Committee to review the Action Plan for comment. We will work hard with the Steering Committee to ensure project phasing will align with the community’s values and provide a logical progression for implementation to facilitate the achievement of both “quick wins” and more aspirational, long-term strategies in the current funding environment in Vermont.” The final Action Plan will be incorporated into the overall Plan document.

❖ **PHASE 3 DELIVERABLES:** Steering committee discussion notes and summary, draft and final ACTION plan.

## PHASE 4: COMMUNICATING THE PLAN

The typical approach SE Group takes in developing its master plans is to “build them as we go”—construct the document as each phase of work is done so that at the end it’s mostly about finishing touches. We intend to do that here.

### TASK A - DRAFT AND FINAL PLAN

SE Group will prepare a robust Hyde Park Action Plan, graphic rich with just enough text to help tell the story. This document will summarize the foundation, explore the ideas and identify the actions. Appendices will be prepared that provide all the details (assessments, survey results, etc.) Given the need for graphics, we expect the master plan document will be 11x17 in format (landscape).

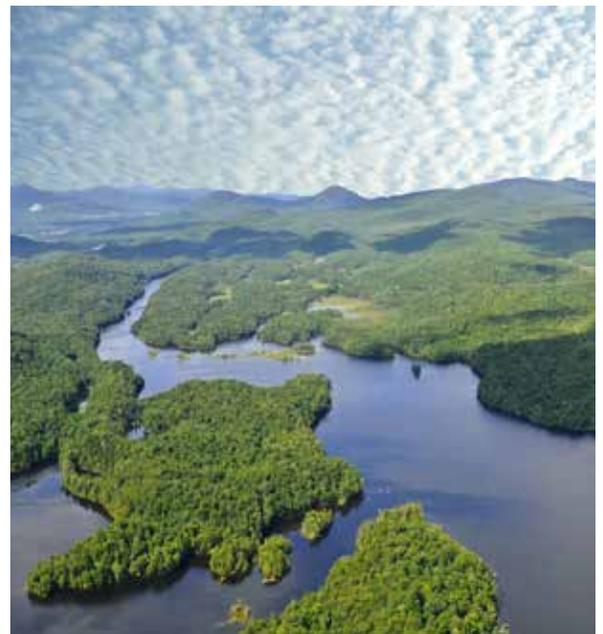
The executive summary to the master plan will be “stand alone”; capable of communicating the project in its entirety. This will be designed like a marketing piece – something that can be shared broadly and tell the compelling story of Hyde Park. Photos, elements of the plan and crisp narrative will highlight the piece.

SE Group will provide a draft version to the Steering Committee for review and comment and then finalize. All documents will be prepared in Adobe InDesign and delivered electronically as PDF files.

### TASK B - FINAL PRESENTATION

SE Group will hold a final public meeting to communicate the results of the Plan, highlighting key outcomes and actions to come.

- ❖ **PHASE 4 DELIVERABLES:** Draft and Final Master Plan document with supportive appendices and “stand alone” executive summary in PDF format. All final project materials, graphics, files and supportive elements.



# Engagement Throughout

- ❖ **PROGRESS MEETINGS WITH STEERING COMMITTEE**

These meetings with consultant team members and the Steering Committee will be key to checking in on the progress of the project, discussing next steps, and ensuring that each community engagement element is crafted and marketed for maximum impact.
- ❖ **THREE (3) MAJOR COMMUNITY EVENTS**

The community events will include interactive workshops, presentation and open houses. These events will seek diverse input and mix things up. Walk-in and pop-up ideas can be used if appropriate.
- ❖ **USE OF PROJECT WEBSITE**

This provides a platform for marketing events, as well as serve as a communication tool and gather input from both year-round and part-time residents, as well as visitors.
- ❖ **WIKI MAPS**

A WikiMap is an online editable map that allows users to provide location-specific comments, as well as draw trail lines and connections on a digital map similar to the Google Maps interface. WikiMaps allow respondents to identify trails or trail connections, safety hazards, intersection improvements, and other ideas to locations within a project area. These can be integrated into Storybooks for maximum value!
- ❖ **INTERCEPT SURVEYS**

During the Phase 1, trail users and visitors will be given short interviews on their experience of the LVRT and Hyde Park.
- ❖ **WEB SURVEYS AND POLLS**

Simple web surveys will be used to gather feedback from folks unable to attend in-person events.
- ❖ **USE OF LOCAL MEDIA**

Project announcements placed in local media outlets (newspaper/radio/banners) will help spread the word and message out to the community.
- ❖ **TRAIL COUNTERS**

SE Group maintains its own trail data loggers and has used these tools to help communities and organization understand who (and how many) people are visiting. SE Group has worked with Catamount Trails and RASTA on recent counts to support economic analysis work.

# TEAM QUALIFICATIONS

**SE Group** works with communities to envision and articulate their essence, thereby unlocking potential and maximizing opportunities. Our work includes:

- Comprehensive master planning
- Site and land use planning
- Project management
- Community engagement + visioning
- Landscape design + architecture
- Connectivity + mobility planning

We are an integrated team of seasoned professionals that includes community planners, landscape architects, open space and recreation specialists, environmental planners, and engagement specialists. Qualifications for the proposed team for this project are provided on the following pages. All members of our team have been involved with the relevant projects presented in our proposal and have significant experience working on projects similar in scope to this project

Additionally, our team benefits from 60 years of company experience working in places—including many right here in Vermont—where “quality of life” is often the defining community objective. Our company focus is in communities influenced by a strong commitment to sustaining the natural environment, that are shaped by visitation and tourism, that promote and encourage access to the outdoors, and that value planning to establish a strong economic framework for the future. Through the years, we’ve become leading experts in working with communities in fragile environments where short-term choices have profound long-term effects.

Our experience has taught us that:

***Great communities know who they are.*** They have a vibe and character that defines why people live there. Their uniqueness and authenticity are essential to their being. We know that great long-term plans are built by embracing what brings a community together.

***Just as no two communities are alike, no two community planning projects are alike.*** We listen and work closely with clients to tailor the approach that makes the best sense for their community, customizing our processes and public engagement efforts, accordingly.

***The best processes balance the interests of people, property, place, and profitability.*** Doing this takes deep listening, experience, and a highly thoughtful approach that examines multiple scales of decision-making: long and short term, fine and large grain, etc.

***Planning is about pragmatism wrapped around a clear vision.*** We work with communities to develop and communicate that vision in a clear, inspiring way. Inspiring graphics, clear maps and succinct policies, and easy-to-use documents are hallmarks of SE Group’s work.

We’ve had the honor of recently working with the following communities:

- Town of Chester, Vermont
- Town of Essex, Vermont
- Mad River Valley, Vermont
- Town of Waterville Valley, New Hampshire
- City of St. Albans, Vermont
- City of Burlington, Vermont
- City of South Burlington, Vermont
- Town of Fairfax, Vermont
- City of Lebanon, New Hampshire
- Town of Frisco, Colorado
- Estes Valley, Colorado
- Silverthorn, Colorado

The value of our experience goes far beyond the know-how we’ve gained from thousands of projects. The real value is the wisdom that comes with it, and our proven ability to find the opportunities in rapid and continuous change. We bring that experience to our clients, and to each and every project.

# THE VALUE OF EXPERIENCE

**SE Group has been helping plan and design communities for 60 years.**

*In that time, we've worked on thousands of projects around the world. Those projects have been incredibly diverse from their vision and ambition, to where they're located, to the kinds of environments in which they take place. Best of all, they've given us not only a deep well of technical expertise, but a comprehensive knowledge of how to get things done.*

*Here's what experience has taught us, and the wisdom that guides our work.*



## **Strategy throughout.**

Strategy is a mindset. "Set it and forget" doesn't work—strategic thinking needs to be integrated in every decision. Always ask "why" before determining the what's, the where's, and the how's.



## **Complexity is inevitable. Embrace it.**

It seems complicated, and it is. And if it seems simple, it's still complicated. Doing work that involves natural environments is hard. Natural and human systems are interconnected. The right solutions involve seeing, understanding, and picking apart those intricacies.



## **Innovation is born of experience.**

Just because it worked before doesn't mean it will work in the future; but just because it's new and different doesn't mean it's the right answer, either. It takes wisdom to know what's best.



## **Engagement builds respect.**

Helping people enjoy the outdoors—through recreation and everything associated with it—is one of the most powerful ways to build respect for the natural environment. Make it easy to access, straightforward to understand, a joy to use and a moment to remember.



## **Lasting success is the goal.**

Success lies in considering sustainability in its broadest context as it pertains to the environment, business, operations, and even design. The challenge is in striking that balance and finding compromises you can live with. Take heart—it is possible.



## **Design bonds people to place.**

Design elevates the human experience—it is not design for design's sake. Simply looking good is not enough; relationships are created by experience, not Instagram moments. Small moments and gestures matter. Authenticity and uniqueness create identity—they should be celebrated.



RSG will serve as the Transportation Planning Consultant for this contract. Established in 1986, RSG has influenced innovations in transportation over the last 30+ years. Comprehensive transportation planning requires a multidisciplinary approach to identify and develop appropriate solutions. RSG's blend of transportation and market knowledge - and our unique set of multidisciplinary capabilities - yields innovative, actionable, and cost-effective results.

RSG is a 100% employee-owned (ESOP) company and has been honored with several national workplace excellence awards. RSG is headquartered in White River Junction, VT, with our work on this project being serviced out of our Burlington office.

**Jonathan Slason, PE** will provide senior technical inputs and lead the RSG effort on this project. Jon focuses on our connections with our built environment through the ways we plan for, design, and continue to maintain and fund our infrastructure. He manages RSG's east coast traffic operations, transportation planning, and engineering design practice utilizing his years of consulting experience analyzing, designing, permitting and constructing transportation facilities locally and abroad.

Jonathan managed the survey work on North Avenue in Burlington, VT to obtain user input to assess how community members viewed specific investments. This work highlights Jonathan's ability to manage a politically sensitive process while handling the concerns of citizens and using a variety of tools to communicate and bring divided groups together.

Jonathan focuses his technical skills on projects that combine economics, land use changes, and strategic thinking. His experience in transportation operations has been valuable on several projects from simple traffic impact studies to policy questions of congestion equity. Recent work has focused on impact fees (St. Albans, Essex, So. Burlington, Williston Jacksonville), fair share contributions (Exit 12 TID), updating the City of South Burlington Traffic Overlay District, and conducting scoping studies for a variety of projects in Vermont.

He appreciates the unique aspects that every community brings and that a one size fits all approach won't work. Jonathan thrives when developing solutions between the tension of urban infill, walkable and bicycle designs, and truly livable communities and the larger needs of through traffic, and land uses that require capacity and faster mobility. Developing land use regulations and design standards that appreciate the varying needs within a community is central to this project and aligns with Jonathan's skills and experiences.

**Corey Mack, PE** supports RSG's traffic operations, transportation planning, and engineering design practices. Corey excels at analyzing, designing, permitting, and constructing transportation facilities, from freeways and highways to bike paths and sidewalks, and from project initiation and grant applications through final design and construction administration. He enjoys working with communities to identify challenges, inform discussion, and develop solutions through public engagement. While proficient in computer modeling, assembling conceptual plans, and preparing construction documents, Corey finds real excitement in guiding public conversations through the transportation decision process. He is actively leading several scoping studies and roadway reconstructions including a road diet transformation in Manchester, VT. Corey led the completion of the Exit 16 Temporary Traffic Management Plan. This was first for VTrans –to consider an array of construction methods for the planned DDI and identified constraints prior to contractor selection for the complicated construction project in a congested corridor. Corey led the successful scoping study for the South Winooski Avenue/Howard Street/St. Paul intersection in Burlington that incorporated a variety of public engagement methods including a 'Quick Build Trial' and numerous meetings with the local neighborhood group.



## **OTTER CREEK ENGINEERING**

Otter Creek Engineering, established in 1998, is a highly respected Vermont civil engineering consulting firm, specializing in the evaluation, design, permitting and construction administration of municipal water, wastewater, roadway, drainage, hydrogeology and environmental remediation, as well as institutional and commercial site improvements. However, the largest segment of our work, about two thirds, is the evaluation, design and construction phase engineering of municipal water and wastewater projects.

As a Vermont firm, with seventeen employees and offices in East Middlebury and Rutland, we have designed and overseen construction of dozens of water and wastewater system improvements throughout the entire state, both very large and very small. Our principals have been the primary engineering consultant in many of these communities for decades.

The goal of Otter Creek Engineering has always been to establish long term working relationships with our clients. We have provided continual consulting services to many clients, on multiple projects, since the firm was established. Therefore, high quality services and client satisfaction are a primary emphasis in all that we do.

## **DOUG KENNEDY ADVISORS**

Doug Kennedy Advisors has been providing research, analyses, and strategies for clients' real estate opportunities for over 38 years. They take a practical approach to real estate markets and development issues and focus on providing strategies that allow their clients to make informed decisions in an ever-changing market. With decades of experience in the New England region, they understand the complexities and realities of the regional real estate market and economic conditions. They work with communities like Enosburg Falls in exploring how to maximize opportunities and will bring that expertise to this engagement. Doug has also worked extensively in tourism and recreationally-driven communities, spending several years working with SE Group. Recently Doug worked with the Town of Morrisville to better understand its role with the regional economy and collaborated with SE Group on the highly successful Mad River Valley Economic Study which has served as a baseline for that region to explore strategies for increased economic vitality.

