



**CITY OF MONTPELIER
MONTPELIER, VERMONT**

Agenda for City Council Meeting

City Council Chambers, City Hall

Wednesday, March 26, 2014

6:30 P.M.

- 1) Call to Order by the Mayor
- 2) 14-082. General Business and Appearances
- 3) 14-083. Consideration of the Consent Agenda:
 - a) Approve the Minutes from the March 19th, and March 20th, 2014 City Council Meetings. 
 - b) Authorization for the City to enter into a contract with Broadreach Planning & Design for the purpose of developing "Montpelier in Motion," a bicycle and pedestrian master plan for the city. This work is funded in part from a VTTrans Transportation Alternatives Grant previously approved by the Council. 
 - c) Consideration of becoming the Liquor Control Commission for the purpose of acting on the following: 
 1. Annual renewal of Liquor Licenses (City Clerk will distribute list of applications at the meeting.)
 - d) Payroll and Bills
- 4) 14-084. Appointment to the City's Conservation Commission. 
 - a) Karen Freeman recently notified staff that she is moving and, therefore, stepping down from her 3-year term which will expire in January of 2015.
 - b) Staff advertised and received one e-mail from Ben Eastwood who is seeking to fill this vacancy. He was formerly a regular member on the commission but took an Alternate seat last November to allow Jim Murphy (a new applicant) to take his position as Ben felt Jim was more qualified.

- c) Recommendation: Appoint Ben Eastwood to fill Karen's unexpired 3-year term until January, 2015.
- 5) 14-085. Presentation by the Carr Lot Design Review Committee on the recommendation of Redstone as the development partner for the redevelopment of 1 Taylor Street. 
 - a) The Committee has provided the report linked below.
 - b) The public has provided written comment linked below.
 - c) The Committee has presented its scoring sheet.
 - d) The RFP, developers' responses, and the video of the developer's presentations are linked here: <http://www.montpelier-vt.org/community/102.html>.
 - e) Recommendation: Receive the Committee's report, hear from the RFP respondents, and consider a vote to identify a development partner.
- 6) 14-086. Receive a proposal from Montpelier Alive for their vision of the Downtown Improvement District. 
 - a) Recommendation: Provide feedback to the organization in advance of future legal changes required.
- 7) 14-087. Council Reports
- 8) 14-088. Mayor's Report
- 9) 14-089. Report by the City Clerk
- 10) 14-090. Agenda Reports by the City Manager
- 11) *Adjournment*

Jessie C. Baker

From: James Eikenberry <james.eikenberry@gmail.com>
Sent: Tuesday, March 11, 2014 9:43 PM
To: John Hollar; Dona Bate; Tom Golonka; William Fraser; Jessie C. Baker
Subject: Carr Lot Meeting & DEW and Redstone Feedback

Hi Folks,

My name is Jim Eikenberry and I live at 367 Elm street in Montpelier. (Many of you probably know my wife Suzanne Eikenberry, former Executive Director of Montpelier Alive).

I attended the DEW and Redstone presentations this evening and wanted to give you my feedback and opinion on which firm you should select. I thought that both firms and their subcontractors seemed like they were listening to the information they received from the Carr lot committee and either could do a good job. However, my impression was that DEW seemed more genuinely interested in and able to handle the community engagement aspects of this project than Redstone. I also felt like Redstone seemed very committed to the idea of a hotel. While a hotel might in the end be perfect for the site, my impression was that Redstone might lean heavily on the idea of a hotel instead of being open to other opportunities for the site.

Parking was a big concern mentioned many times tonight and I feel that each firm planned to handle parking differently. DEW seemed more focused on optimizing and increasing nearby parking opportunities while minimizing the amount of parking onsite and instead focusing on green space and public use space. Redstone seemed resigned to maximizing parking onsite. They also didn't adequately account for where hotel employees might park in my opinion. I favor the DEW approach. I think it makes more sense to increase parking capacity in location like the Heney lot or the Capitol Plaza parking areas. This will also allow for more park space, green space, and improved riparian area while still accommodating the farmer's market.

I recommend that the City selects DEW and their partner firms for the Carr lot project.

Thanks for considering my input and for all your hard work on making our city a great place to live.

Sincerely,
Jim Eikenberry

Jessie C. Baker

From: Paul Carnahan <paul.a.carnahan@gmail.com>
Sent: Wednesday, March 12, 2014 9:45 PM
To: Jessie C. Baker
Subject: 1 Taylor Street Presentation

Dear Carr Lot Committee,

We were both impressed with the two presentations that we heard on Tuesday night. It is hard to evaluate the two proposals because of the different approaches used by the two teams, however we would like to offer the following observations.

1. The DEW idea of loading buses on the street seems problematic since Taylor Street is narrow, carries heavy traffic during the morning and evening commute, and is relatively short from end to end. Bob White says that this approach works in Hanover, but we think there may be different conditions in Hanover. Also, observing the way that traffic is blocked in front of Shaws when three buses arrive there at the same time would suggest that it would be better to get the buses off the street, as in the Redstone plan.
2. The Redstone team seemed to have done some actual economic analysis. The DEW team seemed to have a more conversational, anecdotal approach to their market analysis.
3. The DEW team stressed that they were not going to introduce any competition for existing Montpelier businesses, but that seems unlikely. Any office space will be competing with other available office space; any cafe will compete with other restaurants in town.
4. The economic ideas behind the hotel concept are very intriguing. The idea that a hotel would be a new economic generator for the downtown seems plausible. It seems like a hotel could help support the tourist-based economy that seems to be developing in Montpelier. There would probably be resistance from the owners of the Capitol Plaza, but we think the idea of a new, contemporary hotel is worth exploring. In fact, it could complement the existing hotel and its conference facilities.
5. The DEW idea of having a public space on the top floor was also intriguing. The ideas of having more public meeting space available and of having a space where people can look out over the city are attractive. It is not clear how this space would be administered or how it could be economically viable.
6. The Redstone team commented that the timeline given to them by the committee was too ambitious and was going to be hard to meet. We hope that the committee will give whichever developer is chosen enough time to develop a good project. The city has taken a long time to start developing this parcel; it would be fool-hardy to cut corners now. Let's make sure we give the developers enough time to be successful.
7. The examples of landscaping that the Redstone team presented were very exciting. They combined functional elements, such as seating and paths, with innovative designs.

Good luck in choosing a developer for this project. It will be exciting to see what happens on this piece of land!

Paul Carnahan
Eve Jacobs-Carnahan

Jessie C. Baker

From: Shawn White <shawnw1022@gmail.com>
Sent: Thursday, March 13, 2014 12:01 PM
To: John Hollar-drm; William Fraser; Jessie C. Baker
Subject: Carr Lot Proposals

Hi John, Bill, and Jesse,

I won't be able to attend the Carr Lot committee this evening, and I wanted to throw my two cents in about the proposals that were presented Tuesday evening.

First, I was more impressed with the DEW team. I felt they were more cohesive, seemed like they would be easier to work with, and had more of a vision of the possibilities for the site. I also think they have a better solution for the parking issue and it seemed they were able to minimize the parking needs for the site -whereas Redstone seemed to have a fixed number of parking spaces they were locked in on (or would increase the size of the building if the parking needs were relaxed -rather than reduce the number of parking lots).

If DEW team is selected, however, I think the city should stipulate that an elevated parking lot not be built across Taylor Street on the state parking lot. (If I understood the DEW proposal correctly this is one lot they are considering for off site parking.) It seems to me that we should keep that lot open for the potential of more green space. The Bashara lot makes the most sense.

I wish I could make the meeting tonight - it will be interesting to hear what everyone's thoughts are!

Thanks,
Shawn
Montpelier Conservation Commission

23 Vine Street, Montpelier
223-4299

--
Shawn White
Project Manager
Friends of the Winooski River

Jessie C. Baker

From: Chuck <chuck@daghlian.org>
Sent: Thursday, March 13, 2014 11:13 PM
To: William Fraser
Cc: Jessie C. Baker
Subject: Carr Lot proposals

Bill,

I took a look at the two proposals from DEW and Redstone for the Carr Lot project. My first impression is that the DEW proposal is a poor choice. The last thing we need is another box of a building that will be empty at night. I was also dismayed to see that they labeled their pictures incorrectly. That level of failed proof reading does not bode well for their ability to carry out the project.

In contrast, the Redstone proposal is a well written, well thought out document. The prospect of a hotel and an active center is just what Montpelier needs. Redstone is also able to transition from the construction phase to management phase without any support from the city. That is a real positive. The design outlined by Redstone is for a very active, attractive development. The entire Redstone proposal is head and shoulders above the DEW document. I think it would be a disaster if we don't go with the Redstone proposal.

Chuck

Chuck Daghlion
15 Mountainview Street
Montpelier, VT 05602

Jessie C. Baker

From: Mary Hooper <maryshooper@gmail.com>
Sent: Thursday, March 13, 2014 3:45 PM
To: William Fraser; John Hollar-drm; John Hollar; Jessie C. Baker
Subject: Carr lot design

John, Bill, Jessie,

I don't have the email addresses for the Carr Lot committee, so I am sending this to you in the hopes you will share with the committee. You are getting my late night musings, which I just realized I had not sent.

Thank you for your work on the Carr Lot and for the invitation to comment on the proposals.

I have several general thoughts.

1. A building of at least three stories should be required. Downtown urban space is a precious commodity, we should take as much advantage as possible of the ability to go up.
2. Uses which bring people into the area for more than the conventional working working hours should be required. Residential uses are critical to successful downtowns, they bring liveliness and investment in the success of the area at all times of the day and night.
3. Thoughtful attention to the notion of place making is critical. How people use and move through this space at all times of day and night will be the elements of its success.
4. Integrate the river with the space. For 35 years I have heard people wonder why we turn our backs to the river. This is our big chance to begin really turning toward the river, let's take advantage of it, not just as a view or a casual connection, but in a significant way.
5. Don't let parking be a problem. Paris is the fabulous city because in the seventeenth century it was intentionally made a walking city. Spaces were created which drew people from area to area. We have many of the same elements, build on that strength. Make it a pleasure to walk 10 minutes to your office. Yes parking is necessary, but we can also create spaces which encourage walking, public transit, car sharing. Urban space is much too valuable to spend it on car storage (parking).
6. Build a 21st century building (not another brick imitation of an earlier time). It is very possible to complement the existing fabric of the community without slavish copying. One of the wonderful things about State Street is that it has architectural styles from many eras.
7. Require the public spaces of this project to be successful year round. Too often we design our gathering spaces for the wonderful summer days. Let's not create another gathering space like the city hall plaza which lies fallow most of the year. What are the winter uses of the area envisioned to be used by the farmers market?

Again, thank you for your work on this project. It is a once in a lifetime opportunity to invest in an extraordinary way in the future of our community. We should make an investment which is extra-ordinary.

Mary Hooper

Sent from my iPad

Jessie C. Baker

From: William Fraser
Sent: Friday, March 14, 2014 9:53 AM
To: John Snell (jrsnelljr@gmail.com); Daniel Dickerson (ddickerson82@gmail.com); MLA Elizabeth Robechek (elizabeth@earthheartworks.net); don@marshengineering.com; John Hollar; Jessica Edgerly
Cc: Jessie C. Baker; Jeffrey Tucker (jtucker@dubois-king.com); Kevin Casey
Subject: FW: Comments on Carr Lot

FYI

William J. Fraser, ICMA-CM
City Manager
City of Montpelier
39 Main Street
Montpelier, Vermont 05602
Phone: (802) 223-9502
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www.montpelier-vt.org
http://icma.org/en/icma/about/anniversary/life_well_run

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From: Jessica Edgerly [mailto:vtedge@gmail.com]
Sent: Friday, March 14, 2014 9:38 AM
To: William Fraser; John Hollar-drm
Subject: Fwd: Comments on Carr Lot

I didn't catch this before our meeting yesterday. Bill - would you share this out with the committee?

----- Forwarded message -----

From: Stephanie E. Hurley <shurley1@uvm.edu>
Date: Thu, Mar 13, 2014 at 4:10 PM
Subject: Re: Comments on Carr Lot
To: Jessica Edgerly <vtedge@gmail.com>

Dear Jessica,

I am so glad I made it to the first part of Tuesday's presentations. It is such an exciting project for the city and I really feel that it could be a catalyst toward development along the river that gives priority to people over parking, architectural definition, and honors the presence in our city of rivers that still have huge trout swimming in them, despite centuries of industrial activity. I have looked through both plans and spent extra time reviewing the Redstone presentation materials online because I had to leave part-way through their presentation on Tuesday, though I saw all of the DEW presentation. Unfortunately, I can't be there tonight, but I did want to mention a few things.

While I thought DEW did a pretty good presentation, and shared some good ideas, I felt that their proposal was too specific in some ways and lacking specifics in others. It felt like they were focused more on the building than anything else on the site, being vague about connections to the town and the river. The building itself had a corporate feel as rendered and I wasn't sold by the "tower" they were saying was in our local vernacular- at least not that particular tower in terms of aesthetics or functions. You may have noticed that their slide listing

"priorities" gave no mention of the environment explicitly. They had some oblique references to stormwater on another slide but I couldn't see any specifics in their plans. There was also very little imagery of their proposed treatment of the river edge slopes and banks. I also spoke to a Farmer's Market board member who said that 'they' had tried to contact DEW for weeks without response and only finally got a response on Monday (the day before they presented). That did not sit well with me because DEW was saying how integral the market would be in their plans (maybe they had talked to a different board member?). If you look at the scale of the proposed market tents and number of tents (oversized and too few) in their plan, it doesn't reflect the market needs or spatial arrangement flexibility as I think it should.

I feel really positive about the attitude of community participation presented in the Redstone proposal. I appreciated that even at the early schematic/concept phase they presented, they were already thinking about bus dimensions and conceiving of a turnaround to get buses off the street. Also, though I don't believe it was described that way, a turnaround station could effectively avoid the Taylor Street bridge (if it is determined to be too narrow) and route buses back to turn left on State Street. I think their proposed hotel could potentially serve a different clientele than Capitol Plaza, and increase opportunities for day and evening tourism in our downtown. That said, if the community overwhelmingly disagreed and didn't want a hotel, I believe this design team would be able to adeptly revise for alternative uses in the building...and I think residential would also be valuable to our community. Redstone did get in touch early on with the aforementioned market board member, showing diligence in their research. If you examine the number and size of market stalls even at this early conceptual plan stage, they are much more realistic for the Montpelier market. The Redstone proposal's linear connections between the farmers market space and bike path and river were also very thoughtful, integrative, and well spaced. These spaces could be used differently weekdays and weekends and in different seasons. The designers explicitly illustrate concepts for stormwater treatment methods and systems that are aesthetically pleasing, ecologically sound, and exemplary of the type of green stormwater infrastructure we need to see as part of future retrofits in Montpelier- especially in the river corridor/floodplain areas.