## KEY PERSONNEL & EXPERIENCE

We have assembled a seasoned team for the Hyde Park Main Street Action Plan, which includes:

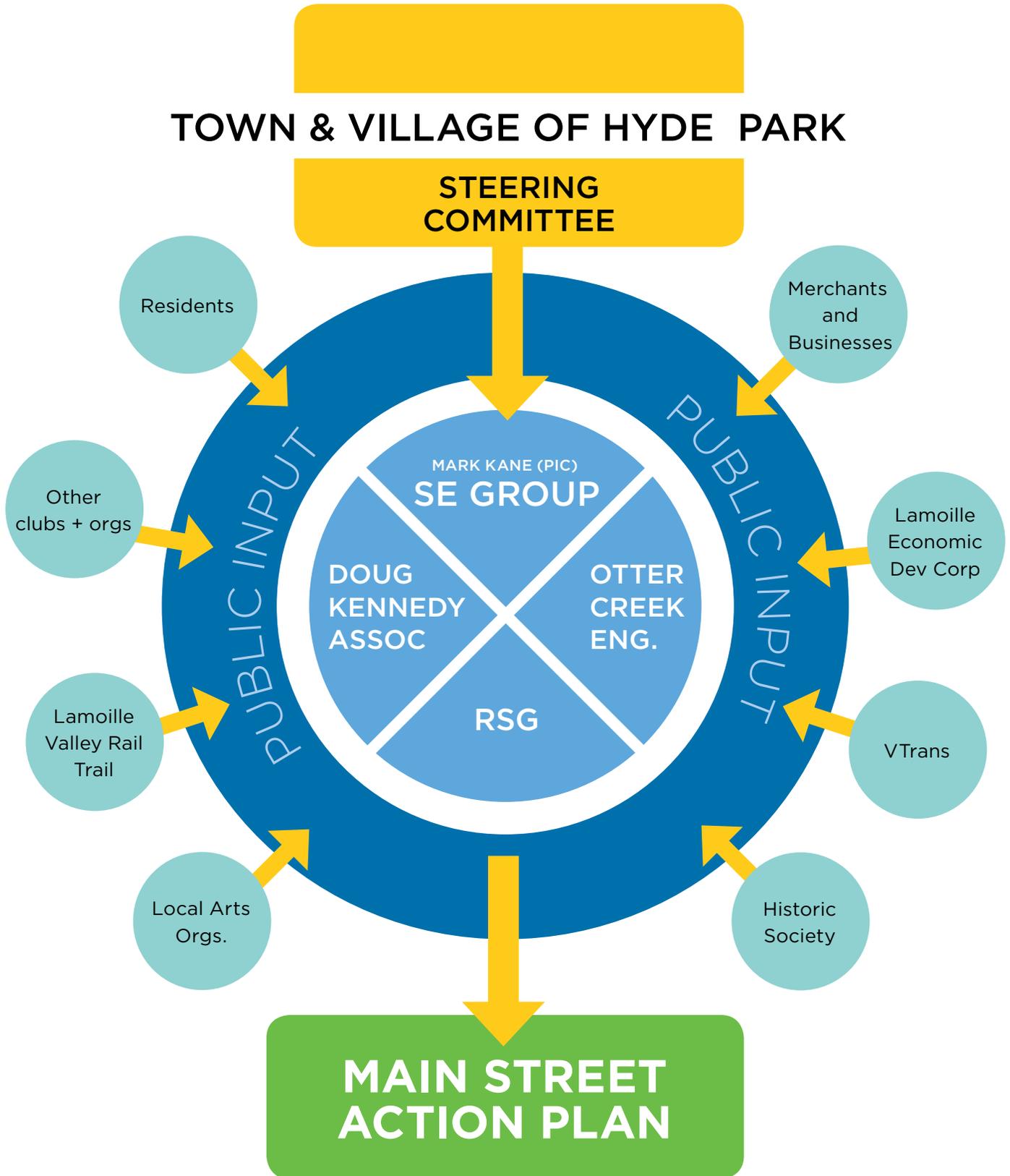
- Community Planners
- Landscape Architects
- Recreation and Trails Planners
- Transportation Engineers
- Market and Real Estate Specialists
- Public Engagement and Participation Process Specialists
- Graphic Artists

Mark Kane, of SE Group (the Prime Contractor), will serve as the Principal-in-charge and Project Manager. Drew Pollak-Bruce, also of SE Group, will assist in Project Management and will help coordinate the day-to-day efforts of the project team.

Key personnel and their roles for this project are identified in the table below. Resumes of all key staff are provided on the following pages.

Team Member	Project Role
Mark Kane, <i>Director of Community Planning &amp; Design</i> SE Group	Principal-in-charge and Community Engagement
Drew Pollak-Bruce, <i>Associate</i> SE Group	Economic Development, Trails Analysis, and Community Engagement
Gabby Voeller, <i>Associate</i> SE Group	Mobility and Connectivity Planning, and Community Engagement
Patrick Olstad, <i>Associate</i> SE Group	Landscape Architecture, Wayfinding, and Community Engagement
Elizabeth Grades, <i>Staff</i> SE Group	Graphic Design and Mapping
Ellie Wachtel, <i>Staff</i> SE Group	Writing, Research, and Community Engagement
Jonathan Slason, PE RSG	Transportation Engineering
Corey Mack, PE RSG	Project Engineer
Craig Jewett Otter Creek Engineering	Infrastructure Assessment
Doug Kennedy Doug Kennedy Advisors	Market Analysis and Economic Development Strategies

# TEAM ORGANIZATION



**MARK D. KANE, APA**

DIRECTOR OF COMMUNITY PLANNING & DESIGN



Mark helps communities defined by outdoor recreation, the rural lifestyle, and tourism unlock and maximize economic, environmental, aesthetic, and recreational character—and potential—through community and land use planning, permitting, and entitlement. Mark brings together deep community planning expertise; an intuitive and informed understanding of how to bring together diverse communities for long term consensus and gain; and a profound commitment to helping small communities find, articulate, tap into, and retain what makes them special.

**Areas of Expertise**

- Regional + Land Use Planning
- Community Planning
- Engagement and Strategic Planning

**Affiliations/Memberships**

- American Planning Association/Vermont Planners Association, President
- American Planning Association, Northern New England Chapter
- American Planning Association, Colorado Chapter
- American Society of Landscape Architects

**Awards**

- VPA 2018 Plan of the Year and VTASLA 2018 Merit Award, Town of Chester Village Plan
- Merit Award for Outstanding Project, APA Colorado, Town of Ridgway Land Use Plan Update, 2012
- Honor Award for Sustainability and Environmental Planning, APA Colorado, Town of Nederland Comprehensive Plan Update, 2014
- Merit Award for Innovation/ Creative Partnerships, Colorado APA, Emerald Mountain Park Master Plan, 2014

**Experience**

Mark has been with SE Group since 2000 and has over 25 years of experience in land use planning, analysis and engagement. Mark is a frequent speaker at conferences on topics as diverse as community planning in recreationally-driven communities and how the human environment can evolve, sustainably and in concert with natural and economic advantage.

Mark has a Bachelor of Science, School of Natural Resources - Environmental Studies from the University of Vermont.

**Contact:** [mkane@segroup.com](mailto:mkane@segroup.com) | (802) 735-9150

**Projects**

- Town of Chester Village Center Master Plan, Vermont
- Essex Town Center Master Plan, Vermont (ongoing)
- Pagosa Springs 2018 Comprehensive Plan, Colorado
- City of Cañon City Arkansas River Corridor Master Plan, Colorado
- Clear Creek County 2017 Community Master Plan, Colorado
- City of South Burlington Underwood Park Master Plan, Vermont (ongoing)
- City of South Burlington Underwood Park Vision Framework, Vermont
- Emerald Mountain Park Master Plan, Colorado
- Mad River Valley Economic Study, Vermont
- Estes Valley Recreation and Parks District Master Trails Plan, Colorado
- Mt. Crested Butte Town Center Master Plan, Colorado
- Town of Frisco Development Code, Colorado
- Town of Nederland Comprehensive Plan, Colorado
- Town of Ridgway Land Use Plan 2011 Update, Colorado
- Town of Silverthorne Comprehensive Plan, Colorado
- Town of Silverthorne Parks, Open Space and Trails Master Plan, Colorado
- Town of Telluride - Conceptual Land Development Study, Colorado
- Town of Waterville Valley Pedestrian Revitalization Study, New Hampshire
- Sun Valley Economic Development (SVED) - Future of Mountain Towns Conference 2017.
- Glacier-Winner Creek Land Use Plan - Girdwood 2020, Alaska

**DREW POLLAK-BRUCE, CPRP**

## ASSOCIATE



Thoughtful and detailed, Drew is attentive to the modern challenges in today's planning arena. Drew is a skilled analyst and planner who recognizes opportunities to bridge gaps and build workable solutions. His specialized knowledge and tools gained from work experience and academia empower clients to craft sustainable plans and policies that fulfill their vision for the future.

**Experience**

Drew has a wide-ranging background in land use, multi-modal transportation and trails planning, parks and recreation planning, public policy, growth management, community development, tourism economic analysis and public participation. He has been an integral part of SE Group since 2011.

Drew has a Master of Regional Planning from Cornell University and a Bachelor of Arts in Political Science and History from the University of Colorado, Boulder.

**Contact:** [dbruce@segroun.com](mailto:dbruce@segroun.com) | (802) 735-9144

**Areas of Expertise**

- Community Planning
- Parks, Trails and Recreation Planning
- Tourism-Economic Analysis

**Professional Certifications**

- Parks and Recreation Certified Professional (CPRP)

**Affiliations/Memberships**

- Vermont Planners Association – Member
- American Planning Association – Member
- Young Professionals in Transportation, Burlington Chapter - Chairman of the Board
- Association of Pedestrian and Bicycle Professionals - Member
- Vermont Recreation and Parks Association - Member
- Congress for the New Urbanism - Member

**Awards**

- VPA 2018 Plan of the Year and VTASLA 2018 Merit Award, Town of Chester Village Plan
- Honor Award for Sustainability and Environmental Permitting, Town of Nederland Comprehensive Plan Update, 2014
- Merit Award for Outstanding Project, APA Colorado, Town of Ridgway Land Use Plan Update, 2012

**Projects**

- City of Lebanon Vision Plan Branding Guidebook, New Hampshire
- Essex Town Center Master Plan, Vermont
- Mad River Valley Economic Study, Vermont
- Mad River Valley MRV Moves Active Transportation Plan, Vermont
- Town of Chester Village Center Master Plan, Vermont
- Town of Waterville Valley Pedestrian Revitalization Study, New Hampshire
- Underwood Park Vision Framework, Vermont
- Vermont Town Forest Recreation Planning Assistance, Vermont
- City of Cañon City Arkansas River Corridor Master Plan, Colorado
- Estes Valley Recreation and Parks District Master Trails Plan, Colorado
- Hunter Creek-Smuggler Mountain Cooperative Plan, Colorado
- Teton Village Comparable Communities Analysis, Wyoming
- Town of Nederland Comprehensive Plan Update, Colorado
- Town of Ridgway Land Use Plan - 2011 Update, Colorado
- Town of Silverthorne Parks, Open Space, and Trails Master Plan, Colorado
- Town of Snowmass Village Parks, Open Space, Trails and Recreation Master Plan Town of Chester Village Center Master Plan, Vermont
- City of Kingston Greenline Trail Feasibility Study, New York\*
- City of Oneida Bicycle and Pedestrian Connectivity Plan, New York\*
- Town of Andes Trail User Survey and Analysis for the Andes Rail Trail, NY\*
- Village of Clyde Lauraville Landing Canal Park Concept Plan and Recreational Needs Assessment, New York\*

*\* Indicates projects completed while employed by Parks and Trails New York or at Cornell University*

## GABBY VOELLER, AICP

### ASSOCIATE



Gabby is a multi-faceted planner with a passion for helping clients solve the most complex problems facing their communities—applying both technical and analytical skills to all aspects of the planning process. Gabby approaches projects with a mind geared toward seeking out innovative and engaging solutions that move communities closer towards their vision and goals.

#### Experience

Working in both private and public sectors, Gabby has widespread knowledge and experience managing multi-modal transportation planning, recreation and trails planning, and community planning and development projects. She excels at crafting and facilitating creative public engagement processes and making compelling maps and infographics for plan documents. Gabby joined the SE Group team early in 2016.

Gabby has a Master of Regional Planning from Cornell University and a Bachelor of Science in Chemistry and Environmental Studies from Bates College.

#### Areas of Expertise

- Community Planning
- Transportation Planning/  
Land Use + Transportation  
Modeling
- Community Engagement

#### Affiliations/Memberships

- American Planning Association, Colorado Chapter, Northern New England Chapter
- Vermont Planners Association – Member
- WalkDenver (former Board Member)

#### Presentations

- “UrbanSim,” APA Colorado conference, 2014
- “Creating Connections between Recreation and Transportation,” APA Colorado conference, 2016
- “Partnering with Colorado’s Public Land Managers,” APA Colorado conference, 2017

#### Projects

- City of Fort Morgan Trails Master Plan, Colorado (ongoing)
- Cuchara Mountain Park Master Plan, Colorado (ongoing)
- Pagosa Springs 2018 Comprehensive Plan, Colorado (in draft review)
- City of Cañon City Arkansas River Corridor Master Plan, Colorado
- Clear Creek County 2017 Community Master Plan, Colorado
- Estes Valley Recreation and Park District Comprehensive Master Trails Plan, Colorado
- Town of Frisco Trails Master Plan, Colorado
- Town of Frisco Three Mile Plan, Colorado
- Town of Snowmass Village Parks, Open Space, Trails and Recreation Plan, Colorado
- Town of Snowmass Village Community Connectivity Plan, Colorado\*
- City of Denver Protected Bicycle Facility Design, Colorado\*
- Wheat Ridge 38th Avenue Complete Streets Study, Colorado\*
- University of Denver Transportation Master Plan, Colorado\*
- City of Denver Brighton Boulevard Cycletrack Design and Pedestrian Signal Design, Colorado\*

\* Indicates projects completed while at Fehr & Peers

**PATRICK OLSTAD, ASLA, PLA, LEED AP**  
ASSOCIATE LANDSCAPE ARCHITECT



**Areas of Expertise**

- Master Planning
- Site Planning and Design
- Public Process
- Aesthetic Analysis

**Affiliations/Memberships**

- American Society of Landscape Architects

**Registration**

- Registered Landscape Architect: Vermont #0133714

With a sensitivity to the uniqueness of place, Patrick seeks to create spaces that are both functional and aesthetically inspiring. He has a strong artistic sensibility for materials and forms that are expressed through custom design details. Additionally, as a LEED accredited professional, Patrick finds opportunities to integrate ecological and low-impact design strategies into each project's aesthetic. With his affable demeanor, he easily develops strong client relationships that are enriched through collaboration—knowing that the best project outcomes come about when multiple perspectives are incorporated into the design and planning process.

**Experience**

Patrick is a licensed landscape architect with over 20 years of experience with a variety of project types spanning multiple scales. He has demonstrated success leading multi-disciplinary project teams from the conceptual design stage through permitting to construction with a great attention to detail.

Patrick's work has received recognition through multiple awards, and he has been a featured speaker for the Vermont Urban and Community Forestry Tree Stewards Conference.

Patrick has a Bachelor of Science in Landscape Architecture (Magna cum laude) from Cal Poly San Luis Obispo, and he spent a formative year abroad studying landscape architecture at the Agricultural University of Norway.

**Projects**

- City of South Burlington Market Street Reconstruction, Vermont
- City of South Burlington Underwood Park Master Plan, Vermont
- Town of Chester Wayfinding Master Plan, Vermont
- Muckcross State Park Master Plan, Vermont
- Quarry Road Recreation Area Master Plan, Maine
- Alburgh Dunes State Park Day-use Facility Design, Vermont\*
- City of Driggs Wayfinding Plan, Idaho\*
- City of South Burlington Dumont Park Design, Vermont\*
- City of Winooski Downtown Redevelopment Plan, Vermont\*
- ECHO, Leahy Center for Lake Champlain Site Plan, Vermont\*
- Mountain Village Charter School Master Plan, Vermont\*
- Sentinel Rock State Park Design, Vermont\*
- Town of Danville Transportation Enhancements Project, Vermont\*
- Town of Hanover South Block Mixed-Use Development, New Hampshire\*
- Town of Killington Streetscape Planning and Conceptual Design, Vermont\*

*\* Indicates projects completed while employed at other firms.*

## LIZ GRADES

### LANDSCAPE ARCHITECT



#### Areas of Expertise

- Site Planning + Design
- Graphic Design
- Trail Design + Construction

#### Affiliations/Memberships

- Vermont Planners Association – Member
- Adirondack Powder Skier Association - Founding Board Member

Liz approaches each design project with a fresh perspective—she is continually exploring new and innovative ways of connecting people with place. Her passion for sustainable design is balanced by a practical knowledge of how things are built. Liz’s creative process thrives in the collaborative and multi-disciplinary environment typical of SE Group projects and teams.

#### Experience

She brings her Fine Arts background and formidable graphic skills to each project, helping elevate the visual communication of the team and creating stronger connections between our clients and the work we do for them.

Liz has a Master of Landscape Architecture from State University of New York Environmental Science and Forestry, along with a Bachelor of Fine Arts from State University of New York at Plattsburgh.

#### Projects

- Village Center Master Plan, Chester, Vermont
- Town of Chester Wayfinding Master Plan, Vermont
- Essex Town Center Master Plan, Essex, Vermont
- Cuchara Mountain Park Master Plan, Colorado (on-going)
- City of Fort Morgan Master Trails Plan, Colorado
- Fairfax Gateway Study, Fairfax, Vermont
- Frisco Trails Master Plan, Frisco, Colorado
- Essex Town Center Master Plan, Vermont
- Town of Snowmass Village Parks, Open Space, Trails and Recreation Master Plan, Colorado
- Mad River Valley - MRVMoves Active Transportation Plan, Vermont
- Estes Valley Recreation and Park District Comprehensive Master Trails Plan, Colorado
- Bogus Basin Strategic Business Plan, Idaho
- Bogus Basin Feasibility Study, Idaho
- Bogus Basin Master Trails Plan, Idaho
- Town of Frisco Design Standards Guidebook, Colorado
- City of South Burlington Form Based Code Graphics, Vermont
- Green Mountain Power, Champlain Community Energy, Vermont
- Grand Targhee Resort Development Prospectus, Wyoming
- Mount Shasta Ski Park Development Prospectus, California
- Bear Mountain State Park/The Appalachian Trail and Bear Mountain Trails Project, New York
- Fallingwater, Pennsylvania

**ELLIE WACHTEL**

## STAFF

**Areas of Expertise**

- Community Planning
- Spatial Analysis + GIS
- Community Engagement

**Professional Certification**

- Congress for the New Urbanism - Member

Naturally inquisitive and quick to embrace a good challenge, Ellie is well suited to the role of a planner. She genuinely enjoys figuring out what makes a community tick, and helping them enact change in their own backyard. She is a keen observer and has the ability to connect the small details to the bigger picture, which is invaluable to the planning process.

**Experience**

Ellie joined SE Group in 2017 with an academic background that combined the humanities, environmental, and quantitative studies.

Ellie's interest in planning grew while conducting research and public engagement for a river revitalization project. Using large-scale historical maps, she offered a spatial history that highlighted the impacts of past city planning to advocate for trails, parks, and corridor development along the river. Her experience includes mapping, community surveys, and blending natural and cultural histories.

Ellie has a Bachelor of Arts in Math and History from Williams College.

**Projects**

- City of Fort Morgan Trails Master Plan, Colorado (ongoing)
- Cuchara Mountain Park Master Plan, Colorado (ongoing)
- Pagosa Springs Comprehensive Plan, Colorado
- Essex Town Center Master Plan, Essex, Vermont
- City of Cañon City Arkansas River Corridor Master Plan, Colorado
- Town of Frisco Three Mile Plan, Colorado
- Town of Vail Trails Conceptual Planning, Colorado
- Vermont Town Forest Recreation Planning Assistance, Vermont



## JONATHAN SLASON, PE

Director

**EXPERIENCE** | 12 Years

**EDUCATION** | BS, Civil and BS Economics, RPI

**LICENSES** | P.E. Vermont #9353

## BIO

Jonathan Slason, PE, focuses on our connections with our built environment through the ways we plan for, design, and continue to maintain and fund our infrastructure. He manages RSG's traffic operations, transportation planning, and engineering design practices bringing over a decade of consulting experience analyzing, designing, permitting and constructing transportation facilities locally and abroad. Jonathan's education in economics and civil engineering combine to enable him to take the conceptual and translate that into tangible action.

## PROJECT EXPERIENCE

**Project Management.** Jonathan has managed planning and design projects from \$10k to \$600k, using appropriate tools of schedules, risk registers, QA/QC processes, public engagement, and client engagement. Central to his approach is frequent and clear communication with all stakeholders – especially the direct client. The Burlington Railyard Scoping study is a complex active project requiring significant project management to align all parties and move toward completion.

**ITS Design.** Managed and designed numerous traffic signal designs and fiber interconnects in Vermont and New Zealand. From isolated traffic signals to interchanges, to complicated rail and transit pre-emption designs. Jonathan was responsible for preliminary through construction supervision for over forty traffic signals since 2008. Vermont designs include I-89 Exit 12, Battery St-Cherry St in Burlington, UVM-Morrill Hall. Active work involves DSRC communications with vehicle and signal interactions in urban parts of Boston to improve signalized intersection capacity.

**Policy and Planning.** Development of concept land use implications for CAV implementation in the Chittenden County MPO LRTP. Conducted research for VTrans evaluate changes to the congestion measures used to determine significance of impact. Numerous literature reviews on funding and revenue sources for transportation infrastructure. Working with communities to develop progressive transportation congestion policy to achieve zoning and land use density goals.

**Corridor and Regional Transportation Studies.** Managed and technically led over a dozen corridor or regional transportation studies identifying existing and future deficiencies and providing a range of possible solutions. Projects include comprehensive studies for Port Villa, Vanuatu and the Country of Belize to more focused studies at Severance Corners in Colchester, I-89 Exit 16 Management Plan which led to the original cost share approach developed for the area, US 2 and VT 15 Corridor studies in Chittenden County as well as VT 15 corridor in Newport, VT. Through the informed use of regional travel model data as well as localized traffic patterns, Jon understands how to see the bigger picture in the details to tell the bigger story. Important for local municipalities is to find the larger purpose for their constituents. Jonathan has worked with municipalities and cities to identify pragmatic solutions to help solve their transportation problems.

**Impact Fees and Innovative Financing.** Jonathan is a leader in the State of Vermont and now working nationally on impact fee studies. Engaged with TRB innovative project finance committee and the Growth and Infrastructure Consortium, he is staying up to date with the latest trends and legal issues. Recent work includes: Town of Essex sidewalk and recreation impact fees, Town of Williston transportation impact fees, VTrans Transportation Improvement District funding analysis, Town of St. Albans alternative local financing options, and the City of Jacksonville, FL impact fee update. Past work includes Blue Ribbon committee white papers on transportation funding, including licensing, registration, gas taxes, and mileage taxes.

[Jonathan.slason@rsginc.com](mailto:Jonathan.slason@rsginc.com)



**COREY MACK, PE**

Project Engineer

**EXPERIENCE** | 10 Years

**EDUCATION** BEng, Civil, McGill University

**LICENSES/CERTIFICATIONS** | Licensed PE in Vermont (#63093)  
Licensed PE in California (#72780)

## BIO

Corey Mack, PE, supports RSG's traffic operations, transportation planning, and engineering design practices. Corey excels at analyzing, designing, permitting, and constructing transportation facilities, from freeways and highways to bike paths and sidewalks, and from project initiation and grant applications through final design and construction administration. He enjoys working with communities to identify their challenges, inform discussion, and develop right-sized solutions through public engagement. While proficient in computer modeling, assembling conceptual plans, and preparing construction documents, Corey finds real excitement guiding public conversations through the transportation decision process.

## PROJECT EXPERIENCE

### *Bicycle and Pedestrian Facility Design*

**Waterfront North/Lake Street Extension Project (STP 5000(17) C-5), Vermont.** Assisted in the design and permitting of the highly visible waterfront project in Burlington, Vermont, including contributing to the only successful federally funded TIGER grant application in the State of Vermont. Project elements include a 1500-foot extension of Lake Street, a new concrete skate park, gravel wetland water treatment, utility relocation and undergrounding, and associated improvements. Construction began in the summer of 2013. (2009–ongoing)

**Loudon Road Highway Safety Project and Road Diet, Concord, New Hampshire.** Modeled the traffic effects of a road diet to reduce the number of lanes in Concord, New Hampshire, from four lanes to two lanes with a center two-way, left turn lane, bike lanes, and transit pull-offs. Designed median crosswalk refuge islands with rectangular rapid flashing beacons and an upgrade to the emergency hybrid beacon at the fire station. The project is in final design stages. (2013-2015)

**College Park Drive Sidewalk, Hookset, New Hampshire.** Modeled the operation of an upgraded traffic signal with a new pedestrian phase, and developed construction plans to install pedestrian crossing infrastructure, including pedestrian signal heads, push-button activation, and associated hardware. (2015-ongoing)

**Putney Village Sidewalk Landmark College Connection, Putney, Vermont.** Led the design, permitting, and bidding services of a sidewalk construction project connecting the Village of Putney to Landmark College. Enhancements included improved stormwater drainage, new granite curb, a steep reinforced rock slope and new concrete headwall, and nearly one-half mile of new concrete sidewalk. No utilities will be relocated, designing the sidewalk and curbing around the existing water, sewer, and storm collection systems. Construction is expected to be in the summer of 2016. (2014-ongoing)

**Bicycle and Pedestrian Working Group Liaison, NYS Association of Metropolitan Planning Organizations.** Provided primary support to the statewide organization discussing bicycle and pedestrian planning and design topics relating to federal, state, and local regulations. Regularly updated the group regarding transportation funding bills, local and

statewide legislation relating to bicycle and pedestrian facilities including complete streets laws, MUTCD compliance, and the latest reports and studies affecting active transportation. Coordinated efforts between regional planning groups and the NYS Department of Transportation. (2013-ongoing)

**Killington Road Walkway Scoping Report, Killington, Vermont.** Managed and led the development of a scoping report to identify the preferred alignment for a walkway to connect the existing town walkway to the planned resort development, including coordination between the Town of Killington, Killington Ski Resort, and a real estate company managing the site development. Walkway alignments were complicated by steep mountainous terrain, adjacent wetlands, wildlife corridors, and an impaired waterway. A preferred alignment was selected by the Town for future construction. (2014-2015)

**Quechee Pedestrian and Bicycle Scoping Plan, Town of Hartford, Vermont.** Project engineer assisting with the creation of a long-term plan for a comprehensive pedestrian and bicycle network throughout the heart of Quechee Village in the Town of Hartford. Involved in gathering existing conditions research, provided materials for public meetings, and assisted in the development of alternatives and cost estimates which informed the final scoping report. (2013-2014)

**Market Street Gateway Project, Portsmouth, NH:** Project Engineer for Roadway and Streetscape Improvements from I-95 Exit 7 to Russell Street leading into the downtown of Portsmouth. The project included evaluating complete street elements, widening sidewalks adding bike lanes, enhanced bus stops and pull-offs, improving drainage, and creating a gateway to the downtown. Integrated several park enhancements along the Piscataqua River and coordinated design elements of the roadway and streetscape corridor into the Sarah Long Bridge Reconstruction Project along US Route 1. Construction is expected in Summer 2016. (2013-2016)

[corey.mack@rsginc.com](mailto:corey.mack@rsginc.com)

## DOUGLAS J. KENNEDY

### DOUG KENNEDY ADVISORS



Working out of his Norwich, Vermont office, Doug Kennedy offers a broad range of professional and project experience to his clients. With 40 years of practice in planning, economics and real estate, Doug's experience spans: real estate economics and markets; downtowns & community development; retail feasibility analyses; resort planning; fiscal and growth impact assessments. More significantly, his broad exposure to project work, in both up and down markets, allows him to provide realistic and strategic advice to his clients both for the present and future. Doug takes a practical approach to real estate market and development issues and is focused on providing analyses that allow his clients to make informed decisions regarding development feasibility and marketability issues.

Doug Kennedy's areas of expertise include:

- **Real Estate Development Feasibility** - feasibility, product identification, buyer/absorption studies, amenity needs, competitive assessment, development consultation; Building rehabilitation feasibility studies.
- **Retail Analysis & Community Development** - market research, retail gap identification, redevelopment opportunities, food stores and food co-ops.
- **Fiscal and Growth Impact Analyses** - growth impact studies, fiscal impact studies, socioeconomic profiles, economic impact assessments.
- **Resort and Recreational Planning/Market Research** - consumer research, market surveys, market trend analysis, customer profiles.
- **Management Consulting/Strategic Planning** - project advising and management, diagnostic assessments, background market findings, action-based plans.

#### PROFESSIONAL EXPERIENCE

Doug focuses his current work primarily in community development and retail markets with a concentration on real estate market feasibility and commercial development potentials, as well as financial and valuation based assessments of real estate. He also provides consulting services for long- and short-term investment strategies for major developers and landowners.

Doug has also served as a Senior Advisor with LandVest between 2003 and 2009, a Boston-based firm with expertise in real estate consulting, marketing & sales of residential properties and timberland brokerage and management.

Doug was a Practice Leader for the Market, Economics & Appraisal services at SE Group from 1996 to 2003. He was responsible for all of the firm's activities in the areas of real estate development, market research, economic analyses and socioeconomic impact assessment. In addition, oversaw the firm's work in the area of resort appraisal and valuation.

#### EDUCATION

Master of City & Regional Planning, University of Pennsylvania, Philadelphia, Pennsylvania, 1978

Bachelor of Arts in Economics and Geography, Middlebury College, Middlebury, Vermont, 1975



## Craig Jewett, P.E. *Principal Engineer*

Craig joined Otter Creek Engineering, Inc. in 2010 and is based out of our Rutland office. His professional career began in 2003 and has focused on design, permitting, and construction of residential and commercial site development projects. Craig has worked at design firms in Nantucket, Massachusetts and Woodstock, Vermont, where his primary focus was in civil site design, including site design, municipal sewer, water and drainage, stormwater treatment and environmental permitting, including the lead on dozens of Act 250 permit projects.