Finally, I have worked as a member of UVM's campus master planning committee with the landscape architects, Wagner Hodgson, and have been watching their regional and national success over the years I have been in Vermont. They are great to work with- willing to be flexible and make revisions, and real innovators in sustainable design that goes beyond landscapes to structures (like green roofs- their design at Heritage Aviation intersperses green roof plantings with solar panels showing you can have both in one place!). I have less direct familiarity with Redstone and the architects Gossen Bachman, but I asked around at UVM and people there have had positive experiences working with Redstone. I even gave someone the opportunity to say anything to me anonymously about reservations they may have about Redstone, and they said they genuinely felt they were great to work with.

Thanks sincerely for your time on this,
Stephanie

Stephanie E. Hurley
Assistant Professor
Plant and Soil Science
University of Vermont
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Burlington, VT 05405
802.656.9501
stephanie.e.hurley@uvm.edu

Jessie C. Baker

From: William Fraser
Sent: Friday, March 14, 2014 10:32 AM
To: John Hollar; MLA Elizabeth Robeck (elizabeth@earthheartworks.net); John Snell (jrsnelljr@gmail.com); Daniel Dickerson (ddickerson82@gmail.com); don@marshengineering.com
Cc: Jessie C. Baker; don@marshengineering.com; Kevin Casey
Subject: FW: Carr Lot

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-----Original Message-----

From: Brian Swift [<mailto:lightbody222@yahoo.com>]
Sent: Friday, March 14, 2014 10:33 AM
To: William Fraser
Subject: Carr Lot

As a resident of greater Montpelier for almost all of my 66 years i have been disappointed by most of the development and architecture of that period.

Looking over the two proposals for the Carr lot i am convinced that the one from Redstone offers a far greater chance of reflecting our community in a way we will appreciate for generations.

Thank you for the chance to comment.

Sincerely,

Brian Swift

Jessie C. Baker

From: bob hoser <ttownfarm@gmail.com>
Sent: Sunday, March 16, 2014 3:57 PM
To: Jessie C. Baker; William Fraser; John Hollar-drm
Cc: Dog River Farm; Pete Johnson
Subject: Taylor Street Proposals.

Hello Taylor Street Committee, Bill Frasier, Jesse Baker and John Hollar,

I enjoyed the proposals and learned a great deal last Tuesday evening. I was surprised to see so much discussion by the DEW folks about the farmers' market because I had tried on a few different occasions to get in touch with them and never heard back until last Sunday.

At first I was swayed by DEW, the invitation of an indoor space for the market is appealing and really our main focus at this time. We need to get the market downtown year round and have a consistent and reliable schedule.

Then, I loved how the Redstone team talked all about the overall picture and success of downtown as a whole. I thought they had a closed loop idea that didn't need a parking garage (although that would be quite nice) or anything off site for their proposal to be successful.

I emailed Erik Hoekstra this morning asking if they could see fitting the market in the building for the winter. I explained the necessity of getting the market downtown and asked if they would be willing to work with us to that end.

He emailed right away back and said yes, they want to make a place for the indoor market downtown and will work with us to make it happen.

I saw a lot of research and creativity in their proposal to get the outdoor, community space on the site while still making the place thrive financially, and contribute to the overall vibrancy of downtown.

I left the meeting feeling that the DEW people had the right idea by including indoor space for the market, but after thinking on it for longer I feel that the Redstone folks have a much more creative and financially sound plan.

There is so much potential for the spot to become a dirty bus stop with another big, lifeless building complete with cigarette butts littering the walkways. The DEW building and plan seems at risk for this.

The Architects with Redstone had a lot of passion for the project, and they are residents of Montpelier which is even better. I'm not sure how others feel, but I do not like the buildings on Stone cutters way, they look like the wrong kind of modern to me. I hope that if chosen the Redstone or Black River architects can come up with a different kind of new and cool and classy for the hotel or whatever it becomes.

Thank you for reading my thoughts. The Market can become something even more wonderful, economically stimulating and a real destination for locals and those from afar. It would be exciting beyond belief to have the market downtown year round, as a part of this project. It looks like we will be able to have the outdoor market in some great place or another downtown, so securing part of this site at the very least for the winter is important.

Thanks again and good luck with this tough decision!

Best,
Lila

CCFM Board President

PS- I am having trouble emailing John Snell. Would one of you be willing to forward this to him? Thank you.

Jessie C. Baker

From: Benjamin Adler <benjyadler@gmail.com>
Sent: Monday, March 17, 2014 9:27 AM
To: William Fraser; Jessie C. Baker
Subject: Redstone Development endorsement from the Skinny Pancake

Good Monday morning, Bill & Jessie:

Benjy Adler of the Skinny Pancake writing. At the end of last week, Erik Hoekstra of Redstone reached out to me regarding his proposal for One Taylor Street / The Carr Lot.

I took some time to familiarize myself with their proposal over the weekend. It certainly seems thorough and professional. Their suggestion for an additional hotel in downtown seems logical. But frankly, I have not spent enough time considering potential alternatives to express a strong opinion on best usage of this land.

By contrast, I can express a very strong opinion about Redstone based on years of watching them in action: put simply, Vermont is lucky to have them. Redstone has clearly demonstrated that they are playing the long game, they are not out to turn a cheap trick. They are honest as the day is long; trust will never be an issue. They are professional, experienced and have proven to be very capable of completing projects. They are community-oriented and *very* mindful of their actions and potential reactions.

Like no other developer I know, Redstone seems to get that they are working *in* communities, *with* the community *on* their communities. I believe they understand that it is a privilege to do the work they do and they act accordingly. In particular, I have witnessed this community-minded approach from Redstone Principle Erik Hoekstra for many years. He has helped the Skinny Pancake identify our locations on the Burlington waterfront, 89 Main St in Montpelier and our commissary at 88 Oak St in Burlington. As a resident in the Old North End of Burlington, I am currently witnessing as Erik & the Redstone team invest in the O.N.E., watching multiple phases of redevelopment at several sites that had been blighted / abandoned for years if not decades. All projects seem 'buttoned up' and well-managed from the outside.

Again, while I have no idea who else you may be choosing amongst, you should rest assured that if Montpelier chooses to work with Redstone, you will find a healthy, collaborative, community-oriented partner in your One Taylor Street development.

If you have any questions about this email or I can be of any help, please do not hesitate to reach out to me directly.

Sincerely,

-Benjy Adler
802-598-3028
Founder / Owner
www.skinnypancake.com

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Why eat local? To improve the local food S.C.E.N.E. (Security, Community, Environment, Nutrition, Economy).

Jessie C. Baker

From: William Fraser
Sent: Monday, March 17, 2014 9:57 AM
To: John Hollar; MLA Elizabeth Robechek (elizabeth@earthheartworks.net); John Snell (jrsnelljr@gmail.com); don@marshengineering.com; Daniel Dickerson (ddickerson82@gmail.com); Jessica Edgerly
Cc: Jessie C. Baker; Kevin Casey
Subject: FW: Montpelier Car Lot

FYI

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From: Tolya S. Stonorov [<mailto:tolya@stonorovworkshop.com>]
Sent: Monday, March 17, 2014 6:02 AM
To: William Fraser
Cc: Tolya S. Stonorov
Subject: Montpelier Car Lot

Dear Bill,

I write to you as a concerned Montpelier resident and as a local architect. I have recently studied the two proposals for the new downtown car lot and want to express my **strong support of the Redstone proposal**. I feel that they are forward thinking, concerned about sustainability, committed to true civic engagement and want to deliver a great project for Montpelier. Their partnership with Gossens Bachman Architects gives me further confidence in their proposal. GBA is at the forefront of architectural design and fundamentally understands what Montpelier needs as a vibrant city. In fact, their work with the riverfront began over a decade ago, when they imagined the river walk trail. It would be a lost opportunity to enter into a development that has such waterfront potential and not have them on board.

Please don't hesitate to contact me with any further questions.

Thanks,
Tolya

Tolya Syril Stonorov
Stonorov Workshop, Principal
www.stonorovworkshop.com
415.497.7337

Assistant Professor of Architecture
School of Architecture and Art
Norwich University
Northfield, Vermont

Jessie C. Baker

From: Beth & Andy Boutin <baboutin@comcast.net>
Sent: Monday, March 17, 2014 10:02 AM
To: William Fraser
Cc: Jessie C. Baker
Subject: Carr lot RFPs

Hi Bill - I'm not sure where the Carr Lot Redevelopment committee is on making a decision on the two RFPs received for the redevelopment, however I just wanted to reach out and say that I've worked with (as a funder) both Redstone and DEW they are both excellent companies that do excellent work -- I'm sure you know you have two very well qualified candidates to choose from.

However, I wanted to extend my opinion in favor of the Redstone team with regard to the Carr lot redevelopment. Here are a few points to why:

1. Redstone is an experienced downtown development team. They have successfully developed many complex downtown projects.
2. Redstone is a developer first, not a construction company.
3. The community-based approach offered by Redstone is very engaging and community oriented. We (Montpelier residents) have waited a long time for this project and we want to see it done right where our community is served by the project that makes the most sense and can be supported AND used in the greatest sense.

I wish you well in your decision making.

Best regards,
Beth Boutin
104 East State Street
Montpelier VT 05602

Jessie C. Baker

From: Jonny Adler <jadler@unionstmedia.com>
Sent: Monday, March 17, 2014 11:42 AM
To: William Fraser; Jessie C. Baker
Subject: endorsement for Redstone

Hello Jesse & Bill,

I'm Jon Adler, Vice President of Union Street Media, a web development company in Burlington, and cofounder of the Skinny Pancake. I understand that Redstone has a proposal before the City of Montpelier for One Taylor Street. I'm writing today to endorse Redstone's work, collaborative approach, and team.

I've been involved directly both as their client and as their service provider. As their client, I have benefitted from their real estate business acumen and their understanding of community. Erik Hoekstra at Redstone identified and made the introductions for both our Lake Street restaurant (when it was a vacant building in 2007) and our commissary kitchen and neighborhood cafe in Burlington's Old North End. Erik took the time to understand what we needed for facilities and what we could bring to the community. He found the right places, and consulted with us even after the deal to understand and deliver when it came to zoning compliance. They simply couldn't be so helpful to us without the combination of hard expertise and the softer skill of understanding what a community wants and needs.

As a service provider, Union Street Media has handled www.redstonevt.com for years. While this has long been a successful and mutually beneficial relationship, in the last year, Union Street Media put them on a new platform. Unfortunately, the solution we recommended didn't work out as well as we would have hoped and the website encountered problems. I met with most of the Redstone team in a room and saw how they handled a difficult situation that my company essentially created. Rather than receiving the expected finger-pointing and tongue-lashing, I instead met with the group that was purely solution-oriented, asking detailed questions to understand what we and they could do to move forward. What I got was a window into how they handle a crisis, and how committed they are to serving the needs of their clients impeccably.

While I did look at their proposal, I'm not fully versed on the specifics or how it compares to the others. But what I can tell you is that the Redstone team has the right track record and approach to sustainable development in Vermont. Perhaps the best example of this (in microcosm) was a conversation I had with them around the Abe's Corner redevelopment on the corner of North St and Elmwood here in Burlington. I'm an investor in the development. They are turning a blighted street corner into the center of the rehabilitating street with an attractive new building that looks like your classic street corner. In going over the finances on the space, I noticed that the first floor was intended as commercial space. Knowing we could get significantly more rent if it were a residential apartment, I asked Erik why we're choosing an option with a higher-maintenance and lower-revenue client. His comment was that the development worked well financially even with the commercial space, and, he said, "more importantly, it is what is right for the neighborhood."

That story really exemplifies what they bring to the table. You see Redstone's contribution to Burlington's exciting and sustainable development all over town. It's no coincidence that we are so routinely rated as one of the healthiest and best cities to live in and that we have developers like Redstone helping to make it happen.

Sincerely,

Jon Adler

Jon Adler / Vice President
802.865.3332 / ex. x105
www.unionstreetmedia.com

Jessie C. Baker

From: JCheney <JCheney@t-n.com>
Sent: Monday, March 17, 2014 2:55 PM
To: Jessie C. Baker; William Fraser
Subject: Carr lot proposals

Jessie and William,

I write to you today, as an active member of Montpelier Alive; as a recent addition to the board and a long time volunteer of the design committee. I feel its my responsibility to share my personal opinion, backed by my professional acumen. I ask that you please circulate this communication to the balance of the Selection Committee;

In addition to my role with Montpelier Alive, I have maintained a career, in excess of 25 years, in Construction and Construction Management. One of the greatest challenges and greatest responsibilities is qualifying and vetting proposals on a Design Build basis. That said there are some 'rules of thumb' and best practices that we try and adhere to when selecting a contractor (Sub, General or Prime). Unfortunately, while I attended some of the RFP meetings, I was not able to attend them all, and considering that I am not part of the selection committee I cannot comment on or fully understand all the metrics being utilized in this selection process, so please forgive me if I am making comments or suggestions already considered, but listening to the proposals a couple of comments caught my attention:

Net Zero while setting a budget at 100 \$/sqft- from a rule of thumb perspective 100\$/sqft is attainable, but designs are limited at that value. Net Zero, by my understanding has not been attained on a commercial building in Vermont. But using residential Net Zero as a case study there are related expenses that start in the range of 20% premiums...at a minimum I think we need to understand what we are buying with the proposed budget and what the guarantee of Net Zero means, if not what the costs are to attain that level.

Historical Accuracy in Estimating- what examples are presented, and or what references are provided that support a claim of 1-3% variance?

Developer acting as GC- what examples are presented, and or what references are provided that support the claim of cost savings from this relationship? The meetings I attended I heard members of the Selection Committee express interest in having a hand in the selection process. While I'm not certain that we were discussing the role differential between a Developer and or a General Contractor, I left those meetings thinking that the City wants to hire a Construction Manager...an open book process.