### Professional Experience

Planning, Design, Permitting, Cost Estimating, Construction Review and/or Management for the following:

**Trailside Village at Okemo Mountain** - Design of a corrosion control system for the Village's water supply system.

**Hartland Elementary School** - Design and permitting for a new booster pump station, water storage and distribution improvements. Project was funded through DWSRF Program.

**City of Rutland** - Bid assistance and construction administration for Water System Distribution Improvement (20,000 lineal feet) project including CWSRF funding assistance.

**Village of North Bennington Water Department** - Bid Assistance and construction administration for Water System Distribution Improvement (25,000 lineal feet) project to address PFOA contamination in the Village of North Bennington and the Town of Bennington.

**Woodstock Aqueduct Company** - Planning, design, permitting, bid assistance and construction administration for Water Transmission Improvement project (5,500 lineal feet) including CWSRF funding assistance.

**South Wallingford Water Company** - Water System Improvement project including the design and permitting of a new water disinfection building, source and distribution improvements. Project was funded through DWSRF Program.

**City of Rutland NWNSSP** - Sewer separation project for the Northwest Neighborhood (56 acres). Design of new stormwater collection system (over 10,000 ft.) including three stormwater treatment systems. Project was funded through DWSRF Program.

**Bomoseen State Park** - Site improvements and stormwater treatment design, and environmental permitting for the Bomoseen State Park Improvement Project.

**Town of West Rutland** - Planning, design, permitting, bid assistance, construction administration and review for full depth reconstruction of Sheldon Avenue leading into the Town's industrial park.

**Village of Ludlow** - Evaluation of the municipal sewer collection system and pump stations on Okemo Mountain, including all Resort related infrastructure.



### EDUCATION

- Bachelor of Science Degree in Civil Engineering from the University of Massachusetts at Amherst, Amherst, Massachusetts, 2002.

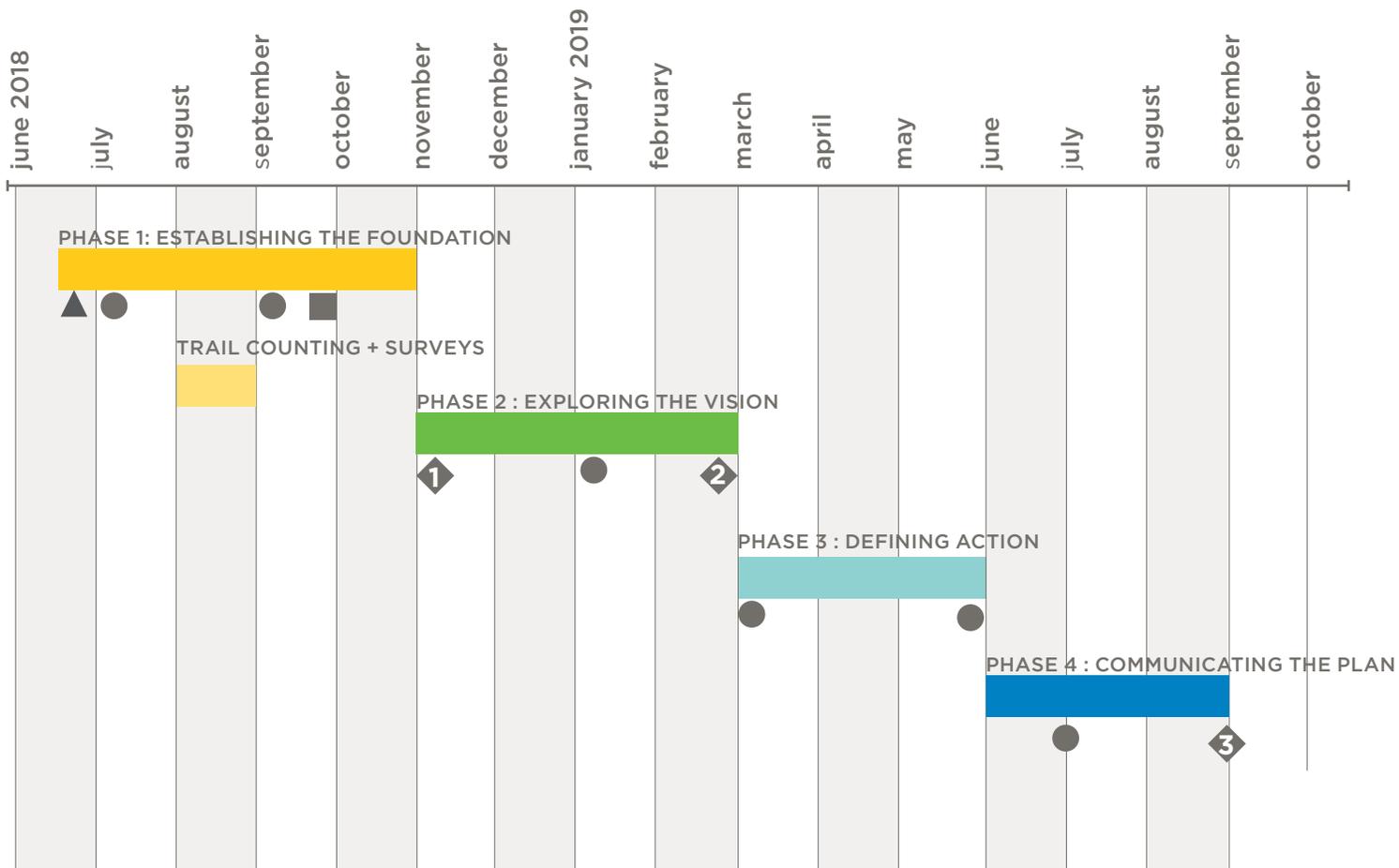
### PROFESSIONAL REGISTRATIONS

- Licensed Professional Engineer in the State of Vermont
- Certified Professional in Erosion Control and Sediment Prevention (CPESC).
- Certified Professional in Storm Water Quality (CPSWQ)

# PROPOSED SCHEDULE

The schedule below represents our 1st cut on how we would move this process forward. As the graphic image below suggests, we are anticipating a series of regular steering committee meetings and a very active set of engagement activities during all phases. We want to align outreach with community events where possible. We can accelerate the process if needed. We are proposing to collect some local trail and visitor data during August, a great month to establish a baseline.

During Phase 1 at the initial kickoff we will work with the community to set the schedule, but we will always be as flexible as needed to address unseen circumstances.



KEY:

- ▲ Project Kickoff
- ◆ Public Meeting/Event
- Steering Committee Meeting
- Focus Group Meeting

- ◆ 1 Community Workshop #1 :
- ◆ 2 Community Workshop #2 :
- ◆ 3 Final Presentation

# FEE PROPOSAL

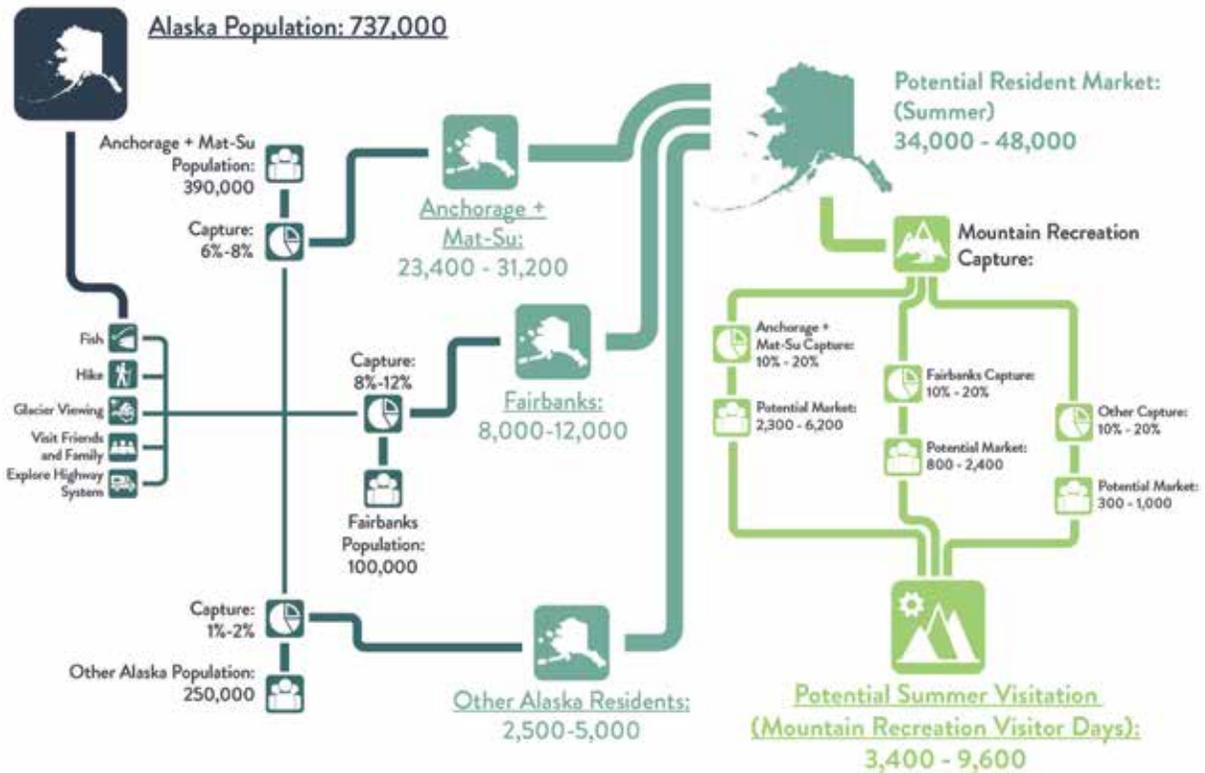
Based on the above scope of work and approach, SE Group anticipates that the total professional fees will be as follows. Final project scope and fee will be determined based on the approved contract.

PHASE/TASK		STAFF/HOURLY RATES										TOT. TASK HRS	FEE
		MK \$150	DPB \$115	GV \$115	PO \$115	LG \$80	EW \$75	JS \$160	CM \$125	DK \$125	CJ \$125		
<b>PHASE 1 : ESTABLISHING THE FOUNDATION</b>		<b>13</b>	<b>12</b>	<b>8</b>	<b>0</b>	<b>40</b>	<b>24</b>	<b>12</b>	<b>3</b>	<b>24</b>	<b>16</b>		<b>\$20,420</b>
TASK A	Project Kick-off +Info Exchange	6	0	0	0	0	0	2	0	0	0		
TASK B	Base Data Gathering	0	0	0	0	24	0	2	2	0	0		
TASK C	Baseline Assessments	6	8	8	0	16	24	4	16	24	16		
TASK D	Intercept Survey	1	4	0	0	0	0	4	16	0	0		
<b>PHASE 2 : EXPLORING THE VISION</b>		<b>21</b>	<b>22</b>	<b>4</b>	<b>32</b>	<b>80</b>	<b>24</b>	<b>8</b>	<b>16</b>	<b>12</b>	<b>12</b>		<b>\$24,300</b>
TASK A	Community Workshop #1	4	4	4	4	24	0	4	0	0	0		
TASK B	Community Survey	1	6	0	0	0	12	0	0	0	0		
TASK C	Dev. Conceptual Ideas	6	4	0	16	24	0	4	16	8	12		
TASK D	Community Workshop #2	4	4	0	4	8	12	0	0	0	0		
TASK E	Refining Ideas	6	4	0	8	24	0	0	0	4	0		
<b>PHASE 3 : DEFINING ACTION</b>		<b>18</b>	<b>14</b>	<b>8</b>	<b>0</b>	<b>40</b>	<b>32</b>	<b>4</b>	<b>4</b>	<b>12</b>	<b>12</b>		<b>\$14,970</b>
TASK A	Steering Committee + Stakeholder Roundtable	6	0	0	0	0	0	0	0	0	0		
TASK B	Establishing an Action Plan	6	8	8	0	40	32	4	4	12	12		
TASK C	Review of Action Plan	6	6	0	0	0	0	0	0	0	0		
<b>PHASE 4 : COMMUNICATING THE PLAN</b>		<b>10</b>	<b>20</b>	<b>16</b>	<b>32</b>	<b>48</b>	<b>80</b>	<b>4</b>	<b>16</b>	<b>4</b>	<b>4</b>		<b>\$22,800</b>
TASK A	Draft + Final Plan	6	16	16	32	48	80	4	16	4	4		
TASK B	Final Presentation	4	4	0	0	0	0	0	0	0	0		
<b>TOTAL PROFESSIONAL FEES</b>													<b>\$82,490</b>
<b>TOTAL EXPENSES (includes travel, reprographics)</b>													<b>\$2,500</b>
<b>TOTAL PROJECT COST OF SERVICES</b>													<b>\$84,990</b>

# COMMUNICATING IDEAS

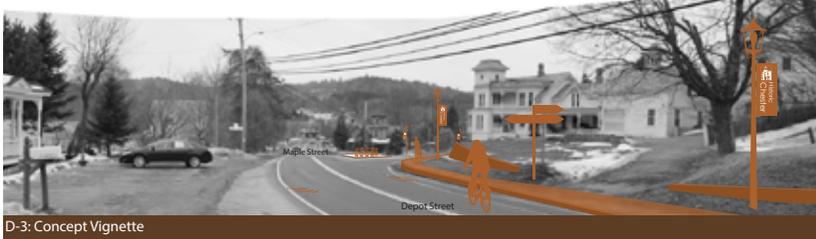
## VISUAL COMMUNICATION

Creative communication of plan development and implementation is a key component and strength of any SE Group project. Clear visual graphics are essential to making plans easier to understand and use on a day-to-day basis. Whether 3D visualization, GIS mapping or graphic layouts, our team utilizes a variety of tools to help communicate complex ideas in ways that are clear and engaging. The following are examples of visual communication graphics that have been created and used for public engagement, concept development, and inclusion into final plan documents.





Existing Conditions



D-3: Concept Vignette

- Wayfinding
- Streetscape
- Pedestrian Lights
- Sidewalk/  
Pedestrian Access
- Sharrows



Existing Conditions

Recommended Solution

Alternative 1

### Key Objectives

- Begin introduction of more formalized streetscape (i.e. related to Main Street)
- Open the corner along Depot to provide more space for pedestrians and visual integration to Main Street
- Pedestrian-scaled lighting to support night time use
- Visually reinforce Depot Street over Maple Street while not changing existing circulation patterns

### Study Area Map

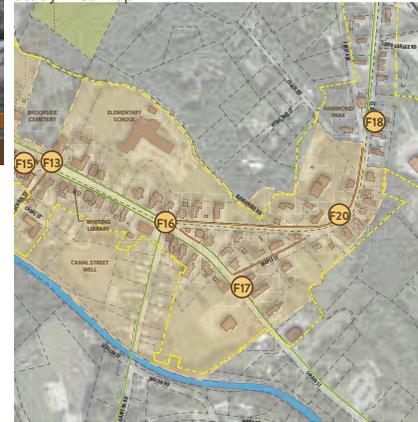


Figure 20: DEPOT STREET AT MAPLE STREET



## Rediscovering Chester

A Master Plan For Chester Village Center | Figure 20: DEPOT STREET AT MAPLE STREET

[www.chestertv.gov](http://www.chestertv.gov)



# TRAIL TYPOLOGIES



Rail Trail - Shared Motorized and non-motorized use at 14' wide.