What I heard in those meetings I attended was the search for a Partner, I think of marriage when I think Partner. I think we want a Partner who is trusted with best practices and substantiates all claims that are otherwise outside of our personal/professional domain.

Should the Committee be interested in partnering with DEW I urge you, as a group, to seek the evidence that supports claims otherwise not understood. Please don't settle for anecdotal information-this is to be a long term marriage.

Personally, and with my professional experiences to back my thinking I like what I heard from Redstone. I feel like they put a proposal together that followed what the RFP asked of both parties, that they represent a true Partnership in their proposal, and last but not least they offer the financial responsibility-payback over what is a relatively short span of time that puts the City in the best financial position it could ask for in this situation. This in my mind is substantial.

Again, many thanks for forwarding my message along, and many thanks for hearing (reading) my words!

Best regards,

Jason B. Cheney
Business Development
Trumbull-Nelson Construction
59 Elm Street
Montpelier, VT 05602
T-802-225-8988 F-802-225-5935
Cell Phone 603-359-4850
Jcheney@t-n.com

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Jessie C. Baker

From: Andrew Keller <akeller@andrewkellerdesign.com>
Sent: Tuesday, March 18, 2014 2:48 PM
To: William Fraser; Jessie C. Baker
Subject: Carr Lot Team Selection

Gentlemen

I am a practicing architect and urban designer (Master of Architecture and Master of City Planning; UC Berkeley) and a citizen of the City of Montpelier. My professional training and work experience is focused upon ecological design and participatory community design at various scales of development. Currently, I am also the Coordinator and primary instructor of 'Ecological Design in the Built Environment' at the Yestermorrow Design/Build School in Waitsfield, Vermont. This course is concerned with how the philosophy of ecological design can be applied to the built environment, so as to produce a continuous and regenerative landscape from the human and architectural scale, to that of the city and town, and into the indigenous landscape.

I would like to strongly recommend that the design proposal presented by DEW be selected for improvements to the Carr Lot. While I can not state that I have reviewed all details of the two proposals being considered, my review of the two proposals concludes that the DEW proposal is significantly stronger for the following reasons:

-Better consideration of river access for pedestrians and water enthusiasts

The river can play an essential role in defining Montpelier's identity. In addition, the river may serve as yet another economic opportunity to support the various outdoor activities that characterize Vermont

-Better building siting and support of outdoor programs and use

The DEW proposal smartly locates the new building closer to the river to help establish a clear and immediate sense of entry into Montpelier. This sense of entry will be further supported by the transit canopies defining both sides of the street in front of the building. In addition, locating the transit building immediately adjacent to the river may in fact allow for future infill development between the transit building and the downtown.

-More efficient use of outdoor space and consideration of multiple functions

The best urban spaces have more than one function and are therefore more successful both socially and economically. Introducing the Farmer's Market and a community plaza, or other community programs (skating, movie amphitheater, etc) will not only socially activate what would be barren parking lots, but provide additional economic opportunities. Importantly, the DEW proposal links the Market area with the public plaza, which will make [pedestrian access far more successful than simply located the market in the rear of the site.

-A better building design concept

In general, it would appear that the DEW proposal intends to make a clear relationship between outside and inside. Note only is this advantageous from an experiential standpoint but it provides more bang for the buck, particularly when conveniently located adjacent to the river. In addition, allowing the roof of the building to be inhabited for both business use and views of the valley clearly provides more opportunity as compared to simply locating more parking.

-Consideration of Environmental Site Factors

I have not read all of the fine print regarding the building systems. However, it would seem rather obvious that this building should capitalize on its excellent solar access, and have a clear stormwater strategy, such as rain gardens.. Only DEW has considered both.

In general, it is my observation that there are several other areas that could be improved in both proposals, including consideration of wildlife, the potential for development of the site for small scale business use, and the site connection into the existing parking lot. Nevertheless, I would strongly recommend selecting the DEW proposal.

Please note that I have no affiliation with any of the consultants.

Thanks for your time.

andrew keller design llc

Jessie C. Baker

From: John Hollar <jhollar@drm.com>
Sent: Thursday, March 20, 2014 3:24 PM
To: L-Council
Cc: William Fraser; Jessie C. Baker
Subject: FW: Carr Lot recommendation

Fyi.

From: Carolyn Grodinsky [<mailto:carolyn@montpelierbridge.com>]
Sent: Thursday, March 20, 2014 1:29 PM
To: Thierry Guerlain; jhollar@montpelier-vt.org
Subject: Carr Lot recommendation

Hi Thierry and John:

I was surprised to read in the paper that Redstone was selected for the Multimodal project. I was at the meeting and saw both presentations. DEW Construction's presentation was complete and thoughtfully proposed based on taking information back from a well-attended community meeting of what Montpelier wanted to see. I thought their proposal was appropriate to the scale of the community and do not understand the need or desire for the larger Redstone structure or another hotel.

Obviously I have not been involved in the meetings and decision-making process and am basing my note on this week's presentation only. However, I know how long processes take in this community and who knows how long it will take to build the new multi-modal center. Is there a required timeline to complete the project with the community process built in?

--

thank you
sincerely
Carolyn Grodinsky
5 Center Street, Montpelier

1 Taylor Street COMMITTEE COMPOSITE
Development Partner RFP Review

Selection Criteria and Project Goals/Objectives	For each line, please indicate (with a Y) which potential developer you feel better met this criteria	
	DEW	Redstone
a. Responsiveness to the information provided herein and the overall quality of proposed project. (I've outlined below the individual goals. Refer to the RFP for more details.)	1	4
Maximize the long-term benefits for the City by redeveloping this property. These benefits are measured several ways, including (but not limited to): 1) development of a “gateway” level project that supports multiple functions, including a multimodal facility, welcome center and upper floor development, 2) construction of a high quality, attractive, highly energy efficient and sustainable building, 3) the recovery of the financial investment made by the City over a defined period of time and 4) the creation of a high quality and accessible public space.	1	4
Long-term partner in the development process, not just an entity who will construct a project and move on.		4
Create an inviting, public gathering place. The Developer must understand that this project is not just to develop a building but, more importantly, creating a “place.”		4
Designing a high quality, green-based storm water management system for the building and adjoining site that minimizes and treats runoff. Designs should utilize, as practical, permeable materials to increase infiltration, as long as materials are of high quality, durable, long lasting and cost effective.		4
The City believes the building height should range between 2 and 6 stories. Two stories are required under the current City zoning.		2
Building design should engage and integrate with the bike path, green space and the river.	2	3
The City intends the site to accommodate weekend public gatherings, such as the local Farmer’s Market.	1	2
Building architecture and function should be innovative and look forward but respect the past and engage with the rest of downtown.	1	5
Building should represent Montpelier’s commitment to energy conservation and innovation. Refer to Section 3 below for building energy efficiency.		4
Development Partner should demonstrate in the proposal the commitment to developing a building that will achieve LEED for Core and Shell certification.		4

Development Partner is encouraged to include in the proposal ideas on how to incorporate art into the project.	1	1
Minimize or eliminate the need for parking on site	4	1
develop a highly energy efficient building and maximize to the extent practical, on-site renewable energy generation.		2
b. Developer's documented financial ability to build, operate and manage the project.		1
c. Competitiveness of development rights.		3
d. Developer's ability to secure currently identified and/or additional tenants.	2	3
e. Quality, creativity and thoroughness of building design concepts by 1) architectural, 2) footprint layout, 3) occupancy use and 4) energy and other. Convey the Developer's vision of achieving the City's stated goals and objectives for this project through renderings and narrative.	1	4

Carr Lot Design Committee Recommendation

City Council Members,

The City Manager issued a publically advertised Request for Qualifications in the fall of 2013 to solicit interest from firms desiring to be a development partner with the City to develop the upper floors of the proposed Multi-Modal Transit Center at 1 Taylor Street. Three Teams responded. One Team later withdrew. The Carr Lot Design Committee reviewed the qualifications of the remaining Teams and determined they were both qualified to be a potential partner. The Committee issued a Request for Proposals to the two firms, DEW Properties LLC and Redstone, in January 2014. The Committee and City staff met privately with both firms in February prior to their submittals.

Complete proposals were received from both Teams on February 18. The committee reviewed the proposals during three separate Committee meetings and during a public presentation by both firms on March 11. The Committee believes both Teams presented strong proposals with each offering unique approaches to the development of the Carr Lot and the upper floors of the Transit Center. The committee had extensive discussions of the advantages of each proposal. Although each Team offered different, attractive “designs” and potential uses for the building, parking and the lot layout, the Committee remained focused on the task of selecting a development partner not a building. (As indicated in the RFP the building design and use will be the focus of a design Charette process once the Development Partner is selected.) The Committee summarized its preferences in a matrix of the Goals and Selection Criteria contained in the RFP. (See the attached matrix) Each member noted which Team better met a particular goal or criteria. Goals or criteria for which the member thought both proposals were equal were left blank or noted as equal and were not tallied. The results were committee members selected Redstone as presenting the stronger proposal 55 times versus DEW with 14 preferences noted. This tabular result reflects the tone of the committee discussions throughout the three deliberative meetings.

Based upon our thorough review of both of these excellent proposals, the Carr Lot Design Committee unanimously recommends the City Council enter into negotiations with Redstone as our Development Partner for the Taylor Street Transit Center.

for the Committee
Don Marsh

Minutes of the Montpelier City Council Meeting
March 19, 2014
Montpelier City Hall Council Chambers

In attendance: Mayor John Hollar (presiding), City Councilors Thierry Guerlain, Jessica Edgerly Walsh, Justin Turcotte, Tom Golonka, Dona Bate, Anne Watson and City Manager Bill Fraser. City Clerk John Odum acted as Secretary of the meeting.

The meeting was called to order by the Mayor at 6:30 PM.

14-066. The City Clerk swore in the Mayor, and Councilors Guerlain, Bate, and Turcotte.

14-067. Councilor Guerlain moved that Councilor Golonka be appointed as President of the council. Councilor Turcotte seconded. The motion carried unanimously at 6:33.

Councilor Golonka moved that Councilor Guerlain be appointed Vice President of the council. The motion carried unanimously at 6:33.

Councilor Edgerly Walsh moved that Councilor Watson be appointed parliamentarian, and was seconded by Councilor Guerlain. The motion carried unanimously at 6:34.

14-068. Councilor Edgerly Walsh moved the re-adoption of City Council's Ethics Policy, (with the stray characters on the display cleaned up). Councilor Guerlain seconded the motion which carried unanimously at 6:35.

14-069. Councilor Edgerly Walsh moved the re-adoption of City Council's Rules of Procedure, and was seconded by Councilor Watson. Councilor Bate noted the request that the deadline for submission for council agendas be changed to Wednesday. The change was adopted as a friendly amendment. At the city managers suggestion, "hand-delivered" was changed to "delivered" as a friendly amendment as well.

Page Guertin approached the council noted that some language was not consistent with the new charter language. The motion was amended to remove the words "provided by the charter." The motion as amended passed unanimously at 6:40.

14-070. Mayor Hollar prefaced the discussion of council committee appointments by expressing his concerns about possible conflicts of interest. The City Manager reviewed the roles and functions of the committees as the Mayor went through the list.

The Committee assignments settled on were:

Building code appeals committee: Councilors Golonka and Guerlain.

Capital projects committee: Councilors Edgerly Walsh, Bate and Turcotte.

Central Vermont Solid Waste board alternate: Councilor Bate.

Citizen advisory board for the Community Justice Center: Councilor Watson.

Energy advisory committee: Councilor Watson.

Harry Sheridan scholarship committee: Councilor Watson.

Housing task force: Councilor Edgerly Walsh.
 Housing trust fund committee: Councilor Golonka.
 Kellogg Hubbard library board: Councilor Guerlain.
 Montpelier Alive board (advisory member): Councilor Bate.
 Bicycle advisory committee: Councilor Edgerly Walsh Jessica.
 Parking committee: Councilor Watson.
 Recreation board: Councilor Golonka.
 Water rate study committee: Councilors Turcotte, Golonka, and Guerlain.
 TW Wood board: Mayor Hollar
 1 Taylor Street (Carr Lot): Councilor Bate to join the currently serving councilors.

14-071. The City manager discussed the "City Council Overview" document he provided.

14-073. Councilor Edgerly Walsh asked that item c be pulled from the consent agenda for consideration. Councilor Watson moved approval of the remaining consent agenda items, and was seconded by Councilor Edgerly Walsh. The motion carried unanimously at 7:11 PM.

Councilor Edgerly Walsh had questions about item c (the proposed contract with Brandy Sexton). The City Manager responded with background on the process which opened up a broader conversation on communication on the planning process between councilors (that included Assistant City Manager Jessie Baker).

Councilor Edgerly Walsh moved the council approve item c from the consent agenda. Councilor Guerlain seconded. The motion passed unanimously at 7:22.

14-075. The Mayor opened a discussion on the process of developing the Council's Goals and Priorities for 2014-15.

Councilor Edgerly Walsh asked about rescheduling the April council meetings. A discussion followed. The council decided to meet the 9th and the 16th of April, with the goals discussion to be held on the 16th (5:00).

14-076. Councilor Golonka welcomed the new councilors. He then took a moment to elaborate on his recusal from some Carr Lot discussions as reported in the paper.

Councilor Watson reported on feedback about potholes in the city, particularly regarding Barre Street. She then reported on the community based learning/apprenticeship program at the high school and positive feedback she had received about students experiences with the city. She also reported on the solar project RFP process. Finally, she asked about rumors circulating regarding the DID committee. The Mayor responded to the last item with a preview of some of the recommendations he and Councilor Edgerly Walsh (and others) were working on regarding a restructuring of the program.

Councilor Edgerly Walsh congratulated the election winners, and thanked citizens that weighed in on the 1 Taylor Street (Carr Lot) committee. A discussion about how best to share citizen emails to the committee followed.

Councilor Bate reported that she had attended every committee meeting scheduled since her election. She also echoed concerns about rumors surrounding the DID committee.

Councilor Guerlain welcomed the new councilors and thanked his electoral opponents. He also noted a constituent email about sidewalk conditions.

Councilor Turcotte thanked his fellow councilors as well as city staff for supporting him on his arrival. He also thanked the public works department for recent work.

14-077. The Mayor thanked the voters for weighing in on Town Meeting Day.

14-078. The City Clerk reported on the progress of the approved city and Public Safety Authority charters.

Councilor Bate asked a procedural question about the 1 Taylor Street development process. Councilor Guerlain expressed concern about the decision-making process by the committee. The Mayor asked that councilors hold off on that discussion for the moment. Councilor Turcotte asked about the sentiments on the committee when the preferred proposal was chosen.

The Mayor asked the councilors their preference for allowing testimony from the Taylor Street/Carr Lot applicants, when the topic comes up for discussion.

14-079. City Manager Fraser announced that wood chip heat was flowing into the district heat system. He noted the add-on agenda item related to that project, before reminding the councilors about the 5:15 special council meeting scheduled for the 20th to approve a special city meeting to vote on the school budget.

14-074A. The City Manager explained the extra agenda item (the consideration of a request from State of Vermont for additional funding in the amount of \$115,700 for general project costs and \$64,212 for specific work within the City's control room), providing extra background for the new councilors.

Councilor Edgerly Walsh moved the council enter executive session to discuss the issue and close the regular session. Councilor Watson seconded. Councilor Guerlain asked that the motion be amended to include the City Manager and Assistant City Manager in the executive session (accepted). The amended motion carried unanimously at 8:06.

Councilor Edgerly Walsh moved the council leave executive session at 8:29. Councilor Watson seconded. The motion carried unanimously at 8:29.

At 8:30, Councilor Edgerly Walsh moved the council adjourn, and was seconded by Councilor Guerlain. The motion carried unanimously.

Minutes of the Montpelier City Council Special Meeting
March 20, 2014
Montpelier City Hall Council Chambers

In attendance: City Councilor Tom Golonka (presiding), City Councilors Jessica Edgerly Walsh , Justin Turcotte, Tom Golonka, Dona Bate, Anne Watson and City Manager Bill Fraser. Mayor John Hollar and Councilor Thierry Guerlain were absent. City Clerk John Odum acted as Secretary of the meeting.

The meeting was called to order by Councilor Golonka at 5:15 PM.

The City Manager and City Clerk reviewed the proposal for a Special City Meeting, planned in concert with school officials, for purpose of submitting a school budget to city voters.

Councilor Edgerly Walsh moved that the council set a Special City Meeting on Tuesday April 15, 2014 at the City Hall from 7:00 AM to 7:00 PM. Councilor Bate seconded. Councilor Watson disclosed that she was employed by the Montpelier High School. The motion carried unanimously (5-0) at 5:15PM.

Councilor Edgerly Walsh moved that the proposed warning be approved. Councilor Watson seconded. The motion carried unanimously (5-0) at 5:16 PM.

Councilor Edgerly Walsh moved the council adjourn, and was seconded by Councilor Bate. The motion carried unanimously at 5:16PM.



OFFICE OF THE CITY MANAGER
City Hall - 39 Main Street, Montpelier, VT 05602
Telephone: (802) 223-9502
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March 13, 2014

The Times-Argus

Please insert the following with City of Montpelier notices on Monday, March 17th, and Thursday, March 20th:

CITY OF MONTPELIER
Conservation Commission Vacancy

The City of Montpelier is looking for citizens interested in filling a 3-year unexpired term; said term will expire in January, 2015. There is still one Alternate seat that is vacant as well; Alternate seats are 1-year terms. Letters of interest and/or resumes should be submitted to the Office of the City Manager, City Hall - 39 Main Street, Montpelier (or by e-mailing spitonyak@montpelier-vt.org) by Thursday, March 21st. The City Council will make appointment(s) at their March 26, 2014, meeting; applicants are encouraged to attend. All municipal meetings are accessible to people with disabilities and are held in accordance with the public meeting and public records laws. Questions should be directed to Commission Chair Roy Schiff: 223-7214.

William J. Fraser
City Manager



From: Karen Freeman

Sent: Thursday, March 13, 2014 9:15 AM

To: 'roy.schiff@aya.yale.edu'; alex prolman; Ben Eastwood; chris hilke; Geoff Beyer; Hannah Reckhow; Jim Murphy; John Fox; Mahima Poreddy; shawn white

Cc: 'Sandy Pitonyak'

Subject: RE: meeting agenda

Hello all – I will not be attending tonight. As I mentioned at the last meeting, I am moving to Burlington and will be stepping off of the commission. I have already become immersed in conservation efforts in Chittenden County and will remain on the board of the Association of Vermont Conservation Commissions, so I am sure our paths will cross!

It has been a pleasure to serve with you and much appreciation to you all for your dedicated and effective service and to Roy for his stellar leadership. John has already taken over administration of the MCC website page. Thanks!

all the best,

Karen

Karen Freeman

Conservation Director

Vermont Housing and Conservation Board

58 E. State Street

Montpelier, VT 05602

[802-828-5067](tel:802-828-5067)

Sandy Pitonyak

From: Ben Eastwood [ben.eastwood.energy@gmail.com]
Sent: Thursday, March 13, 2014 5:07 PM
To: Sandy Pitonyak
Cc: Karen Freeman; Jim Murphy; Geoffrey Beyer - GMail; shawn white; Hannah Reckhow; Mahima Poreddy; chris hilke; Alex Prolman; roy.schiff@aya.yale.edu; John Fox
Subject: RE: ps

Hey sandy, I am applying for that position. I stepped aside to insure we didn't lose out on the opportunity to have Jim join us, but I would like to step back into an active roll on the commission.

Warm regards, Ben Eastwood

On Mar 13, 2014 10:28 AM, "Sandy Pitonyak" <SPitonyak@montpelier-vt.org> wrote:

Here is the ad for Karen's seat ... feel free to recruit!!

From: Karen Freeman [mailto:kfreeman@vhcb.org]
Sent: Thursday, March 13, 2014 10:21 AM
To: Karen Freeman; roy.schiff@aya.yale.edu; Alex Prolman; Ben Eastwood; chris hilke; Geoffrey Beyer - GMail; Hannah Reckhow; Jim Murphy; John Fox; Mahima Poreddy; shawn white
Cc: Sandy Pitonyak
Subject: ps

Ps To be clear, I will still be working in my role at VHCB so let me know when you identify conservation projects for which you will be looking for matching funding!

k

Karen Freeman

Conservation Director

Vermont Housing and Conservation Board

58 E. State Street

Montpelier, VT 05602

[802-828-5067](tel:802-828-5067)

fax: [802-828-3203](tel:802-828-3203)

kfreeman@vhcb.org

BROADREACH

Planning & Design

PO Box 321
Charlotte, Vermont 05445
802-425-5061

March 6, 2014

Jim Donovan, FASLA, AICP

Landscape Architect
jdonovan@gmavt.net
www.broadreachpd.com

Ms. Jessie Baker
Assistant City Manager
City of Montpelier
39 Main Street
Montpelier, Vermont 05602-2950

Subject: *Montpelier in Motion* Bicycle & Pedestrian Master Plan Proposal Additional Information

Dear Ms. Baker:

Thanks for the request for additional information on our proposal to develop the Montpelier Bicycle and Pedestrian Master Plan - *Montpelier in Motion*. We hope that the following information provides you enough information to find that we will be the best Team for the City. We are very interested in working with you with this significant project.

We have keyed our responses to your questions.

1. *Please elaborate on the specific work you have done around pedestrian plans and improvements.*

Broadreach Planning & Design has undertaken a number of pedestrian only studies in the past few years. These include:

- A study to add sidewalks to the two villages in Fairfield - adding sidewalks strategically along state and local roads;
- Plans for upgrading and expanding the sidewalk system in the center of the Village of North Bennington - evaluating existing sidewalks for ADA compliance and overall acceptability and recommending where to replace, keep, or add sidewalks within the study area along state and village streets;
- Recommendations for adding a sidewalk along Route 2 in Plainfield Village - evaluating alignments adjacent to the road or in their own cross-country alignment, examining ways to cross the Winooski River to connect the upper and lower village areas and recommending a preferred alternative;
- A safety assessment with improvement recommendations for the students walking to and from Missisquoi Valley Union High School in Swanton - finding ways to improve safety conditions for students;
- A non-motorized travel plan for Fairfax Village - developing plans for a system of pedestrian linkages between neighborhoods, schools and businesses;

Pedestrians
Bicyclists
Communities
Mobility

- A pedestrian trail plan for the Town of Fairfield - recommending non-motorized walking trails to create a town-wide system centered on the planned Lamoille Valley Rail Trail; and
- Travel plans for several elementary schools around the State - recommending walking improvements in the areas around the schools.

Prior to forming Broadreach Planning & Design (BRPD) I also worked on numerous other pedestrian improvement plans, such as:

- Pedestrian Circulation and Safety Improvements in downtown New London Connecticut, which included the design of new sidewalks, plaza and roadways around the New London Parade and Amtrak Station to create better pedestrian circulation to and from the Station and the surrounding businesses; New London completed construction of the improvements in 2010;
- Pedestrian System Improvements Master Plan for the downtown core of the City of Al Ain in the United Arab Emirates;
- Pedestrian improvements as part of a larger streetscape plan for Route 15 in the Village of Johnson, Vermont;
- Elm Street sidewalk plans for the Village of Derby, Vermont and
- Brooklyn Street Sidewalk conceptual plans for the Morristown, Vermont.

RSG has also worked on over 30 bicycle and pedestrian scoping studies and design projects throughout Vermont over the last four years. They have been involved in many of these projects from the scoping phase through construction.

BRPD and RSG are currently working together on two other pedestrian-oriented projects. The first is a study to find the best alignment for extending pedestrian access from the end of the existing Post Road sidewalk in the town of Rutland at the Rutland Town School to Northwood Park. The second is looking at ways of improving pedestrian circulation in the villages along the Stone Valley Byway for both tourists and residents alike. The Byway work includes recommending ways to make it easier for pedestrians to walk from the Byway to nearby attractions in the village areas of Castleton, Poultney, Wells, Pawlet, Dorset and Manchester.

2. Please explain your experience integrating ADA compliance and pedestrian strategies as part of inventorying and master planning. What tool will you use to assess sidewalks?

Our team members routinely and regularly verify ADA compliance of existing sidewalks and other pedestrian facilities as part of our inventory work. We use visual inspection of the facilities to note non-compliant sections or features, also using, as needed, Bubble (a smart phone level app) to measure grades and a tape measure to verify widths.

To integrate ADA compliance into our plans, we typically use measuring tools in ArcGIS or we use the design tools included in computer design programs such as AutoCAD or InRoads.

3. Considering the budget available for this project, the size of our community, and the tasks outlined in the RFP, what is the most comparable project you have completed? Please provide an example. What was implemented in this community as a result of this master plan?

Appropriate similar projects to Montpelier's would be the Bedford Bike/Ped Master Plan for Bedford, New Hampshire, recently completed by RSG. This plan provides a long-range planning document that identifies key bicycle and pedestrian routes and appropriate roadway design and signage and recommends a prioritized implementation schedule. RSG and Bedford developed the plan with significant input from over 500 members of the community through an extensive outreach process, which included booths at Olde Towne Day, farmer's markets, stakeholder meetings, and an online survey and web mapping tool.

A comparable project from BRPD would be the Pedestrian Plan Update for the Bangor, Maine Metropolitan Planning Organization. The budget was similar but the geographical area was a bit larger. This plan identified key walking areas where sidewalks were necessary in the region, as well as critical locations where improvements to the existing pedestrian sidewalk network were needed.

4. When conducting bike and pedestrian master plans, how do you approach balancing the needs for parking?

As stated in our proposal, we see the community for which we are preparing a plan as an integral part of our team. For issues such as the balance between parking and bicycling and walking mobility, the professional members of our Team will provide details, impacts, construction costs, maintenance requirements and other relevant data for the various options and, as appropriate, will provide our professional opinion as to which alternative appears to be most appropriate. The final decision on which alternative to pick and how to proceed are part of the community's responsibilities in developing the plan.

Ultimately, the community is much more likely to follow recommendations developed as part of a community process rather than advice provided by an outsider, no matter what their qualifications might be. There is less at stake when ignoring recommendations coming from the outside.

5. You are proposing a nine month work plan. The RFP called for a six month work plan. Can you explain how the project would benefit from these additional three months?

Because we understood the six-month work plan to be a preference but not a requirement, we felt it was important to maximize the time allowed for public review and input and to allow time for an adequate analysis of existing conditions and the development and discussion of viable alternatives. We would also be able to complete the project in the shorter timeframe, especially if it is critical to Montpelier's overall plans of becoming a nationally recognized bike and pedestrian friendly city. We would have more concentrated work with a bit less time for review and, potentially, a less detailed public involvement process.

6. *Task 12 of the RFP asks you to "Complete prototype designs on 1 to 3 of above sub-projects as budget allows, taking them to ready for permitting and construction status." Could you please expand on the constraint of this task and how this would not be beneficial to the City given the RFP parameters? Do you consider the "construction status" reference to be problematic given the scope of work and available budget?*

When developing plans and designs for bicycle and pedestrian projects, we always recommend following the procedures outlined in the VTrans Local Transportation Facilities Guidebook and meeting State and Federal design requirements. Doing so makes the projects eligible for Federal and State funding. Each community can eventually decide if it wants to attempt to use these funds but we think that each of their projects should at least have the chance for such funding. Given the budget and timeline for this project, we do not believe that it is possible to adequately develop even one project so that it is eligible for State or Federal funding AND undertake the development of a bicycle and master plan with the community that would provide real value.

BRPD has undertaken many scoping studies in the past few years. These studies are just the first step in the VTrans process of bringing a project to the point of being ready for construction status. These projects typical have funding levels from \$15,000 to \$30,000 depending on the extent of the project. This funding level only brings the projects to the point of being ready to start design work, which can then run an additional \$15,000 to \$30,000 or more.

Given these figures, we think that we would be doing the community a disservice on either the master plan or the prototype project if we attempted to undertake both for the budget the City has available. One or the other would be substandard.

7. *How do you plan to collaborate and integrate plans for other projects and initiatives going on in the City of Montpelier (for example the 1 Taylor Street development and Montpelier Alive's downtown committees)? How important do you see this type of integration to be as part of the master planning process?*

We think that the integration of other relevant plans, projects or initiatives in the community and the involvement of other relevant active groups is critical to the success of a master plan. As discussed, we see the community as an integral and critical member of the BRPD Team. One part of integrating the community into our process is to use the Advisory Committees extensively, meeting with them at every step in the project so that they can participate in the development and completion of the work. One option that we have used successfully in other communities to make sure other organizations' and groups' important ideas and suggestions are included in our projects is to add a representative of each organization to our Steering Committee. This could be an option in Montpelier. If there are not already representatives of the relevant organizations or committees on either the Montpelier Bicycle or Pedestrian Advisory Committees, the City may consider creating a Montpelier in Motion Steering Committee that includes both existing advisory Committees as well as other appropriate group representatives.