Trail on Paved Road - A 5' wide shoulder can be created on roads with heavy traffic. Bikes may share lanes on roads with less traffic.

Rail Trail - Shared Trail with median to separate motorized and non-motorized use.

Trail on Dirt Road - Trail will share road with vehicles on dirt roads. Some sections may need to be relocated to a separate trail where there is heavy logging traffic.

Minor Off Road Connections



### Natural Surface Trails

In general, natural surface trails are characterized as:

- Narrow mountain trails designed as sustainable, rolling contour trails that have minimal impact on natural systems
- Trail treads should include benching, outsloping, grade reversals, armoring, switchbacks, and other techniques to minimize erosion and wear by trail users
- Frequently smooth and flowing, with features like banked turns, rolling terrain, and consistent and predictable surfaces
- Tend to wind around obstacles such as trees, large rocks and bushes
- If intended for singletrack mountain biking, may also exhibit technical sections with features such as roots, logs and rocks, or man-made technical features such as elevated bridges, jumps, teeter-totters, and drop-offs

### Rugged Accessible Trails:

Regional facilities are longer distance, multi-jurisdictional paths that may be used for a variety of These wide accessible trails provide rugged trail opportunities to a wider range of users, including handcycle and mobility assisted users, and are also user friendly for beginner level mountain biking and family style hiking. Most handcycles are built in a tricycle configuration and are powered by the riders' arms versus legs; therefore, these recreationalists need newly adapted trail systems.

- Handcycle Biking
- Beginner Mountain Hiking

### Mountain Biking

**Tread Width**  
12"-48" narrow trail tread for singletrack experience  
**Corridor Width**  
5' - 8'  
**Average Grade**  
<10% grade desired for sustainable trails

### Hiking

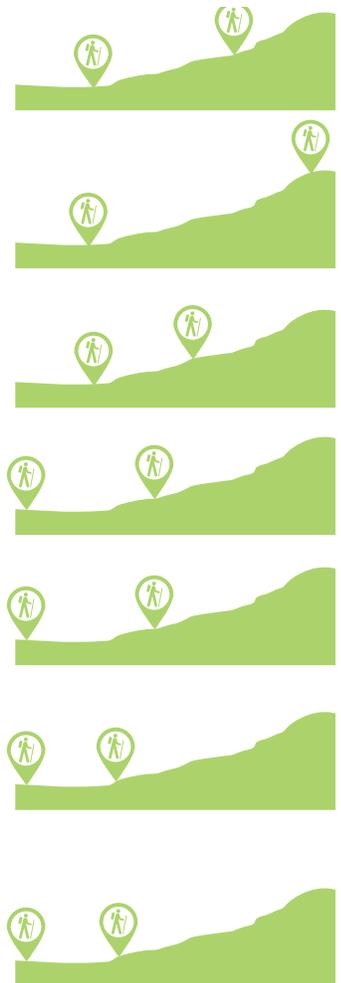
**Tread Width**  
12"-36"  
**Corridor Width**  
4' - 6'  
**Average Grade**  
<10% grade desired for sustainable trails

### Equestrian

**Tread Width**  
24" - 48"  
**Corridor Width**  
8' - 12'  
**Average Grade**  
<10% grade desired for sustainable trails

### Rugged Accessible Trail

**Tread Width**  
36" - 60"  
**Corridor Width**  
6' - 12'  
**Average Grade**  
• 1% - 3%  
• 5% - 8.33% for 200' Max  
• 8.33% - 10% for 30' Max  
• 10% - 12% for 10' Max



Major Off Road Connections



### Mowed Path

A mowed path is a soft surface trail that is light on the land and can accommodate a limited number uses. These paths typically serve as a recreation oriented facilities and are generally suitable for providing access to natural areas and some rural connections.

### Unpaved Graded Path

Multi-use or shared use paths are physically separated from motor vehicle traffic. They have a graded gravel fines treadway and provide accessible outdoor recreation and transportation opportunities for many user groups.

- adult bicyclists
- child bicyclists
- horseback riding
- walking
- jogging/running
- wheelchair use
- baby strollers
- dog walking
- snowshoeing
- cross country skiing

Local facilities connect local destinations such as:

- schools
- shopping
- employment

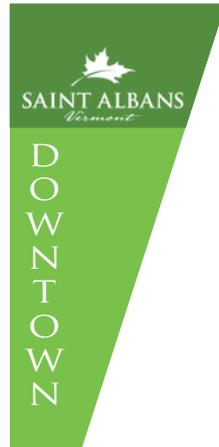
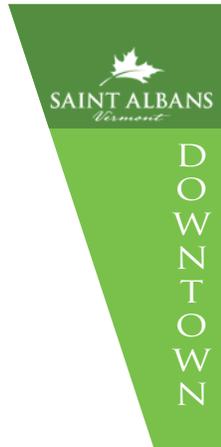
### Paved Path

Regional facilities are longer distance, multi-jurisdictional paths that may be used for a variety of recreation and non-motorized transportation needs. Similar to the list above.

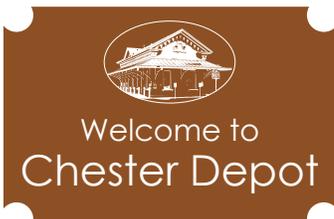
Are often located in the vicinity of linear features such as:

- river and stream corridors
- roads
- railroad grades
- utility corridors
- irrigation canals

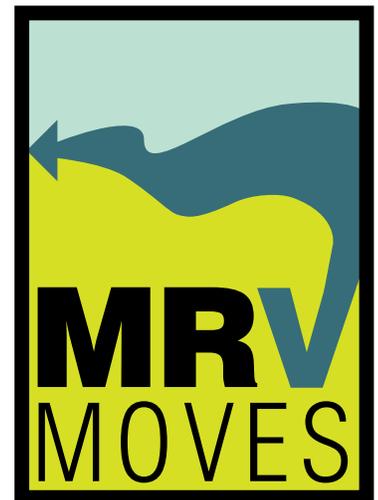
# WAYFINDING + BRANDING



Vermont Town Forest  
Recreation Planning



Rediscovering Chester  
A Master Plan for Chester Village Center



# RELEVANT EXPERIENCE + REFERENCES

The SE Group team has broad and relevant experience that will be essential to help Hyde Park forge a deep and meaningful plan. The information in the attached appendix highlights examples of our work, along with references. Several of the examples are presented as “case studies”, highlighting some of our long-standing efforts to turn master plans into development blueprints. For example, our ongoing work for the City of St. Albans has resulted in a new urban core parking garage, relocated state office building and the pending development of a downtown hotel. Chester’s Village Center Master Plan is moving forward with zoning updates, a wayfinding master plan and a new streetscape/sidewalk plan connecting its train depot to the retail core of its village.

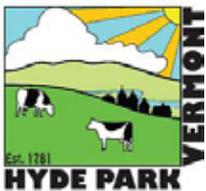
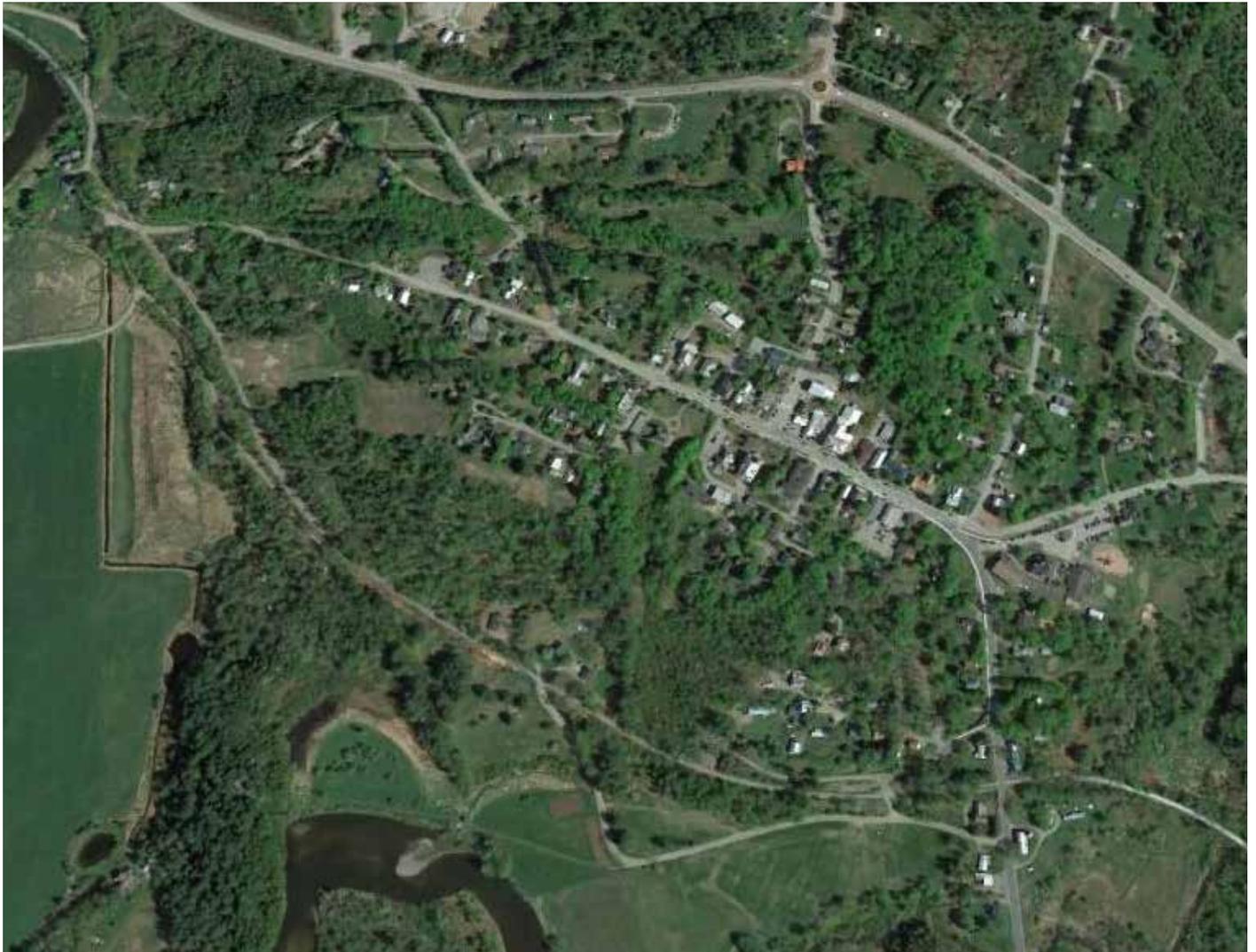
The SE Group team has also worked on several New Market Tax Credit projects; both from a market/economic and design/planning perspective. SE Group’s team helped develop the site plan and evaluate land development options for both the downtown Hilton Hotel and the new State of Vermont Office Building in St. Albans, Vermont. DKA helped prepare the market/economic/real estate analysis for the Brooks House in Brattleboro, VT.

Public Engagement Elements Key

● Workshops	● Steering Committee	◆ Website	◆ Keypad Polling
● Charrettes	● Focus Groups	◆ Community Surveys	◆ WikiMaps

Client/Project	Client Contact	Engagement Element
Town of Chester Village Center Master Plan	Julie Hance   Assistant Town Clerk (802) 875-2173   jhchester@vermontel.com	● ● ● ◆ ◆ ◆ ●
Mad River Valley Active Transportation Plan Mad River Valley Economic Study	Joshua Schwartz   Executive Director (802) 496-7173   joshua@mrvpd.org	● ● ● ◆ ◆
Town of Essex Town Center Master Plan	Dana Hanley   Director of Community Development (802) 878-1343   dhanley@essex.org	● ● ◆ ● ◆
Town of Waterville Valley Pedestrian Village Revitalization Study	Mark Decoteau   Town Manager (603) 236-4730   wvmanager@watervillevalley	● ● ● ◆

# APPENDIX : COMPLETED AND RELATED PROJECTS



PROPOSAL FOR PROFESSIONAL SERVICES  
**HYDE PARK**  
**MAIN STREET ACTION PLAN**

# Chester Village Center Master Plan | “Rediscovering Chester”

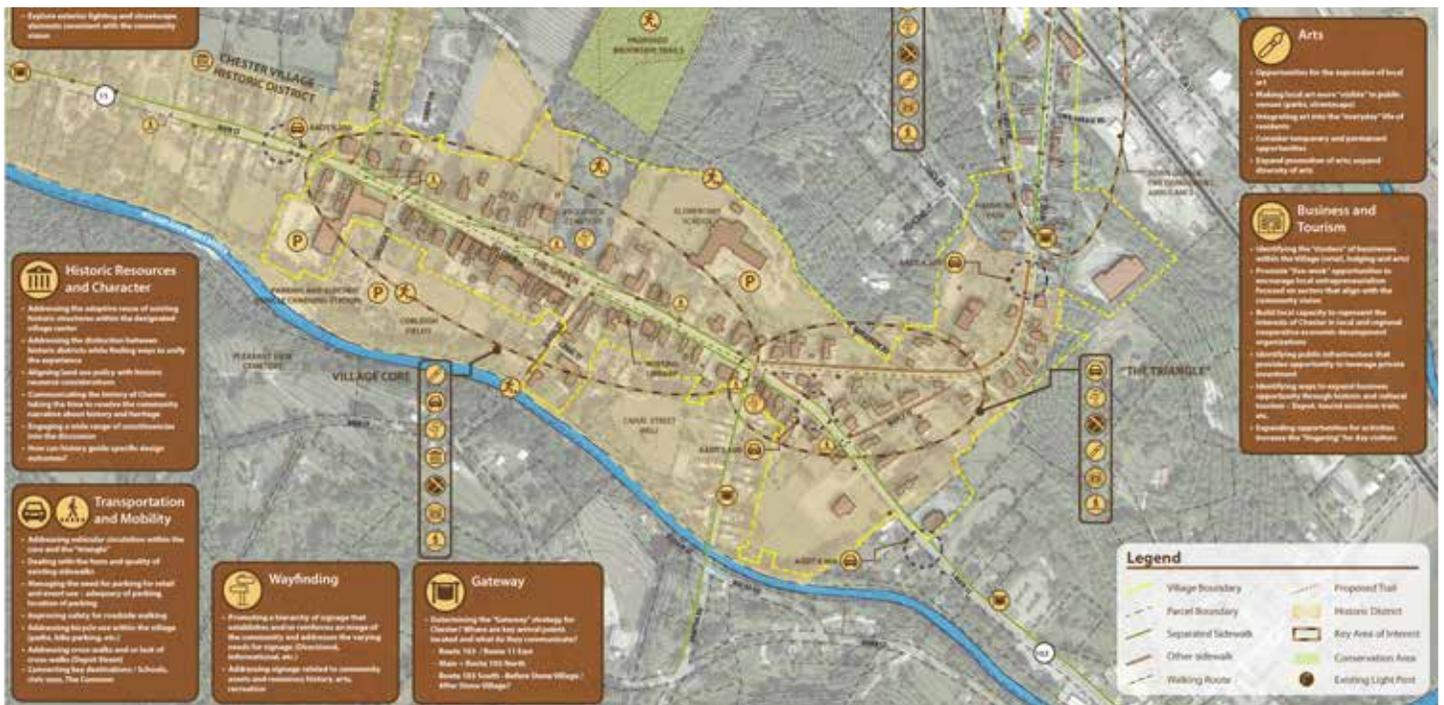
Chester, Vermont

SE Group worked with the Town of Chester in southern Vermont to develop a master plan to guide its path forward. As a village dominated by historic architecture, the level of public engagement needed was very high. Working closely with a local steering committee, SE Group conducted a series of public engagement events and activities to draw out community needs. The resulting information was used to formulate specific “initiatives” that broke down critical improvements into smaller, more manageable parts. Several of these initiatives were given highest priority and the master plan provided documentation on relevant funding sources to assist in their implementation. In part, as a result of this master plan, the town was recently awarded a TAP grant for \$1M to improve Depot Street; connecting the historic center to the train station. Work with the Town continues.