Even without this option, the BRPD Team would make sure to integrate other plans and projects into Montpelier in Motion by:

- Thoroughly reviewing existing plans and creating a short summary of the important points that would be included in our Existing Conditions Summary created as one of our first Task outlined in our proposal and sharing the summary with sponsoring groups or organizations of the plans to make sure we picked up the important aspects of the project;
- Conducting interviews with other organizations, groups or committees as possible to get first-hand input on their concerns, suggestions, comments, plans or other ideas for use as we help Montpelier develop Montpelier in Motion; and
- Adding representatives from other organizations, groups or committees to our email distribution list for the project to keep them informed of progress on the plan and to solicit their continual input as the project develops.

We firmly believe that our role in this project is to assist the community in preparing its own Bicycle and Pedestrian Master Plan. We provide technical expertise and professional opinions to the community, while the community itself brings much more intimate knowledge of its vision, problem areas, issues, opportunities and community makeup. Each element is critical to the development of a realistic bicycling and walking master plan. Our proposal provides more information on the emphasis we place on public involvement because of its importance to the development of a relevant master plan that will actually guide the actions of the community and serve as an on-going reference rather than be a forgotten file in a computer. Reaching out to other organizations in the community and integrating other plans or projects, as another element of community involvement, is critical to the success of the plan.

Another element of our goal of maximizing community input into the plan is to use the Advisory Committees or the Montpelier in Motion Steering Committee extensively. Our proposed scope of work includes numerous meetings with them to discuss the work being done at that moment and to let them assist in finalizing the "Deliverables" highlighted in our proposal at the end of each task. We see this interaction as much more than a reviewing process. This continual interaction with the Advisory Committees helps keep the community involved in the actual development of the plans

The final decisions on what to include and what to leave out of the plan should come from the community. We will make sure that what gets put in is technically correct and ultimately safe for the users. We will make sure that the community understands all the issues associated with various options and alternatives before it makes its selection, via the Advisory Committees (or Montpelier in Motion Steering Committee). If, even with foreknowledge of the issues and consequences, the Advisory Committees opt to include recommendations in the plan that we believe are unsafe or otherwise ill-advised, the final Master Plan will be clear on what the downsides to the recommendations will be.

To date, we have always been able to fully endorse the recommendations that have emerged from our community oriented process. Given adequate information, each community with which we have worked has always made responsible decisions.

Finally, because of our familiarity with Montpelier, we are already aware of several of the plans and projects currently underway in Montpelier and we will bring this knowledge to our efforts highlighted above.

8. *As part of your final product, will you be providing ongoing operations and maintenance costs estimates? Will the potentials costs be taken into consideration as you recommend improvements?*

Yes! We will be providing costs estimates for the different types of ongoing maintenance that would need to accompany whatever improvements the community thinks are most appropriate. We provide this information as part of our discussion of alternatives so that it is available when the community is considering which alternatives to include in the final plan.

We thank you again for your interest in our proposal. Please let me know if you need further elaborations on any of these responses.

Cordially,

A handwritten signature in black ink, appearing to read "Jim Donovan", with a long horizontal flourish extending to the right.

Jim Donovan, FASLA, AICP
Landscape Architect

Proposal to the
City of Montpelier
For a
Montpelier in Motion
Bicycle & Pedestrian Master Plan



Submitted by:
Broadreach Planning & Design

In conjunction with
RSG, Inc.

January 2014

BROADREACH

Planning & Design

PO Box 321
Charlotte, Vermont 05445
802-425-5061

January 30, 2014

Jim Donovan, FASLA, AICP

Landscape Architect
jdonovan@gmavt.net
www.broadreachpd.com

Ms. Jessie Baker
Assistant City Manager
City of Montpelier
39 Main Street
Montpelier, Vermont 05602-2950

Subject: *Montpelier in Motion* Bicycle & Pedestrian Master Plan

Dear Ms. Baker:

Broadreach Planning & Design, in association with RSG, Inc, has prepared the following proposal to develop the Montpelier Bicycle and Pedestrian Master Plan - *Montpelier in Motion*. The proposal is in response to the Request for Proposals (RFP) issued by the City of Montpelier in January 2014.

Our primary team members, in addition to me, Jim Donovan of Broadreach Planning & Design, include David Saladino, PE; Corey Mack, PE; and Grace Wu, AICP of RSG Inc.

Broadreach Planning & Design (BRPD) and RSG have worked before and are working now as a team on other bicycle and pedestrian planning projects and transportation corridor studies. Our Team members have also worked with the Vermont Agency of Transportation's (VTTrans) Local Transportation Facility program, following the guidance provided in VTTrans' *Project Development Manual*. Additionally, our Team members are very knowledgeable about the contents of VTTrans' *Vermont Pedestrian & Bicycle Planning and Design Manual*. **Section VI** of our proposal provides more background information on our team.

Most importantly, we are also familiar with the Study Area. I prepared the scoping report for the Winooski West Phase II Shared Use Path Conceptual Alignment Analysis. I had the chance to work with this project again when I served as the project manager for the Environmental Assessment for the Montpelier Transit Center, which updated the layout of the proposed path as part of the development of the schematic plans for the Transit Center. I have also worked on several parking studies for the City Center. Each of these projects has given me a deeper appreciation for the complex, vibrant and attractive nature of the City. RSG has also worked on numerous projects for the city, including the development of their transportation model.

We believe our combined local, regional and national knowledge and experience in bicycle and pedestrian planning and design work, along with our extensive knowledge of the City will ensure a productive, compatible team for the City of Montpelier. Our Team members are each committed to a thorough process of analysis and synthesis that we believe will result in realistic yet inventive

Pedestrians
Bicyclists
Communities
Mobility

recommendations for *Montpelier in Motion* that will help the City become a nationally recognized bike and pedestrian friendly city.

The way we have structured our work plan will allow us to operate competently and effectively as a tight, efficient, professional team and complete *Montpelier in Motion* by December 2014. Our team organization allows us to use a quality control and quality assurance process for this project. One of the members of the BRPD Team's primary responsibility will be the review of documents before we distribute them to the Town.

The following proposal provides more detail on the Broadreach Planning & Design Team's qualifications and our proposed method of conducting this study. Following the guidance provided in the RFP, we have organized our proposal into seven sections after this cover letter:

- I. Introduction,
- II. Project Understanding,
- III. Proposed Scope of Work,
- IV. Hourly Commitment,
- V. Schedule
- VI. Key Staff Qualifications & Experience, and
- VII. References.

We have added attachments with primary Team member's resumes and selected project descriptions. We have also included copies of the *Bangor Area Bicycle Plan and Pedestrian Plan Updates* and the *Village Non-Motorized Travel Plan for Fairfax, Vermont*. The scope of work for these projects was similar to the scope of work for *Montpelier in Motion*. The Bangor plan was not quite as comprehensive as *Montpelier in Motion* will be and the Fairfax plan was for a smaller village area. We can provide additional work samples of other master plans, if you would like to see more examples of our bicycle and pedestrian work.

We thank you for the chance to submit this proposal and look forward to the opportunity of working with you and the City on this project. If you have questions on our proposal or would like to discuss it further with us, please contact me at either the phone number or the email shown on the letterhead.

Cordially,

A handwritten signature in black ink, appearing to read "Jim Donovan", with a long horizontal flourish extending to the right.

Jim Donovan, FASLA, AICP
Landscape Architect

I. INTRODUCTION & PROJECT APPROACH

Broadreach Planning & Design has teamed with RSG Inc. to submit this proposal to develop the Montpelier Bicycle and Pedestrian Master Plan - *Montpelier in Motion*. Jim Donovan, FASLA, landscape architect with Broadreach Planning & Design (BRPD) will serve as the project manager. He brings over 18 years of national bicycle and pedestrian work and over 30 years of community planning and design experience throughout the Northeast to this project.

RSG will provide transportation engineering services and contribute to the exploration of pedestrian and bicycle improvements for the project. RSG staff will also back BRPD on existing conditions analysis and take the lead on the costs estimating components of the project. **Table 1** provides more details on how we will use our expert staff on this project. **Section VI** of our proposal provides more information on our team members' qualifications and **Attachment A** includes our Team member's resumes.

We have structured the BRPD Team so that Jim will operate as the primary contact for the project. He will take responsibility for meetings with the City. Jim will also lead the examination of existing conditions and conceptual alternatives development tasks. As part of our Scope of Work outlined in **Section III**, we suggest that we hold a Team work session to explore and analyze alternative recommendations for the Master Plan after the BRPD Team has fully finalized the inventory of existing conditions and met with the public to get initial input. We propose the Montpelier Bike Advisory Committee and the Montpelier Pedestrian Advisory Committee (the Advisory Committee, as well as members of the City commissions and staff members, as well as other selected local individuals and State officials to participate in the work session so that they can add their local knowledge and expertise during the actual development of alternatives, options and ideas rather than afterwards during a review process. We provide more information on the elements of our proposed Team work session in **Section III** our proposal.

Our approach highlights the fact that we see the City of Montpelier residents, businesses, officials and staff as integral parts of the BRPD Team. As much as possible, we intend to involve each group in the development of the recommendations that will emerge from this Study. This will give them a greater stake in pursuing implementation of the recommendations. We see the City, with assistance from the Advisory Committees, as the overall BRPD Team leader, with BRPD acting as the prime consultant under them. RSG will serve as a sub-consultant to BRPD, reporting directly to BRPD and through them, to the City. **Table 1** shows the different expertise each of the consultant members of the BRPD Team will contribute to the project.

Table 1: Team Member Contributions

Professional Specialties	Project Management	Walking & Bicycling Planning	Traffic Planning/Engineering	Permitting	Right of way	Landscape Architecture	Stormwater Management	Encouragement Plans	Enforcement Plans	History & Archeology	Natural Resources	Pavement and Structural Engineering	Utilities	GIS	Cost Estimation	Funding and Implementation	Public Participation	Civil Engineering	Quality Control
Broadreach Planning & Design																			
Jim Donovan, FASLA, AICP																			
Resource Systems Group																			
David Salidino, P.E.																			
Corey Mack, P.E.																			
Grace Wu, AICP																			

Lead Expert 
 Participating Expert 

The BRPD Team proposes an approach to this project that emphasizes the creation of a complete bicycle and pedestrian master plan. We suggest that besides information on future bicycling and pedestrian facilities, it include guidelines or recommendations on how the City can encourage and manage the use and maintenance of the expanded network of walking and bicycling facilities. We believe that rounding out *Montpelier in Motion* with these additional features can help Montpelier reach its goal of being a bicycle friendly city sooner.

In our discussions below and in our Scope of Work, we refer to the Advisory Committees. For the purposes of our proposal, we are using this title to identify both the Montpelier Bike Advisory Committee and the Montpelier Pedestrian Advisory Committee. We also refer to the City which we are using to identify the elected, appointed and staff representatives from City government that will be working on the project. We suggest that this could include representatives from the Montpelier City Council, Downtown Improvement District, Planning Commission, Parks Commission, Historic Preservation Commission, Conservation Commission, Recreation Commission, School Board, Planning & Community Development Office, Police Department, Public Works, Recreation Department, the City Manager's office and the Senior Activity Center as well as the Sidewalk Steward. The BRPD Team believes it is better to be inclusive and involve these groups up-front rather than address their concerns as the plan nears completion. We also believe that such inclusion will most assuredly lead to a better Master Plan in the end.

As we prepared our proposal and considered current conditions in Montpelier, we noted several issues and ideas as being especially important in our considerations for this project. We briefly talk about the more significant ones here, prior to presenting our proposed Scope of Work.

Inventory - The Montpelier Bike Advisory Committee and the Montpelier Pedestrian Advisory Committee have gathered existing condition data and have developed initial priorities. The BRPD Team will use this information as a starting point. We will review, refine and supplement the data as needed and organize it on a GIS data base to create a useful tool that can be used during the rest of

the project as the starting point for subsequent modifications and after the project is complete as a means of tracking progress. Our team will identify origins and destinations for bicycling and walking trips which will provide a basis for tracking existing bicycling and walking patterns in the City and predicting future patterns. It will also help to determine where and how bicycling and walking facilities can be expanded.

User Needs and Desires – The BRPD Team recognizes that walkers and bicyclist have widely varying skill levels and reasons for walking or biking. When developing suggestions for the City's overall bicycling and walking systems, we will be sure that they will accommodate users of all ages and abilities. This means that there most likely will be recommendations for on-road and off-road bicycle systems to provide comfortable bicycling for regular commuters and novice bicyclist alike. The future City network should ideally contain an adequate mix of each of these facilities to allow walkers and bicyclist to comfortably travel anywhere within the City. Part of the BRPD Team's analysis of the existing conditions will include a review of how well they are meeting this ideal; if they are not now, we will include alternatives that would help the City come closer to its goal.

Roadway Improvements - As a reasonable goal for a City's transportation system, all roads would be comfortable for bicyclists. This could mean just a shared lane on a low volume road to paved shoulders at least four feet wide to full bicycle lanes or cycle tracks on high volume roads. Such improvements are not always possible or even desirable for a variety of reasons. While wider shoulders increase the suitability of a road for use by bicyclists of varying abilities, wider shoulders can also have undesirable consequences if they require additional construction, such as increased motor vehicle speed, loss of roadside vegetation, compromised drainage systems, land use impacts, reduced sidewalk widths or cultural or character impacts. The BRPD Team will use their expertise to ensure that there is a balancing of the various issues associated with the development of better roadway bicycling and walking improvement recommendations to minimize or eliminate unintended negative impacts.

Bicycle/Pedestrian Conflicts - As the number of bicyclists and walkers grows, it could actually create conflicts between the two groups as they compete for use of the facilities or space in the right-of-way. In other parts of the country, such conflicts have been most pronounced on shared use paths. The conclusions in our study should, ideally, anticipate success and plan for heavy use of off-road facilities by both pedestrians and bicyclists with appropriate recommendations on how such facilities should be constructed and maintained to minimize conflicts between users.