This plan was recognized by the Vermont Planners Associations as its 2018 Plan of the Year. Separately, the plan also received a Merit Award by the Vermont ASLA.

Plan link: <http://www.chestervt.gov/rediscover.html>



## MRV Moves Active Transportation Plan

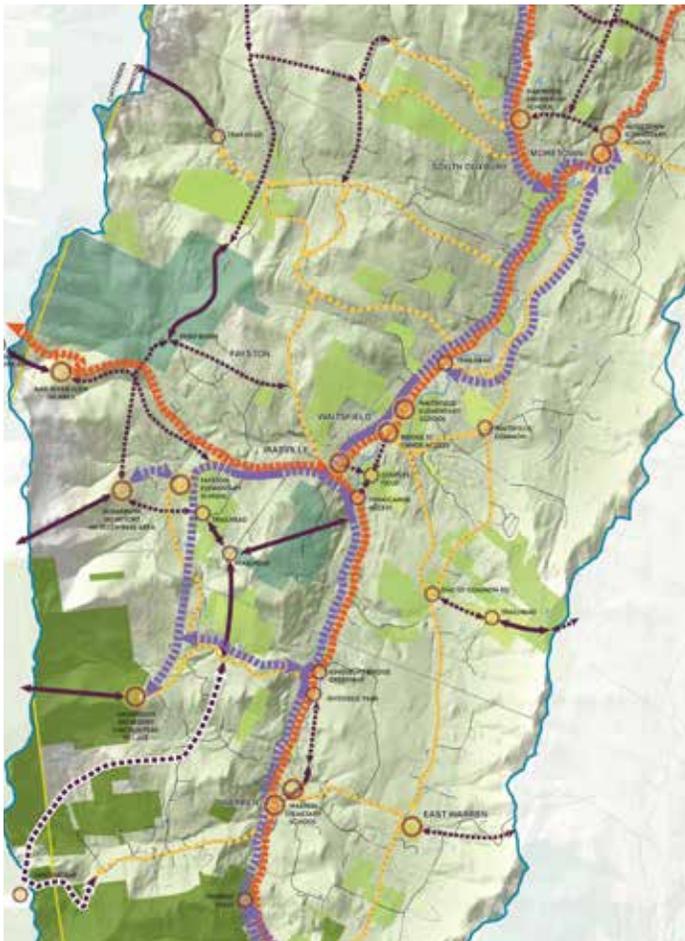
Mad River Valley, Vermont

Through a robust public involvement process, the MRV Moves Active Transportation Plan articulates a unified, multi-town, watershed-wide vision for recreational trails and non-motorized transportation facilities in Vermont's Mad River Valley. The plan explores how trails and active transportation integrate with economic development, enhance both visitor experiences and residents' quality of life, and improve transportation choices.

The Valley is blessed with a myriad of non-profit and government agencies working together on trails and active transportation. A critical component of this Plan was to create an advisory board consisting of all these partners to establish a cohesive and collaborative vision for the future, while building upon decades of their individual projects. Public engagement was also a cornerstone of the Plan, utilizing a variety of events (walking and biking tours) and techniques (surveys and project websites) for the community to get involved and explore ideas.

The Plan provides guidance for trail design and management standards, implementation, funding, permitting and approvals to carry the project into reality. It also includes an important discussion of the unique definition of active transportation in the MRV, blending both recreation and transportation, identifies the economic and social benefits of walking and biking, includes an IMPLAN economic analysis and consideration of a progressive learning network to serve users of all ages and abilities.

Plan link: <https://mrvmoves.org/project-documents/>



## Town of Waterville Valley Pedestrian Village Revitalization Study

Waterville Valley, New Hampshire

In 2013 SE Group began working with the Town of Waterville Valley on a Pedestrian Village Revitalization Study. This master planning process incorporated a wide variety of issues: wayfinding, branding, streetscape, connectivity, transit, and parking—all as part of a comprehensive review of a diverse, tourist-oriented environment. While a small-town, the community looked at its old master plan with fresh eyes, wanting to incorporate more depth of analysis to truly understand what might happen, particularly with the Town core where development opportunities abound.

SE Group conducted a detailed assessment of the underlying issues and developed broad themes for new/revised opportunities. We worked in a highly engaged public environment—going “to the people” where and when we could. We explored a variety urban design ideas and dovetailed them with policy recommendations. The end result was a comprehensive road map for continued progress. In fact, one of the key recommendations of the study was the formation of new working group to move plan elements forward. That group has already convened and is now moving ahead with the next steps of the process.

Plan link: <https://www.watervillevalley.org/planning-board/news/waterville-valley-pedestrian-village-revitalization-study>



## ETC NEXT : Essex Town Center Master Plan

Essex, Vermont

Beginning in 2016, SE Group has been working with the Town of Essex on the ETC | Next project; a plan to re-vision the 1991 master plan for the Essex Town Center. This designated growth center in the community of about 10,000 has evolved over the past 25 years as predominately retail environment with numerous shops, restaurants and a theatre. Pressure on retail and an increasing demand for more mixed uses has put pressure on the area. Design outcomes have not been guided towards forms that the community feels is appropriate given the setting.

Working closely with partners Wiemann-Lamphere Architects and Frontporch, SE Group has led the team in the development of a comprehensive update to the plan. The ongoing work has introduced critical ideas into the community conversation; breaking down the large planning area into “neighborhoods” and identifying both site and architectural design characteristics that support vision statements for each. A series of community events and surveys has delved deeply into design character and revealed some important attributes that will be carried forward in a future land use regulation update.

The final phase of the work is currently underway and will include specific recommendations for hybrid form-based regulations for the center. New multi-modal connections, transit and recreational features will also be formalized in the plan to highlight the importance these features play in shaping design outcomes, supporting economic activity and linking the distinctive neighborhoods together.

Plan link: [http://www.essex.org/vertical/sites/%7B60B9D552-E088-4553-92E3-EA2E9791E5A5%7D/uploads/ETCNext\\_Master\\_Plan\\_-\\_Apr\\_2018.pdf](http://www.essex.org/vertical/sites/%7B60B9D552-E088-4553-92E3-EA2E9791E5A5%7D/uploads/ETCNext_Master_Plan_-_Apr_2018.pdf)



## Fairfax Gateway and Wayfinding Study

Fairfax, Vermont

In 2016 SE Group began a project with the Town of Fairfax to study ways to connect two existing parts of the Village together. Separated by the Lamoille River, the South and North Villages have strikingly different land use character and little pedestrian accommodations. Funding through a municipal planning grant award, SE Group was able to create an innovative public engagement process that brought the local school into the work and found ways (via web survey and comment boards) to get a broad cross-section of the town talking. The study also took advantage of 3D point cloud data obtained during the effort to help visualize potential changes into the community including streetscape improvements, gateway features and signage. SE Group's graphics team prepared concepts for community identity; which the Town has embraced and is beginning to use as the official logo.

[http://www.fairfax-vt.gov/vertical/sites/%7BA7F085CD-5C79-4CCF-8878-6AF1EF4F216C%7D/uploads/FINAL\\_REPORT.pdf](http://www.fairfax-vt.gov/vertical/sites/%7BA7F085CD-5C79-4CCF-8878-6AF1EF4F216C%7D/uploads/FINAL_REPORT.pdf)



# City of St. Albans Urban Redevelopment Planning/Streetscape Revitalization St. Albans, Vermont

Since 2008, SE Group has been working in conjunction with VHB and Wood&Wood and the City of St. Albans on a number of important initiatives to help further the long-held vision of a more dynamic and enlivened urban space. Beginning first with a series of urban studies to explore options for adaptive reuse of vacant/under-utilized city-owned properties within the core, SE Group's efforts have broadened to encompass complete redesign of portions of Main Street, Lake Street and the downtown's interface with its central green, Taylor Park.

SE Group has worked hard to find a unique expression to St. Alban's urban look and feel. The conceptual plans and design drawings are sensitive to the historic character, but don't shy away from taking full advantage of modern technology (silva cells or urban forestry, bioswales, LED lighting). The wayfinding system promotes the overall community brand, but engages residents and visitors in new and fun ways. Outdoor dining areas are integrated into the planning; enhancing street appeal.

These planning and design efforts for St. Albans have not only given the community a renewed sense of identity, but have encouraged significant private-sector reinvestment. New and upgraded facades, new businesses and enhanced civil engagement have been spurred on by City's diligent execution of its vision.



## Estes Valley Master Trails Plan

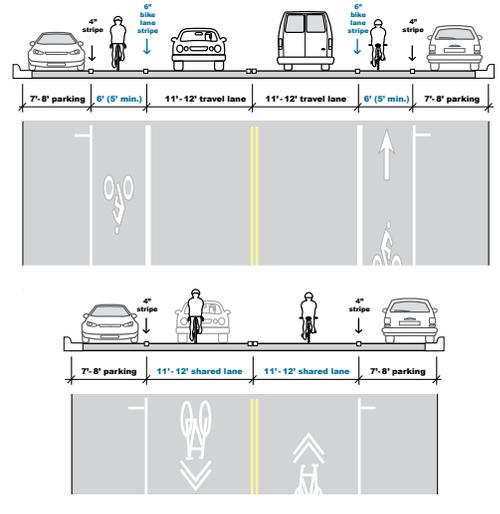
Estes Valley, Colorado

The Estes Valley is fortunate to have hundreds of miles of trails that traverse some of the most beautiful landscapes in the Rocky Mountains. However, the majority are managed by multiple local and federal agencies with differing guidelines and maintenance standards. The Master Trails Plan for the Estes Valley brings these disparate trails systems together in order to create a consistent, cohesive, and connected regional system of trails in the valley.

The planning process involved a series of partners meetings to bring the numerous stakeholders together. A partnership with National Park Service's Rivers and Trails Conservation Assistance (RTCA) program also provided for an interactive project website, surveys, and workshops, which significantly enhanced the public engagement process.

The Estes Valley Master Trails Plan ensures that new trail development preserves and protects wildlife and natural habitat areas, serves youth and families, and is complementary to recreational use on adjacent public lands. The Master Trails Plan also demonstrates the significant economic, recreational, and environmental benefits of a thoughtful plan for a regionally-connected system of trails through the use of an economic impact analysis. Trail best practices were also considered, as were trail etiquette and safety, bike sharing opportunities, and the potential for a water trail in the Estes Valley.

Plan link: <https://www.colorado.gov/pacific/evrpd/news/estes-valley-trails-master-plan-complete>

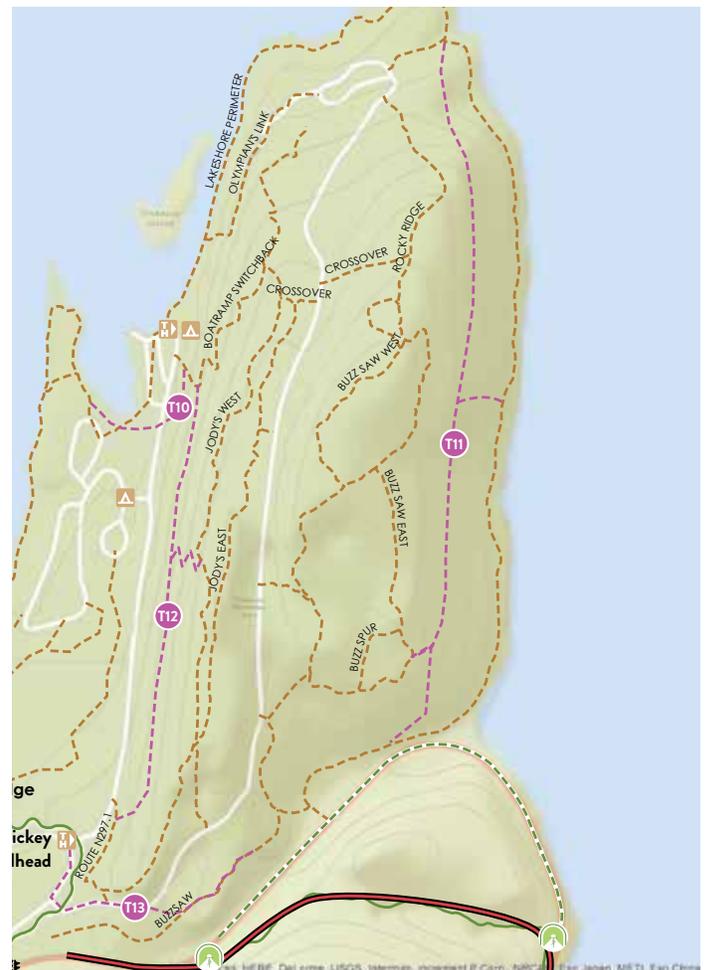


## Trails Master Plan Frisco, Colorado

SE Group worked with the Town of Frisco on their Trails Master Plan during 2016 and 2017. This project identified trails and connectivity enhancements that: improve recreation opportunities surrounding Frisco, ease access directly from town, and increase safety for pedestrians and bicyclists. It addressed both summer and winter uses—exploring innovative ideas for integrating fat biking and long-distance Nordic skiing routes into Summit County. The plan stressed the importance of partnerships with the Forest Service and local not-for-profit groups to help maintain existing trails and build political and financial support for additional trail projects in the future.