Traffic Calming - Though not always directly considered as part of a bicycling and pedestrian master plan, we will consider if additional traffic calming measures would also be appropriate as part of the development of a comprehensive package of bicycling and walking facilities and policies. There are situations where simply keeping motor vehicles traveling at the posted speed limit creates better bicycling and walking conditions. This also suggests that the master plan might benefit from including recommendations for enforcement as well as other non-facility based suggestions (as discussed in a little more detail in the next listing).

Non-Facility Components - Having the correct facilities in place to foster increased bicycling and walking is certainly important in becoming a nationally recognized biking- and walking-friendly city.

However, it is also important to have great programs in place to promote bicycling and walking, along with a dedicated means of enforcing existing laws and regulations and policies in place that support proper maintenance, ongoing use and community cooperation. The BRPD Team suggests including these aspects of an outstanding municipal bicycle and pedestrian master plan to the overall work of developing the master plan. Their inclusion may also allow the City to set a goal of becoming an officially recognized bicycle-friendly community in three years.

Safe Facilities – The RFP describes examining facilities for safety hazards, appropriateness for different types of users from regular bicycle commuters to novices and compliance with ADA requirements. Overriding these aspects of bicycling and walking facilities is the need to develop safe facilities that will encourage safe actions on the part of the users. One of our regular concern when working on bicycle and pedestrian projects is the potential for bicycling or walking plans or facilities to induce un-safe actions on the part of users. An example would be a sidewalk starting or stopping in a location that encourages pedestrians to walk on the wrong side of a road or a roadway crossings that does not acknowledging where users actually want to go, inadvertently promoting unsafe crossings in dangerous locations. We include this type of statistical and behavioral information in the development and review of the various ideas and recommendations that we will generate for this project. We believe that the recommendations we make should not only be physically and financially feasible for the City but also safe for the users.

Our Team will also review recent reports of crashes within the City to identify potentially unsafe vehicle, bicycle and pedestrian conflict locations. We will use a variety of engineering tools, make policy recommendations and possibly even suggest access or traffic management practices that can be included in the master plan to address and minimize the risk for further crashes that could involve or threaten bicyclist or pedestrians. We believe that the master plan should address the larger picture of pedestrian and bicyclist safety in addition to providing a guide for creating better bicycling and walking facilities.

Community Outreach & Participation – Public participation and input is essential to the success of community studies but not always easy to obtain. When done effectively, the public participation process can be used as a means of bringing opposite sides of an issue closer together, resulting in a plan that can meet the purpose of the project without creating animosity in the community. Even when strong efforts are made to provide ways for the public to participate in public work sessions, the outcomes can still run into public opposition when the municipality goes to implement them, as recent efforts to implement a recommended route of a bicycle path in Barre Town shows.

Consequently, we think that it is increasingly important to use a variety of methods to heighten public interest, participation and support when undertaking planning project such as this Bicycle and Pedestrian Master Plan. Informative, educational materials highlighting project issues and objectives circulated to the community through the local newspapers, newsletters, flyers, City web page, emails and on-line forums as well as local surveys; small group presentations or meetings with neighborhoods or business owners are useful methods of public involvement. Each of these possibilities might play a role in the public participation process for this project. We will determine the most effective methods for public outreach in consultation with the City and the Advisory Committees as the project begins. We have made suggestions for basic elements of a robust public participation process in our proposed Scope of Work.

Short Term and Long Term Solutions –The final recommendations that emerge from this study may call for phased development of various types of facilities. For example, the final draft recommendations may include shared use paths throughout the City. As the study nears completion, it may become apparent that the most desirable recommendations may be more expensive or have a longer time frame for completion than what is considered to be currently reasonable. When the BRPD Team has faced this situation before in other communities, we have worked with them to develop short-term solutions that can provide some measure of improvement while funds are raised and local conditions are right to implement the more desirable long-term solutions. For the example above, corresponding on-road improvement recommendations such as “Share the Road” signage and roadway restriping could be a short-term change that improves bicycling and walking conditions within the corridor until the shared use path sections are completed. These short-term solutions are related to potential phasing for the recommendations, which may not include a preference as to which action comes first. Our Team is ready to provide not only phasing recommendations as necessary, but also short term solutions, should they become necessary.

Implementation – Too often, plans and studies are developed that lack directions as to how the communities can begin to bring them to fruition. Consequently, we support the inclusion of an Implementation Strategy as part of the services our Team will provide. We plan to work with the community to examine the most appropriate methods of implementing the elements of the Bicycle and Pedestrian Master Plan. We will focus our recommendations specifically to the City and their particular capabilities and budget for this project that go beyond relying solely on enhancement grants for construction funding. The BRPD Team’s Implementation Strategy will also include the requested phasing plan.

II. PROPOSED SCOPE OF WORK

We present our Scope of Work in outline format so that the City can easily use it to keep track of the completed tasks as work begins. These tasks outline our suggested method of completing the development of the *Montpelier in Motion* - Bicycle and Pedestrian Master Plan. We have incorporated the work of the primary steps of the Scope of Service provided in the RFP. To help track how the RFP Scope of Service tasks are included in our proposed Scope of Work, we have included the number of the Tasks in the RFP after each of our task titles.

We are flexible in our approach, however, and we are ready to review and revise our assumptions and work tasks after discussions with the Advisory Committees and the City to more closely match your objectives for this study.

Task A: Commence Initial Project Work (1, 2)

- Review the preliminary planning document as well as other relevant previous City, regional or state work, including:
 - The Open Space Plan;

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- Views and Vistas;
 - The Safe Routes to School Travel Plans;
 - The City's 2010 Master Plan;
 - The Capital District Master Plan;
 - Montpelier-Berlin Bike Path Study;
 - Winooski West shared use path plans;
 - The Growth Center Application; and
 - Other projects or plans that have some relevance to bicycling and walking in Montpelier.
 - Review the existing data and priorities gathered and established by the Advisory Committees.
 - Hold a start-up meeting run by BRPD, with the City and the Advisory Committees, so that the team may:
 - Confirm the public involvement program,
 - Set a refined project schedule,
 - Verify the vision and goals for the project,
 - Discuss the amount of supplementing and refining needed for the existing data,
 - Review the Priorities and discuss whether additional community endorsements are needed,
 - Define lines of communication,
 - Exchange information, and
 - Discuss other issues that may arise.

Deliverables: Digital notes from the meeting; a final project schedule; and the accepted public involvement program.

Task B: Compile Base Map/ Inventory Existing Conditions (3, 8)

- Compile an updated VT digital orthophoto base map of the City in an ArcView compatible format.
- Gather and map secondary source data on natural resources, utilities and cultural resources in and near the City from the Vermont Center for Geographic Information, the CVRPC, and the City Staff.
- Augment the Advisory Committees' existing data by GIS data review and field verification, making sure to include:
 - Existing pedestrian, bicyclist and motor vehicle traffic and crash data;
 - Roadway width, conditions and right-of-way data as may be available for City streets;
 - Sidewalk and shared use path locations and general conditions;
 - Pedestrian and bicycle bridge locations and most recent ratings;
 - Current sidewalk and shared use path maintenance practices;
 - Compliance issues with Americans with Disabilities Act (ADA) regulations;
 - Obstacles, blockages, gaps or other current impediments to bicycling and walking; and
 - Existing opportunities for greater bicycling and walking mobility.
- Identify walking and bicycling origins and destinations in and around the Study Area.
- Document existing pedestrian and bicyclist circulation patterns from existing information, field observations, local touring groups and other local sources and project future changes to or expansion of the circulation patterns.

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- Develop a set of evaluation criteria to be used later to review the possible alternative recommendations that might emerge from Task D.
 - Prepare a written and graphic Existing Conditions Summary, meet with the Advisory Committee and the City to review the Task Summary and edit the Existing Conditions Summary as appropriate.

Deliverables: Digital notes from the review meeting; digital version of the Existing Conditions Summary, including the base map with existing conditions, opportunities and constraints.

Task C: Conduct Public Work Session #1 (14)

- Prepare public work session #1 agenda, publicity flyers, press releases and invitation letters for the City to distribute.
- Facilitate the first public work session to:
 - Provide an overview of the project, the process and the schedule;
 - Present the Existing Conditions Summary information and gather comments on changes, omissions, additions or deletions to be made to this information;
 - Solicit comments, concerns, suggestions or other input from the public related to the Bicycle and Pedestrian Plan; and
 - Address questions that the participants may have relative to this project.
- Review meeting results with the Advisory Committees and the City and update the existing condition information as appropriate and prepare a draft summary of the meeting and discussion.
- Undertake other preliminary public involvement activities as decided in Task A, at a minimum including:
 - Up to three talks with smaller local groups, such as the Rotary, the Neighborhoods, school children or church groups, and
 - Starting discussions on Front Porch Forum.

Deliverables: Digital versions of the #1 Public Work Session Public Involvement notes; updated Existing Conditions Summary and notes from other involvement activities.

Task D: Develop Alternative Plan Elements (4, 5, 6, 7, 8, 9, 10, 13)

- Identify and map potential additions to the existing walking and bicycling facilities to be included in the Montpelier in Motion Plan at a Team work session held at the City including the Advisory Committees and the City, considering at a minimum:
 - The needs of the anticipated users;
 - Comments received at the first public work session;
 - Methods of using the opportunities and addressing the obstacles;
 - The current and anticipated geographic and quantity distribution of walkers and bicyclists in the City;
 - Routes needed for commuters as well as for casual or recreational bicyclists and walkers;
 - ADA compliance;
 - The need and most appropriate locations for public bicycle and pedestrian support facilities, such as bicycle parking or special cross walk signals;

- The creation of a complete network that serves the needs of experienced and novice bicyclist and avid or occasional walkers;
- Potential improvements that the City could undertake within a short time line for minimal funding;
- Traffic calming contributions;
- Regional connections to other existing or planned bicycling and walking facilities;
- Relevant recommendations in other existing City, regional or state reports or plans; and
- Methods of crossing roadways or transitioning between types of facilities as needed;
- Conduct an preliminary evaluation of the initial alternatives, considering at a minimum:
 - Interactions with and impacts to the adjacent properties;
 - The inherent safety of the improvement;
 - The relative existing or anticipated level of use of the proposed facility;
 - The number of destinations served by the proposed facility with special consideration for destinations not currently served adequately by bicycling or walking facilities;
 - The potential impacts to social, cultural and natural resources of the proposed facilities;
 - Right-of-way requirements and impacts;
 - The location of underground and overhead utilities or other physical restrictions;
 - The estimated increase in impervious surfaces due to implementation of the various alternatives;
 - The number and types of permits that may be needed for implementation;
 - The best methods of addressing potential impacts; and
 - Other issues and field conditions noted in the previous tasks.
- Identify activities that the City might undertake to encourage more year round bicycling and walking in the City.
- Outline enforcement activities that the City might undertake to create a friendlier bicycling or walking environment.
- Develop draft policies that the City might consider that could set maintenance practices, prioritize spending allocations and otherwise guide the City's future actions relating to bicycling and walking.
- Develop a comparison matrix describing the various alternatives and review criteria, organized by type of recommendation or facility.
- Prepare an Alternatives Summary of the information developed in this task and submit to the Advisory Committees and the City for review.
- Meet with the Advisory Committees and the City to review the Alternatives Summary and revise as appropriate.

Deliverables: Digital copies of the Alternatives Summary including alternative locations on the base map for facility alternatives, descriptions of the alternatives and the initial version of the comparison matrix.

Task E: Hold Public Work Session #2 (Alternatives Presentations) (14)

- Prepare public work session #2 agenda, publicity flyers, press releases and invitation letters for City distribution.
- Facilitate the second public work session to:

-
- Present the potential physical, encouragement, enforcement and policy alternatives along with the comparison matrix for discussion,
 - Solicit additional comments, suggestions, complaints or changes from participants,
 - Work towards a preferred set of alternative recommendations, and
 - Prioritize the elements of the preferred alternative(s) as needed.
 - Undertake other public involvement activities on the alternatives as determined in Task A.
 - Review results of the workshop and other activities with the Advisory Committees and the city and finalize the preferred recommendations.

Deliverables: Digital notes from the Alternatives Presentation Work Sessions and the preferred recommendations.

Task F: Create Project Time Line, Phasing & Implementation Strategy (9, 10, 11)

- Develop a phasing and priority plan for the recommendations as needed that creates viable steps for implementation that the City can reasonably undertake.
- Prepare an initial list of implementation methodologies for the phasing and priority plan.
- Create a project development timeline showing the steps and estimated time needed to execute the recommendations incorporating the phasing suggestions as appropriate.
- Document different options for funding the recommendations.
- Prepare a written and graphic summary for use in the final report.

Deliverables: Digital versions of the Task G information including a phasing plan as needed, implementation strategies, project time line, and funding options to insert into the draft Final Plan.

Task G: Develop Preliminary Estimate of Possible Implementation Costs (11)

- Prepare a preliminary estimate of probable implementation costs for the recommendations, by phase if appropriate, using recent VTrans bid pricing, the latest version of the VTrans Report on Shared-Use Path and Sidewalk Unit Costs and other sources as appropriate.
- Add the information to the draft final report.

Deliverables: Digital version of Task G information including a preliminary estimate of probable construction and maintenance costs to add to the draft Final Plan.

Task H: Hold Public Work Session #3 and Final Report (14)

- Refine the earlier Task Summaries and work products and incorporate into the draft Final Report.
- Submit draft Final Report to the Advisory Committees and the City prior to public work session #3 for their review and comment and edit the information as needed.
- Prepare public work session #3 agenda, publicity flyers, press releases and invitation letters for client distribution.
- Hold public work sessions #3 to review the draft Final Report and gather public comments on the draft Final Report and recommendations.
- Review relevant comments from public work session #3 with the Advisory Committees and the City.
- Edit the draft Final Report as appropriate and distribute to the Advisory Committee and the City for their final review and acceptance.
- Present the Final Report at a City Council meeting for their endorsement.

Deliverables: One digital copy each of the draft Final Report and Final Report on compact disc in Adobe Acrobat PDF format with an additional MS Word filed of the Text; 10 bound double-sided copies of the Final Report.

III. SCHEDULE

Table 2 highlights the basics of our proposed schedule. We anticipate completing the project before December 2014. Our working session to generate and initially evaluate alternatives with the Advisory Committees and the City will help us move quickly towards developing the elements that will make up the master plan.