The recommendations in this plan were vetted by the public through a community engagement process that involved well-attended open houses, an active Citizen's Committee, multiple small group and one-on-one interviews, and an online interactive map. The Frisco Trails Master Plan is strategic in nature and designed to help the town identify both short-term and long-term projects that will enhance the recreation options, safety, and connectivity of the Frisco community. The plan was Adopted in March 2017.

Plan link: [www.frisco.gov/wp-content/uploads/2017/07/Frisco-Trails-Master-Plan\\_FINAL.pdf](http://www.frisco.gov/wp-content/uploads/2017/07/Frisco-Trails-Master-Plan_FINAL.pdf)



## Waterfront Access North - Skate Park/Bike Path Project

Burlington, Vermont

SE Group work with the City of Burlington to create a vision for the vacant Moran Power Generating facility, turning it into a vibrant, mixed-use activity center. Amenities for the project included a new bike path and pedestrian promenade, skate park and integrated Community Sailing Center.

In consideration of the project's environmentally sensitive waterfront location and past industrial use, extra care was given to integrate environmental remediation and innovate stormwater design. This project includes a series of gravel wetlands to help significantly reduce nutrient levels in the stormwater that enters Lake Champlain. Through anaerobic process and natural uptake of phosphorus by the native plant material this innovative design significantly improves the stormwater treatment beyond State requirements.



## Town of Silverthorne Comprehensive Plan | “Blueprint Silverthorne”

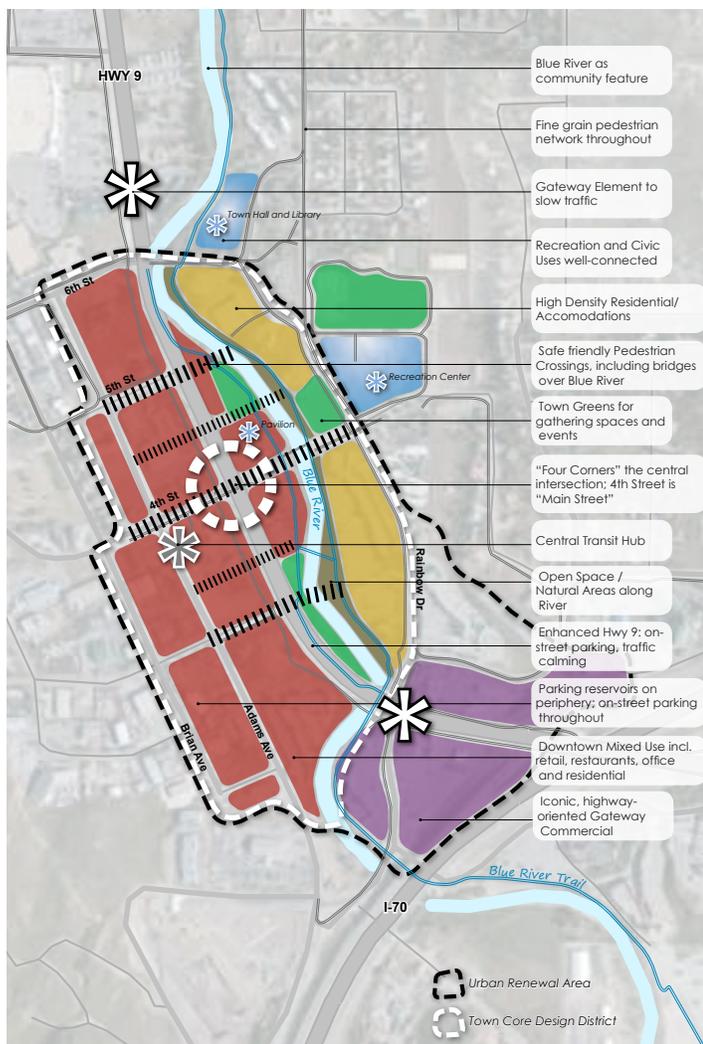
Silverthorne, Colorado

In 2013 SE Group began working with the Town of Silverthorne on several initiatives to revitalize/reenergize the community. While the Town knew it needed to update its Comprehensive Plan, it wanted this effort to focus the Town Vision for creating a new, vibrant town center. With this in mind, SE Group began formulating an engagement and analysis strategy that allowed the prioritization and exploration of ideas and policies associated with the new urban fabric (form, materials, uses, densities, connectivity), while addressing some of the real barriers for integration (market, state highways, river access).

The Blueprint Silverthorne framework enabled significant public input and established parameters for next steps, including updates to zoning and determination of community inputs (infrastructure) to support the nascent downtown. The plan was finalized and quickly adopted in May 2014, and in 2015 the Town began implementation of the Comprehensive Plan policies by adopting revised Design District Standards and Guidelines for the Town’s six commercial districts.

Additionally, construction of a new performing arts venue located along the Blue River was completed in 2017 and will serve as the community’s arts and cultural epicenter.

Plan link: <http://www.silverthorne.org/town-services/community-development/blue-print-silverthorne-comprehensive-plan>



### Project Highlights

- Stakeholder and business roundtable meetings
- Riverfront access planning
- Coordination with CDOT for highway upgrades
- New development is underway based on plan

## Town of Snowmass Village Parks, Open Space, Trails, and Recreation Plan

Town of Snowmass Village, Colorado

The Town of Snowmass Village Parks, Open Space, Trails and Recreation (POSTR) Plan is a long-range planning and implementation document that guides the future development of the parks, open space, recreation, and trails system within the Town. The Plan articulates the community's priorities for acquiring park and open space parcels; enhancing the trail system; preserving and improving existing indoor and outdoor facilities; creating new indoor and outdoor recreation amenities and programs; ensuring social, economic, and ecological sustainability of all facilities and programs; and defining parks, open space, trails, and recreation facility standards.

Public engagement occurred throughout the process to maximize community participation and draw out the creativity of community residents and business owners, and involved a series of steering committee meetings, stakeholder interviews, a "scout your park" tour, two interactive community workshops, needs assessment surveys, and the use of an interactive online "wiki-map."

Also critical to the process, an economic and fiscal impact analysis of recreational resources in the Town was completed to understand how the plan's concepts can best integrate with the economic development goals of the community. This specialized insight into implementation and phasing strategies, provided a plan that served the needs of locals, while drawing in new visitors to the community and supporting both the Town government's and the community's bottom line.

<https://www.snowmassrecreation.com/DocumentCenter/View/498/Chapter-1---Introduction>



## Arkansas River Corridor Master Plan

Cañon City, Colorado

In 2017 SE Group was retained by Cañon City to help prepare a master plan for the Arkansas River. As an important recreational asset, the City realized its land use policies and development patterns should be adjusted to improve public accessibility, strengthen the link between the River and Main Street and encourage new riverfront development that supports economic development.

Working with a team that included Mary Hart Design and Round River Consulting, SE Group led a public planning process to envision new development and recreational options in balance with riparian restoration and environmental stewardship goals. The efforts included a series of public meetings and workshops, close interaction with key stakeholder groups and the city. A 3D unmanned aerial vehicle (UAV) flight early in the process acquired detailed 3D point cloud data for the corridor, helping establish the existing visual character providing an important base on which planning work could be undertaken.

The resulting plan (adopted in December 2017) includes a set of land use recommendations and design parameters to guide the City in future rezoning efforts. Illustrative plans, cross-sections and perspective drawings help communicate important attributes within new land use zones.

[http://www.canoncity.org/departments/community\\_development/arkansas\\_river\\_corridor.php](http://www.canoncity.org/departments/community_development/arkansas_river_corridor.php)



## Mad River Valley Economic Study

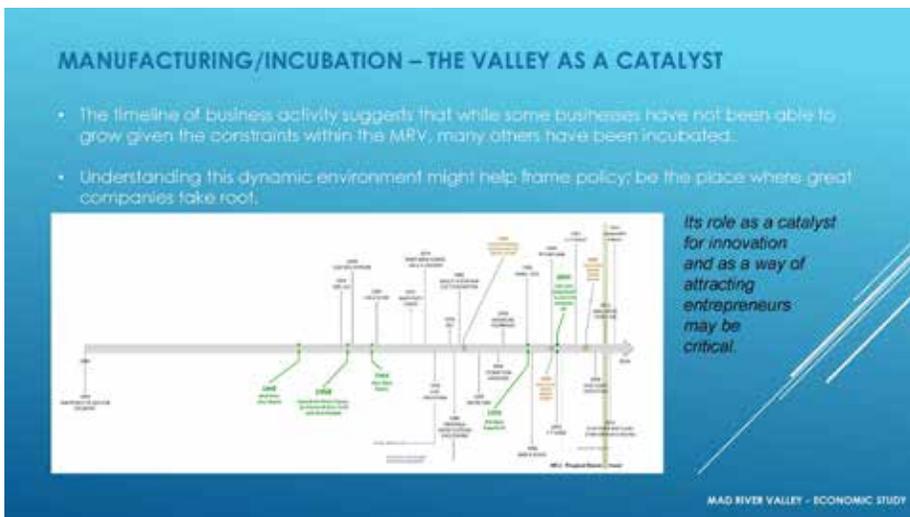
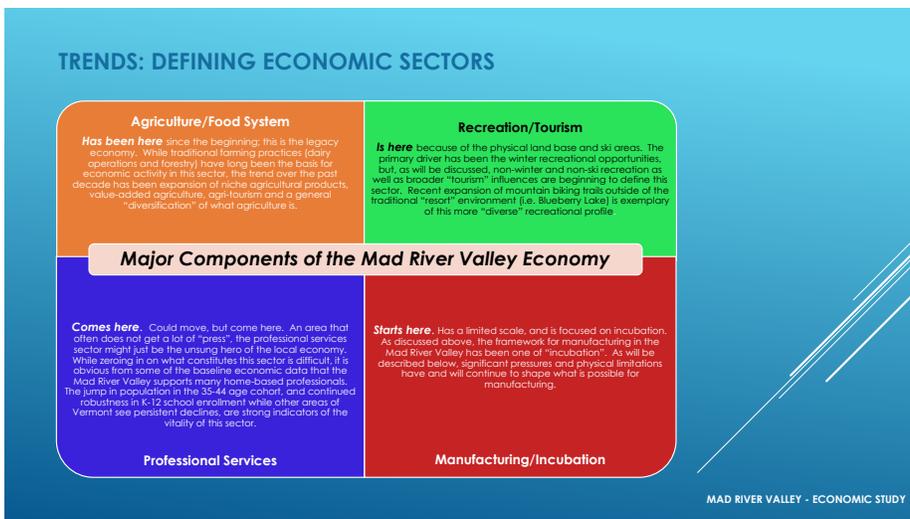
Mad River Valley, Vermont

SE Group, working with Doug Kennedy prepared a comprehensive analysis of the local market and economic conditions within the Mad River Valley as part of a region-wide initiative to better understand the regional influences that were shaping change. Working with both qualitative and quantitative data, the study established some critical benchmarks for the community in terms of how much influence it has from recreational tourism, what role the three principal communities might play in the economy and how quality of life and economic development are interconnected.

The results of the study jump-started the region to move ahead with its Vision and Vitality workshop series. SE Group continued its participation (pro bono) during this effort to help support the regional discussion. The work of the project has continued and has influenced the region's approach towards recreational and tourism enhancements; including the MRV Moves Active Transportation Plan that SE Group led.

**Project Website:** <http://www.mrvpd.org/Vitality.php>

**Plan Document:** [http://www.mrvpd.org/pdfs/MRVPD\\_ECONSTUDY\\_FINAL\\_JUNE2014.pdf](http://www.mrvpd.org/pdfs/MRVPD_ECONSTUDY_FINAL_JUNE2014.pdf)



## City of Lebanon Vision Plan - Implementation and Brand Guidelines

Lebanon, New Hampshire

SE Group, working with VHB and Goody Clancy, provided support to the urban planning process for the City of Lebanon’s Vision Plan. This complex study included addressing adaptive reuse of a derelict downtown mall and formulating a set of implementation strategies to help move both public and private sector investments forward. SE Group’s role was two-fold: conducting outreach and analysis around a community “brand” and identity that might inform future decision making and helping to develop implementation strategies to foster the vision. Working closely with the urban planning team, SE Group conducted a set of key pad polling and outreach surveys of residents to better understand the elements of the community brand and how it might influence the vision. From this research, SE Group prepared a Brand Guideline document that articulates key findings and provides visual reinforcement of important elements within the plan. Working in concert with the larger consulting and City team, SE Group pulled together discrete, clear and implementable strategies to achieve Lebanon’s vision for Downtown.

**Project Website:** <https://lebanonnh.gov/474/Downtown-Visioning-Study-Tunnel-Project>

**Plan Document:** <https://lebanonnh.gov/DocumentCenter/View/687>



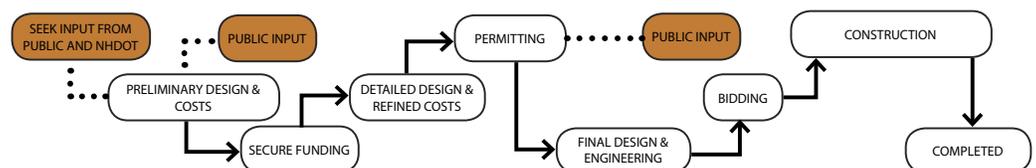
### Project 1 - Mascoma Riverwalk and Overlook

COMPONENT	DESCRIPTION	KEY PLAYERS	EXPECTED COSTS	TIMELINE			IMPLEMENTATION STRATEGIES			
				0-5	5-10	10+	FUNDING	DESIGN	INFRASTRUCTURE	ORGANIZATION
Transportation Improvements	• Integrate River walk to the Downtown Mall	City, Mascoma River	\$200,000 - \$2,000,000*		✓		TIE, CIP, GRANTS	SITE PLANNING	TUNNEL, TRANSPORTATION	DOWNTOWN PARTNERSHIP, BRANDING, PARTNERS
	• Create connection to North Hanover via bridge	Greenway, Downtown Partnership	*Costs range assumes Tunnel is completed			✓				
Urban Design - Streetscape Improvements	<ul style="list-style-type: none"> <li>• New Public Plaza and Event Space</li> <li>• Seating</li> <li>• Pedestrian scaled lighting</li> <li>• Ornamental landscape</li> <li>• Wayfinding/Signage</li> </ul>	City, Private Sector, Downtown Partnership	\$200,000- \$500,000			✓	TIE, SPECIAL DISTRICTS	GUIDELINES- URBAN FORM, STREETSCAPE, SITE PLANNING	TUNNEL	DOWNTOWN PARTNERSHIP, BRANDING, PARTNERS

#### CRITICAL PROJECT ACTIONS

- Gather relevant Base Mapping and Survey Work
- Identify Key Partners and develop a Framework Plan for cooperation
- Complete conceptual design with strong public input and transparency
- Address issues related to the Tunnel and incorporate into conceptual plan

#### KEY STEPS TOWARDS IMPLEMENTATION





### ***ISLAND POND REVITALIZATION STUDY***

RSG is on the project team currently conducting the Better Connections project in Island Pond. RSG is leading the transportation planning elements of the plan that integrates existing conditions, near-term investments, and long-term visions for the form and function of the community. Transportation is glue that connects the community and can foster through traffic or support local economic goals for stopping and visiting.

RSG reviewed the existing conditions in terms of safety, traffic volumes, and physical dimensions. Conducting a ‘Walk and Talk’ in the community enabled a sharing of ideas that RSG turned into actionable steps. Teaming with architects, urban designers, and civil engineers the plans have attempted to provide a set of investments that work towards a comprehensive vision. RSG’s strength is to leverage the ‘soft skills’ of meeting and group facilitation to engage the community and provide them insights on how improvements can unlock other community benefits.

### ***WINOOSKI AVENUE CORRIDOR STUDY (PHASE 1 & 2)***

RSG conducting the second phase of a complex planning and operational study of the Winooski Avenue corridor in central Burlington. The City and the Chittenden County Regional Planning Commission are managing the study. The goal of this scoping study is to identify and evaluate alternative improvements through the Complete Streets lens to improve the safety and overall mobility for people of Burlington.

The project involves extensive public outreach and collaboration throughout the project as we explore immediate, near, and long term solutions to provide multimodal mobility and connectivity in the heart of the city. Phase 1 involved detailed traffic operational microsimulation to help bound and define the range of solutions that may limit negative unintended consequences. The project is a flag ship study for the city and the county as it is a corridor providing access to downtown from regions both within and beyond the borders of Burlington.

Walk and Talks, tactical urbanism pop-ups, and public design charettes in addition to online surveys and focused interviews will be used to solicit and obtain high quality public engagement. The plan will support previous efforts such as Plan BTV and the recent Walk/Bike plan. The study will complete Q2 of 2019.

### ***CHAMBERLIN NEIGHBORHOOD TRANSPORTATION LAND USE STUDY***

RSG was selected by the Chittenden County Regional Planning Commission (CCRPC) to collaboratively develop a comprehensive vision and plan for the Chamberlin neighborhood in South Burlington, Vermont. The neighborhood, which is directly adjacent to the Burlington International Airport, has been buffeted by significant change in recent years, as many homes have been acquired by the airport to address noise issues under FAA regulations. As part of the project, the RSG team actively engaged neighborhood residents and stakeholders to address future land use in the context of the airport’s operations. RSG undertook significant community listening and outreach in the form of public meetings and meetings with individual stakeholders. All project information, including information about meetings, was hosted on a public website. Following these meetings and consultation with the Project Advisory Committee, RSG developed a vision for the neighborhood that includes several possible future scenarios, which will be informed by public input. These scenarios were then presented for public review and comment. A final report identified strategies for implementation and synthesized the study’s findings.

### ***ROUTE 7 LIVABILITY PROJECT***

RSG was selected to complete a project for the Town and City of St. Albans to provide a more complete suite of transportation options to residents along busy Route 7. The highway is the main corridor connecting the Town and the City of St. Albans, and it currently does not have adequate pedestrian and public transit infrastructure to meet intention of Complete Streets but more importantly, the needs of the local residents. The goals of this project are to:

- Provide land use regulation recommendations that would best promote nonmotorized transportation and public;
- Develop alternatives and implementation plans for new pedestrian, bicycle, and public transit infrastructure along the corridor;
- Provide wayfinding sign recommendations to important sites along the study area;
- Develop conceptual construction plans, estimates, and implementation strategies that will assist future; and
- Develop an implementation focused Complete Street master plan for the study corridor focusing on US Route 7 with greater safety and increased options for residents and visitors to walk and bike thus increasing business activity and economic vitality for St. Albans Town and City.

### ***TOWN OF ST. ALBANS IMPACT FEES***

RSG was selected to provide an update to the Town of St. Albans comprehensive impact fee ordinance. The on-going study will prepare a study outlining the needs, growth projections, and capital costs for a number of capital infrastructure areas. These include: library, education, transportation, public safety, and recreation. The impact fee study will be used to develop a fee ordinance that is tied to the local bylaws and ordinances.

### ***TOWN OF ESSEX, VERMONT - SIDEWALK IMPACT FEE AND RECREATIONAL IMPACT FEE***

RSG was selected to develop a Sidewalk Impact Fee for the Town of Essex, Vermont and update the Recreation Impact Fee. The project involved reviewing and setting a standard of service for the provision of infrastructure per bedroom and per 1,000 sq. feet of non-residential space, identifying growth trends and projections for the town by 2027, developing a base fee with a credit methodology, and updated impact fee ordinances.

### ***WILLISTON GROWTH CENTER TRANSPORTATION IMPACT FEE DISTRICT - PILOT***

RSG is leading this project to develop the first transportation impact fee district (TID) in Vermont to collect fees for impact on the state highway system. The study looks to meet the VTrans goals for the Act 145 fee structure by developing a fair, transparent, and easy to administer system that accounts for local impact fees, complies with the applicable impact fee laws and requirements, and provide a clear and logical method of funding future multi-modal transportation infrastructure. Project will be completed by June 2017.

### ***SCOPING STUDY FOR INTERSECTION OF SOUTH WINOOSKI AVE, HOWARD ST, AND ST PAUL ST***

RSG was retained by the City of Burlington to help identify improvements to the walking and bicycling network in the South End. Specifically, the project seeks to address persistent concerns with the five-way intersection that serves as a gateway to the Five Sisters, South End Arts and Business District, and Hill Section neighborhoods. The current intersection has experienced ongoing issues with vehicle congestion, pedestrian confusion, and bicyclist safety. Previous studies, including planBTV, provided primarily high-level recommendations that lacked specific, actionable steps

for improvement. RSG was selected to fill this gap and provide concrete recommendations for improvement. As part of its work on the project, RSG created a public participation plan; base map/existing conditions; identified local concerns, and developed a Purpose and Need Statement. The study created conceptual alternatives and presented these to the public and created an cost estimate and implementation plan.

### ***PUTNEY VILLAGE U.S. 5 SIDEWALK SCOPING & FINAL DESIGN***

The Town of Putney obtained a Transportation Enhancement grant from the Vermont Agency of Transportation (VTrans) to study pedestrian improvement alternatives along Main Street, a Landmark College Connection, and the Old Route 5 Loop. The purpose of the grant was to increase the pedestrian safety and accessibility in the village area. As the project progressed, RSG and the Town focused on the Main Street segment, as this was seen as the first segment that would go through the plan development phase and into construction. Issues arising during project development included the overall typical section, right-of-way easements, relocation of utilities, and the need for stormwater improvements. In addition, the Town wanted to maintain existing on-street parking. This project also included investigations into the town taking jurisdiction over a portion of US 5, and shifting the center line of US 5 over a portion of the project. RSG developed final design plans and provided construction engineering services on the construction of a new sidewalk along US 5.

### ***NORTH AVENUE PILOT PROJECT PUBLIC OPINION SURVEY***

RSG conducted an opinion survey for the CCRPC and the City of Burlington to understand public perception of the North Avenue Pilot Project. The survey used a convenience-based sampling approach and RSG's proprietary online survey platform to collect data from more than 2,500 residents. The project included the creation of a survey questionnaire, an online survey instrument, and the development of a process to understand the location of the respondents and minimize duplicate survey entries. A significant amount of interest and number of survey respondents enabled a low margin error and high degree of confidence in the results.

### ***UPPER VALLEY TRANSPORTATION MANAGEMENT ASSOCIATION (UVTMA) SMART COMMUTE STUDY***

The Smart Commute Survey was administered annually to a group of organizations (employers and colleges) in and around the Upper Valley. Respondents described their commuting behavior and attitudes about transportation. The UVTMA uses annual results to create transportation management plans for individual organizations. UVTMA's stated goal is to provide leadership of transportation initiatives to mitigate traffic congestion and reduce reliance on single occupancy vehicle commuting.

### ***NEW ENGLAND TRANSPORTATION INSTITUTE (NETI) SMART COMMUTE/SMART TRAVEL CHOICES STUDY***

The Smart Commute Survey, which collects detailed information about the employees' travel patterns and the Smart Travel Choices survey, which is designed to determine how rural residents' travel-related choices could be affected by employer and public policies that are directed at reducing the overall environmental and economic impacts of travel in rural regions. Both surveys were administered in Vermont in the spring of 2012.

### ***VTRANS LRTP PUBLIC OPINION SURVEY***

In 2016, the Vermont Agency of Transportation (VTrans) will update the 2009 Long Range Transportation Plan (LRTP) to guide multimodal plans for Vermont's transportation system over the next 25 years. As part of the public participation process for the LRTP, VTrans contracted RSG

to design and conduct a public opinion survey of Vermont residents. The objective of the public opinion survey was to gather necessary information to understand statewide transportation issues and opportunities, and to inform and prioritize the vision, goals and policies, and investment priorities to sustain Vermont's transportation system for the future.

### ***CCRPC CHITTENDEN COUNTY TRANSPORTATION SURVEY***

In the spring of 2012, the CCRPC worked with RSG to conduct an important survey to better understand the transportation-related attitudes and opinions of Chittenden County residents. The CCRPC was primarily interested in assessing the public's thoughts on the current performance of the region's transportation system and their priorities for future transportation investment and improvement. The results of this study, the "Chittenden County Transportation Survey," will help inform potential transportation initiatives grounded in the opinions and expectations of its citizens. In addition, given that this was the third iteration of the survey (the first two were conducted in 2000 and 2006, respectively), results from 2012 survey were used to track changes in opinions over time.

### ***NEW ENGLAND TRANSPORTATION INSTITUTE (NETI) RURAL MOBILITY ISSUES STUDY***

In the spring of 2009, RSG conducted the Rural Mobility Issues Study for the NETI, under authorization from the Federal Highway Administration (FHWA), and with the cooperation of the University of Vermont Transportation Research Center. The survey was part of a NETI effort to better understand the mobility issues rural New Englanders face. The NETI program examines whether rural residents feel isolated and that emergency response services such as police, fire and medical services take too long to reach residents' homes. RSG implemented both a paper and online survey questionnaire that gathered

information from urban, suburban, and rural residents of Maine, New Hampshire, and Vermont. The questionnaire collected data on transportation mode use frequency, driving attributes, driving attitudes, feelings about their area, and demographic information. The data collected by the questionnaire was used to observe differences in the driving situations of urban, suburban, and rural areas. It was also used to create a picture of how rural residents view the areas they live in and how they think their life would be different in an urban setting.

Project Experience:  
Commercial & Recreation  
Markets

## Doug Kennedy Advisors

Doug Kennedy has completed a significant number of market and development analyses in commercial, redevelopment and recreational settings. Project assignments have ranged from conceptual analyses for long-term development planning, to implementation of development plans. Many of our project assignments are oriented toward redevelopment in downtown areas with recreational potential.

### Morrisville Downtown & Food Coop – Morristown, Vermont

As a follow-up to a VCRD Action Plan, Morristown decided to assess the potentials for creating infill development in vacant and underutilized



building spaces and to assess the impact of Rail Trail-based tourism. We were asked to provide market and feasibility analyses, involving detailed assessments of the broad retail/commercial market, the grocery market and the downtown’s potential for becoming a more significant center of regional tourism activity.

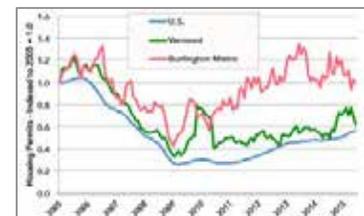


### Vergennes Downtown/Basin Plan – Vergennes, Vermont



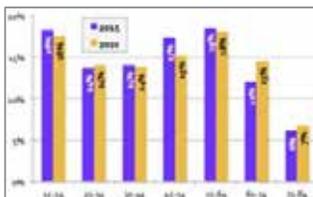
Downtown Vergennes has fared well in recent years, by capitalizing on both its convenient location between Burlington and Middlebury and on its links to recreational-oriented tourism. However, it became clear to the town that the adjacent basin area, which is directly connected to Lake Champlain via Otter Creek, has underutilized potential. As part of project team, we provided

background market analyses and developed specific recommendations for strategies that will better connect the downtown and the basin.



### Northfield Area-Wide Plan – Northfield, Vermont

Working with a multi-disciplinary team, we assessed background market trends for the downtown that has excellent potential to link with and benefit from local/regional recreation. Northfield’s unique position as a university town in an isolated location poses both opportunities and constraints to development. Our recommendations



and preliminary feasibility work identified real opportunities for commercial and recreational development.





### [Otter Creek Engineering | Water System Improvements – Town of Bradford, VT.](#)

Otter Creek Engineering was retained to assist the Town with water sources vulnerability to contamination, as well as concerns of low pressure, water loss and limited water storage. Following completion of a comprehensive Preliminary Engineering Study, we designed and provided construction services for 17,000 feet of replacement water main, a new well pump station, a booster pump station and a 400,000-gallon water storage tank. Client Contact – Ms. Bridget Simmons, Water and Sewer Administrator / 802-222-4315

### [Otter Creek Engineering | Water System Improvements – Town of West Rutland, VT.](#)

Permitting, design and construction services for a completely buried 200,000-gallon storage tank reservoir, construction, testing and permitting of a new 450 gpm, gravel-packed well and upgrade of existing well pumping station, new booster pump station, 5 miles of water distribution system improvements and a water meter system upgrade. Client Contact – Mary Ann Goulette, Town Manager / 802-438-2263

### [Otter Creek Engineering | New Water System – Town of Berlin, VT -](#)

For over 25 years the Town of Berlin as contemplated a municipal water system to serve the quickly developing Berlin Four Corners plateau. Otter Creek Engineering was retained to evaluate the most cost-effective alternative; and determine how such a project could be financed. OCE located, tested and obtained State approvals for three high capacity wells, followed by design of 18,000 lineal feet of water main, a 400,000-gallon water storage tank and well pump control building. Client Contact – Mr. Dana Hadley, Town Administrator / 802-443-4405