Table 2: Proposed Schedule

	March		April		May		June		July		August		September		October		November	
Days	1 - 15	16 - 31	1 - 15	16 - 30	1 - 15	16 - 31	1 - 15	16 - 30	1 - 15	16 - 31	1 - 15	16 - 31	1 - 15	16 - 30	1 - 15	16 - 31	1 - 15	16 - 30
Task A: Initial Work	P1																	
Task B: Base Map/Existing Conditions					P2													
Task C: Public Work Session #1					W1/P3													
Task D: Alternative Plan Elements					C							P4						
Task E: Public Work Session #2												W2/P5						
Task F: Phasing and Implementation															P6			
Task G: Preliminary Cost Estimates															P6			
Task H: Final Report															P6	W3/P7	CC	

Px = Advisory Committees and City Meeting
C = Group Work Session to develop alternatives
Wx = Public Work Session
CC = City Council Meeting

IV. HOURLY COMMITMENT

Table 3 presents our projected hourly commitments to this project.

Table 3: Projected Work Hours

Tasks	Labor Class	BRPD		RSG				TOTALS
		Project Manager Donovan	BRPD Total	Director Saladino	Trans. Engineer Mack	Trans. Planner Wu	RSG Total	Hours Per Task
Task A: Initial Project Work	L H a o b u o r r s	6	6	0	4	0	4	10
Task B: Base Map/Existing Conditions		20	20	2	20	20	42	62
Task C: Public Work Session #1		4	4	0	0	0	0	4
Task D: Alternative Plan Elements		54	54	2	22	20	44	98
Task E: Public Work Session #2		4	4	0	0	0	0	4
Task F: Implementation		8	8	2	6	0	8	16
Task G: Preliminary Cost Estimates		4	4	2	4	6	12	16
Task H: Final Report		22	22	2	4	8	14	36
Total Hours		122	122	10	60	54	124	246

V. KEY STAFF QUALIFICATIONS & EXPERIENCE

Attachment A includes more detailed resumes of our key BRPD Team members. **Attachment B** includes more information on a few selected projects from our Team's firms.

Broadreach Planning & Design is an creative small business focusing on bicycle and pedestrian facility planning, design, and development as well as the communities in which they are found. Expertise offered through BRPD includes bicycle and pedestrian master planning and facility planning and design; transportation policy planning; transportation corridor studies and public involvement. Based in Charlotte, Vermont, BRPD brings a commitment to project excellence and client satisfaction for every project it undertakes in New England or beyond.

Jim Donovan, PLA, FASLA, AICP, licensed landscape architect and certified planner of BRPD, brings 30 years of local, regional, national, and international experience in planning and landscape architecture to BRPD, with a special focus in the last 18 years on bicycle and pedestrian planning and design. BRPD projects, as well as Jim's earlier work, emphasize the creation of livable communities with a strong mix of transportation choices. Jim has one of the most extensive list of bicycle and pedestrian project credits in New England.

In addition to assisting with the development of the *Vermont Pedestrian and Bicycle Policy Plan* while with Wilbur Smith Associates in 2008, Jim has served as project manager on other state, regional, and municipal bicycle and pedestrian plans. Some of Jim's work is particularly relevant to this project, including his work in managing and serving as primary author for:

- The Bangor Area Comprehensive Transportation System (MPO) in preparing the *Bangor Area Bicycle Plan and Pedestrian Plan Updates*, Bangor, Maine;
- The State of Washington in preparing their *Bicycle and Pedestrian Plan*;
- Chittenden County Metropolitan Planning Organization, Vermont in the completion of the first and second updates of the *Chittenden County Bicycle and Pedestrian Master Plan* and
- The Vermont Agency of Transportation as part of the team currently assisting them with the Non-Infrastructure Safe Routes to School Statewide Program.

Several past projects are also particularly relevant, including his work for:

- The Town of Milton, Vermont for the development of their *Alternative Transportation Master Plan*;
- The Town of Guilderland, New York in finalizing their *Bicycle and Paths Plan*;
- The Town of Fairfield, Vermont for the completion of their *Trails Master Plan*;
- The City of Al Ain, Abu Dhabi, UAE in the development of their comprehensive pedestrian Central City circulation plan; and
- The Addison County Regional Planning Commission for the completion of the *Addison County Regional Bicycle and Pedestrian Report*.

Jim has also been project manager, chief designer or principal planner on numerous regional plans as well as individual facility plans or feasibility studies including:

- The Carman Road Neighborhood Bicycle and Pedestrian Circulation Plan in Guilderland, New York;
- Fairfax Village Non-Motorized Travel Plan for Fairfax, VT;
- The 44 mile long I-275 Bike Path Asset Management Study in Southeast Michigan;
- The Lincoln Village Bicycle and Pedestrian Planning & Feasibility Study in Lincoln, VT;
- The Route 22A Corridor Study in Rutland and Addison Counties, VT;
- The Fairfield Sidewalk Scoping Study in Fairfield, VT;
- The North Bennington Sidewalk Scoping Study in North Bennington VT;
- The Route 15 Bicycle and Pedestrian Scoping Study in Chittenden County VT;
- A pedestrian and bicyclist safety analysis for the Missisquoi Valley Union Schools in Swanton, Vermont;
- Shelburne Falls Non-Motorized Travel Safety and Mobility Study, Shelburne, Vermont;
- The Riverwalk East Trail Network Extension, Winooski, Vermont;
- The Charlotte Co-Housing and Big Oak Trails Alignments in Charlotte, Vermont;
- The Winooski West Phase II Shared Use Path Conceptual Alignment Analysis in Montpelier, Vermont;
- The Longmeadow Webster Road Bicycle and Pedestrian Facility Conceptual Alignment Analysis (Original and Segment 5 Studies) in Shelburne, Vermont;
- Pedestrian Safety Circulation Improvements, The Parade and Amtrak Station, New London, Connecticut; and
- The Terry James Gordon Trail in Plattsburgh, New York.

Jim will serve as the team's project manager and primary contact for the City. In addition to his bicycling and pedestrian expertise, Jim also has extensive public involvement experience, much of it related specifically to bicycle and pedestrian projects. He has run successful local, regional, and statewide public involvement programs, which have included public work session, on-line interactive questionnaires, one-on-one interviews, focus groups, newsletters, radio programs, and other means of public interaction. He has extensive experience in running public work sessions in an open and friendly manner that encourages participation and yields useable results.

Jim is the Town of Charlotte's representative to the Chittenden County Regional Planning Commission, the former long-serving vice-chair of the Town of Charlotte's Planning Commission, the treasurer of the Northern New England Chapter of the American Planning Association as well as the Vermont Chapter of the American Society of Landscape Architects. His firm is a sponsor of the Complete Streets Coalition and he is a member of their speakers bureau.

RSG Inc., is an innovative transportation engineering consulting firm specializing in the planning, analysis, and design of transportation infrastructure. Their solutions are grounded by over 25 years of experience with clients ranging from local municipalities to MPOs and federal agencies. Three Dartmouth College engineering professors founded RSG in 1986. Each had worked for more than a decade on research, academic studies and consulting projects, providing the foundation for the

company's expertise in transportation planning and design. During the course of its history, RSG has maintained close ties to academia and has continually pushed the boundaries in each of its specialties. Most of the RSG staff that will work on this project have worked alongside BRPD on other projects.

David Saladino, P.E. leads RSG's Transportation Planning and Engineering practice and has over fifteen years of experience in the areas of transportation planning, engineering, and design. Over the years he has managed numerous transportation corridor plans, intersection and roundabout designs, sidewalk and multiuse path designs, circulation studies, and parking studies. David chairs the Town of Enfield's Tax Increment Finance District Committee and serves on the Town of Enfield's Planning Board. He currently serves as vice-chair on the Board of the Hartford Development Corporation.

Corey Mack, P.E. supports all aspects of RSG's transportation planning and design practice. Corey has extensive experience planning and designing a wide range of transportation facilities in urban, village, and rural settings throughout the northeast. His experience includes planning and design for freeways, highways, intersections, bike paths, parking lots and sidewalks. Corey provides a breadth of technical expertise to integrate the project vision into working plans and plans for implementation. He represents the City of Winooski as an Alternate on the Board of Directors for the Chittenden County Transportation Authority.

Grace Wu, AICP, LEED-AP, is a planner and designer who supports a wide range of transportation planning and design efforts. She has organized and conducted stakeholder meetings and high-profile public workshops and performed analysis and site design plans for numerous forward-looking land-use and mobility-related projects throughout the United States. Some of her most recent project work includes streetscape scoping studies for the towns of Colchester, Hartford, Hartland, and Killington, all of which involved extensive public outreach. Grace also helped pioneer development of RSG's new map tool, an online interactive website where residents and stakeholders can leave geolocated comments and interact with others.

VI. REFERENCES

Broadreach Planning & Design

The Bangor Area Bicycle Plan & Pedestrian Plan Updates
Client: Rob Kenerson, Executive Director
Bangor Area Comprehensive Transportation System
40 Harlow Street
Bangor, ME 04401
207-942-6389
rkenerson@bactsmmpo.org

The Fairfield Trails Master Plan
Client: Bethany Remmers, Assistant Director
Northwest Regional Planning Commission
75 Fairfield Street
St. Albans, Vermont 05478
802-524-5958
bethany@nrpcvt.com

*The Village of Fairfax Non-Motorized
Travel Plan*

Client: Allison Stori, Regional Planner
Northwest Regional Planning Commission
75 Fairfield Street
St. Albans, Vermont 05478
802-524-5958
astori@nrpcvt.com

Resource Systems Group

Lake Region Bicycle & Pedestrian Master Plan

Client: Michael Iazard, Principal Planner
Lakes Region Planning Commission
103 Main Street, Suite #3
Meredith, NH 03253
603-279-8171
mizard@lakesrpc.org

Bedford Bicycle & Pedestrian Master Plan

Client: Rick Sawyer, Planning Director
Town of Bedford
24 North Amherst Road,
Bedford, NH 03110
603-472-5243
rsawyer@bedfordnh.org

Jericho Bicycle & Pedestrian Master Plan

Client: Brian Davis, Senior Transportation Planner
Chittenden County Regional Planning Commission
110 West Canal Street, Suite 202
Winooski, VT 05404
802-660-4071
bdavis@ccrpcvt.org

ATTACHMENT A
RESUMES

BROADREACH

Planning & Design

PO Box 321
Charlotte, Vermont 05445
802-425-5061
jdonovan@gmavt.net
www.broadreachpd.com

JIM DONOVAN, FASLA, AICP

Landscape Architect/Planner

EDUCATION

B.S. Architecture, University of Detroit, 1975, Magna cum Laude
Masters of Landscape Architecture, University of Illinois, 1979

LICENSES AND REGISTRATION

Licensed Landscape Architect: States of Vermont, Michigan, Connecticut, Maine, Pennsylvania, and New York.
American Institute of Certified Planners (AICP)

PROFESSIONAL EXPERIENCE

April 2008 to Present – Owner

BROADREACH Planning & Design, Charlotte, Vermont

This innovative firm focuses on transportation and community planning and design. Projects emphasize bicycle and pedestrian mobility, transit oriented design and walkable communities. Other services include landscape architecture, site design, environmental planning and analysis, park design, parking studies, and public involvement.

May 2001 to April 2008 - Senior Landscape Architect/Land Use Planner

Wilbur Smith Associates, Shelburne, Vermont

Mr. Donovan focused his transportation work on bicycle and pedestrian facility planning and design services offered with a particular emphasis on statewide plans as well as shared use path and greenway planning, design and construction. He provided urban and rural planning services both in conjunction with transportation corridor plans and as independent projects. Mr. Donovan also supplied public participation expertise for many projects either as part of his other responsibilities on a project or as a public involvement specialist on projects for others.

November 1994 to April 2001 - Senior Planner/Landscape Architect

Lamoureux & Dickinson Consulting Engineers, et. al., Essex Junction, Vermont.

Responsible for planning and landscape architectural services, including community and public involvement; preparation of transportation scoping reports for bicycle/pedestrian facilities, roadways, and intersections; completion of construction documents and construction services for shared use paths; analysis of pedestrian and vehicular circulation and parking needs; development of visual impact analysis and simulations; park planning and design; landscape plans; air quality analyses; site planning and design; municipal planning and zoning; and project permitting.

July 1983 to November 1994 - Vice President/Environmental Planning

Frederick P. Clark Associates, Inc., Rye, New York

Prepared site and subdivision plans for numerous residential and commercial properties ranging in size from 1 to over 600 acres; environmental resource analyses and SEQR documents; freshwater wetland and other land use and environmental conservation regulations for municipal clients; environmental mapping, open space studies, wetland

BROADREACH Planning & Design

Resume of J. Donovan, FASLA, AICP (Page 2)

rehabilitation and restoration project; visual impact analysis and visual simulation for private and public projects; and air quality modeling studies using HIWAY2 and CAL3QHC air quality modeling programs.

September 1982 to July 1983 – Associate Landscape Architect
Dickinson De Marche and Associates, Westport, Connecticut.

October 1979 to May 1982 - Landscape Architect/Planner
Hellmuth, Obata & Kassabaum, St. Louis, Missouri.

June to October 1979 - Intern
National Park Services, Midwest Rocky Mountain Regional Planning Team, Denver, Colorado.

SELECTED HONORS & AWARDS

Plan of the Year, Vermont Planners Association 2012 – *Route 22A Corridor Study*
Merit Award, Vermont Chapter American Society of Landscape Architects 2007 – *Washington Depot Master Plan*
Merit Award, Vermont Chapter American Society of Landscape Architects 2005 – *Longmeadow–Webster Road Bicycle and Pedestrian Facility Feasibility Study*
Plan of the Year, Vermont Planners Association 2003 – *Transit Oriented Design Guidelines for Chittenden County*
Way to Grow Award, Rochester Planners – 2003 – *Irondequoit Town Center Master Plan*
Merit Award, Connecticut Chapter American Society of Landscape Architects 2000 – *Taconic State Parkway Management Plan*
Presidents Award Vermont Chapter American Society of Landscape Architects 2007
Connecticut Public Space Award 1987 and Honor Award 1989 Connecticut Chapter American Society of Landscape Architects – *Guilford Master Plan for Preservation and Scenic Conservation*

REPRESENTATIVE PAST PROJECTS

Bicycle and Pedestrian Planning and Design & Streetscapes

Sukothai World Heritage Site Bicycle Tourism Recommendations, Department of Sustainable Tourism, Thailand. Team leader for a group of volunteers from around the world tasked with making recommendations on how to expand the fledgling bicycle tourism trade at the Sukothai World Heritage Site. The World Heritage Site extends nearly 120 km across the Thai landscape made up of numerous smaller monuments and ruins. The recommendations included ideas on creating a larger bicycling network that linked the many sites as well as localized routes to allow intimate exploration of the individual monuments. The recommendations also included concepts as diverse as creating a local bicycling business organization in the area to creating route maps and identifying local restroom that could be made available to bicyclist.

State of Vermont Bicycle Pedestrian Policy Plan, The Vermont Agency of Transportation, Vermont. Project Manager for an update of the Vermont Bicycle and Pedestrian Plan, including work on updating goals, objectives, policies and recommendations of the 1998 Plan. The Plan also addressed the gaps in the earlier plan and added performance standards, asset management recommendations, and long-term monitoring recommendations. Jim's work has created a plan that provides a framework for monitoring progress towards accomplishing the recommended goals. The Vermont Bicycle and Pedestrian Policy Plan also provides guidance for the Vermont Agency of Transportation's Bicycle and Pedestrian Program over the next five to ten years.

Barre City and Barre Town Multi Use Path Conceptual Alignment Study, Barre City & Town, Vermont.

Project Manager for an analysis of the most appropriate alignment for a shared use path linking Barre City and Barre Town, as well as the two existing shared use paths in the City and Town. The work includes the review of numerous alternative alignments, an intense examination of methods that can be used to accommodate significant changes in elevation; possible use of active railroad right-of-ways, several river crossings, and path intersections with busy state routes.

Chittenden County Bicycle and Pedestrian Master Plan Updates 1 & 2, Chittenden County, Vermont.

Final Project Manager on the update of Chittenden County's Bicycle and Pedestrian Master Plan, meant to include those municipalities not included in the original study and to expand the original network of regional bicycle and pedestrian facilities. Jim's work included a detailed community specific update of existing and proposed facilities and Steering Committee and public outreach discussions to determine which elements of the local plans should be included in the regional network. The second update focused on adding more direction on encouragement, education and enforcement actions. It also included an update of the overall recommended on and off road regional bicycle network.

Adams Camp Trail Master Plan, Stowe Vermont. Project Manager for the development of approximately 5 miles of new single-track mountain bike trails, parking facilities, and signage recommendations for the 500+ acre Adams Camp Parcel. The project is one portion of the larger Vermont Ride Center planned for the Stowe and Waterbury Vermont Area that involves other private, State and local properties.

Non-Infrastructure Safe Routes to School Statewide Program, Vermont Agency of Transportation, Vermont. Landscape architect on a multi-firm consulting team lead by Toole Design Group providing non-infrastructure support to schools around the State. Jim's specific work is the development of travel plans for individual schools and the programs general outreach and training around the state.

Bangor Area Bicycle Plan and Pedestrian Plan Updates, Bangor, Maine. Project manager for the update of the bicycle and pedestrian plans for the Bangor Metropolitan Area. The work includes the re-evaluation and updating of an existing on and off-road bicycle system for the region, as well as the updating of a regional pedestrian network. As part of the project, Jim provided updated cost estimates for the various components of each plan, a phasing and priority plan, and an overall implementation plan that highlights how the region should proceed towards completing the plan.

Stone Valley Byway Bicycle and Pedestrian Scoping Study, Rutland & Bennington Counties, Vermont.

Project Manager for a project that is developing a Stone Valley Bikeway along Vermont Route 30. The work includes the examination of the most viable ways to create a continuous, safe bicycling route on or close to the Stone Valley Byway (Route 30) from Hubbardton to Manchester, Vermont as well as improving walking conditions in the villages along the byway. The work includes examination of additional loop rides along the Bikeway, various types of rest stops along the Bikeway and methods of addressing road conditions that are currently not compatible with bicycling or walking.

Upgrading Pedestrian Circulation in the Central Area of Al Ain, City of Al Ain, Abu Dhabi, UAE. Project landscape architects for the development of intersection upgrade plans for 26 intersection in the Central Area of Al Ain, as well as the creation of a plan to improve year round walking conditions in the downtown core. Jim's work included extensive documentation of existing pedestrian conditions and the formation of plans to increase sidewalk widths, expand the number of crosswalks, instigate traffic calming measures, increase public pocket parks, add additional street trees, and improve overall connectivity between the existing isolated pedestrian walkways.

Fairfax Village Non-Motorized Circulation Plan, Fairfax, Vermont. Project Manager for the creation of a plan that created a master plan for improved non-motorized mobility in and around Fairfax Village. The recommendations included a mix of bicycle lanes, wide paved shoulders, shared use paths, sidewalks and trails to create an interconnected network for non-motorized circulation that linked residential neighborhoods with each other and with the other origins and destination in and near the Village.

Washington Bicycle and Pedestrian Plan, Department of Transportation, State of Washington. Project Manager and primary author of the State's current bicycle and pedestrian plan, which highlights the location of bicycle routes throughout the state and identifies many local improvements on State facilities that will create better bicycling and walking conditions. The plan also includes overall state policies and management practices relating to bicycle and pedestrian circulation.

Pedestrian Bridge and South Sidewalk Conceptual Alignment Analysis, Plainfield, Vermont. Project Manager for a study to find the best methods for improving pedestrian access across the Winooski River from Plainfield Lower Village to the Upper Village and to locate a sidewalk between the new river crossing and the Plainfield Post office west on Route 2. The project examined numerous different methods of crossing the river, from new prefabricated bridges at various locations to several different methods of expanding the existing bridge.

Riverwalk East Trail Network Expansion, Winooski, Vermont. Landscape architect on a team, with lead responsibilities for developing and analyzing alternative routing locations for a multi-use trail through Casavant park, an environmentally sensitive parcel of land along the Winooski River. The new trail is meant to extend the existing, popular Riverwalk in Downtown Winooski northward further along the banks of the Winooski River. The overall system is designated to be part of the larger regional off-road pedestrian and bicycle network in Chittenden County.

Stowe-Morristown Shared Use Path Scoping Study, Stowe and Morristown, Vermont. Project Manager for a scoping study examining the best way to create a better bicycling and walking link between the Stowe Recreation Path and the Lamoille Valley Rail Trail. The study is looking at both on-road and off-road options for creating the plan. As part of working with a two-town steering committee, Jim is helping with landowner outreach to property owners who may be affected by one of the alternative routings under consideration. There is also an extensive public outreach component to the project to help raise community enthusiasm and support for the project.

Lincoln Bicycle and Pedestrian Planning & Feasibility Study, Lincoln, Vermont. Project manager for a study to identify the most appropriate ways to improve circulation between Lincoln Village and Lincoln Community School, a distance of approximately 1.2 miles. Jim worked with a community steering committee and the school children to develop, review and prioritize options; finalize the most appropriate recommendations, prepare cost and schedule estimates; and create an implementation plan.

North Bennington Sidewalk Scoping Study, North Bennington, Vermont. Project Manager for team working on a Scoping Study examining the upgrading and completion of the sidewalk system in Village Center, including sidewalks on School Street in front of the North Bennington Community School. The work included a close examination by the Team, with assistance of a local steering committee, of the existing sidewalk system, the existing conditions along the streets in the study area, and the possible methods of upgrading or adding to the existing sidewalk system. Jim worked with the community to select a set of preferred recommendations and then developed associated cost estimates, priorities, schedules and an implementation plan for the community.

Route 78/Missisquoi High School and Middle School Pedestrian Circulation Review, Swanton, Vermont. Project Manager and principle investigator for a review of pedestrian safety and mobility along Route 78 in Swanton, near the entrance to Missisquoi Valley Union High School for the Northwest Regional Planning Commission and the Town of Swanton, Vermont to create safer conditions for students. The study included

suggestions for creating alternate means of providing more appropriate walking conditions, including sidewalks, side shoulders, a separate shared use path, slower vehicle speeds, signage, and traffic calming measures.

Shelburne Falls Non-Motorized Traveler Safety and Mobility Study, Shelburne Vermont. Project manager for an enhancement grant study that is examining the best way to fill a gap in the existing sidewalk system on either side of the LaPlatte River near Shelburne Falls as well as to improve bicycling conditions in this same area. Jim and his sub-consultant team are examining how to best make this link and to provide better access to views of Shelburne Falls while minimizing additional costs to the Town, impacts to existing trees, cuts to existing grades and impacts to adjacent properties.

Bridge Street Bicycle and Pedestrian Feasibility Study, Richmond, Vermont. Project manager for the study of how to improve bicycling and walking conditions on Bridge Street in Richmond village. The work includes considerations of how to either use the recently upgraded Bridge Street Bridge, a new pedestrian bridge, or a resumption of the recent bicycle ferry to cross the Winooski River.

Michigan I-275 Bike Path Asset Management Study, Wayne & Monroe Counties, Michigan. Projects Manager for an assessment of the existing conditions of a 40 mile long bike path in the Michigan I-275 right-of-way constructed concurrently with the highway in the 1970s but not well maintained over the years. The study documented existing conditions through an innovative GIS/GPS process, identified necessary improvements needed to bring the path back to current standards, and created phasing recommendations for individual projects along the 44-mile path. The work was done with the assistance of several local cycling organizations.

Champlain Islands Trail Feasibility Study, Champlain Island, Vermont. Landscape Architect and Graphic Designer for an analysis of the potential for creating either a shared use path or on-road bicycle facility connecting the Island Line causeway through Lake Champlain with the bicycle system in Quebec, Canada. Jim worked with ALTA Planning + Design and the Rails to Trails Conservancy on the project, providing assistance at the public work sessions, developing existing condition information, assisting in the analysis of the various potential options, providing graphic design for the final document.

Island Line Amenity Package, Champlain Islands, Vermont. Project Manager, working with the Local Motion staff, on the development of a package of bicyclists amenities along the Lake Champlain Bikeway/Island Line. The work included the identification of potential resting areas along the route and the types of amenities to add to each site.

Addison County Regional Bicycle & Pedestrian Report, Addison County, Vermont. Project Manager for the production of a County-wide report that assessed the current needs and conditions of bicycling in Addison County, Vermont. The report also discussed the opportunities for improvement and the constraints limiting what could be done, as well as solutions for the identified problems. The project included a detail map and photographic inventory of existing conditions.

Dover Valley Trail, Segment B, Town of Dover, Vermont. Project Manager for preparation of design plans and construction documents for the second segment of the Dover Valley Trail, a shared use path in West Dover, Vermont. The work included the preparation of construction drawings, the coordination with various utility companies, public outreach sessions, and permit applications

Winooski West Phase II Shared Use Path Conceptual Alignment Analysis, Montpelier, Vermont. Project Manager and chief designer for a study of the feasibility of providing a bicycle and pedestrian link through downtown Montpelier linking two existing shared use paths. Public participation played an important part in this project due to the urban nature of the proposed routes and the high number of landowners involved. The project

BROADREACH Planning & Design

Resume of J. Donovan, FASLA, AICP (Page 6)

itself involved the use of an active railroad right-of-way for part of the alignment, the crossing of several busy city streets, and the connection with a proposed transportation center.

Alternative Transportation Master Plan, Town of Milton, Vermont. Principal planner for a study of pedestrian, bicycle, equestrian, hiking, snowmobile and other alternative means of town-wide transportation, based heavily on public participation. Jim's work reviewed the existing conditions in the Town, ascertained origins and destinations for alternative transportation trips, identified appropriate corridors between them and determined which typed of alternative transportation facilities were appropriate for each corridor.

Central Vermont Regional Path – Berlin to Barre Section, Berlin and Barre, Vermont. Project Manager on a study of a portion of the Central Vermont Regional Path. This particular section must cross an active rail line, a busy federal highway and an environmentally sensitive river. Jim's efforts on this project also involved working with two separate municipal governments, finding ways to traverse riparian wetlands, minimizing other environmental impacts and integrating the site plan work of a new regional granite museum.

Transportation Planning

Pearl Street Multi-Modal Corridor Plan, Essex Junction, Vermont. Project manager for a concise review and updating of the numerous different studies that have been done that relate to Pearl Street in Exxex Junction with the goal of creating one set of integrated strategies that encompass a complete set of transportation improvements. The focus is on providing transit, bicycle, and pedestrian circulation on par with vehicular circulation. The Village intends to have Pearl Street serve as a model for multimodal transportation and plans to create a "complete street." The examination includes consideration of developing commuter rail service in the corridor to complement other forms of transportation on Pearl Street.

Route 22A Corridor Management Plan, Rutland and Addison Counties, Vermont. Project Manager for the development of a management plan for Route 22A from the New York State line in Fairhaven north to the intersection with Vermont route 73 in Orwell. The plan involves extensive community outreach, as well as consideration of potential land use modifications along the corridor, short term changes to the roadway to address immediate issues, and long term plans for larger upgrades to the road as may be needed. The work is being done with support from Stantec Consulting Services, Inc.

Vermont Route 15 Park and Ride/Bus Stop Study, Chittenden and Lamoille Counties, Vermont. Landscape Architect and primary author of a study to identify potential short term and long term park and ride locations and bus stops conducive to walking and bicycling from village centers along the new Jeffersonville Commuter Route bus service from Jeffersonville to Burlington.

MEMBERSHIPS AND AFFILIATIONS

American Society of Landscape Architects: Fellow, past Chapter President, Vice President, Treasurer, and Trustee
American Planning Association, Northern New England Chapter Treasurer
American Institute of Certified Planners
Association of Pedestrian and Bicycle Professionals
US National Committee of the International Council on Monuments and Sites (ICOMOS)
ICOMOS International Cultural Tourism Committee
Association of Consulting Engineering Companies
Chittenden County Regional Planning Commission: Town of Charlotte Representative



DAVID SALADINO, PE

Team Lead/Director

David Saladino, PE, has over 15 years of experience in the areas of transportation facility design, transportation planning, and traffic engineering. He has managed numerous transportation corridor plans, intersection and roundabout designs, traffic signal plans, traffic impact studies, sidewalk and streetscape designs, circulation studies, and parking studies, including several for CCRPC under our previous retainer contracts. David is a licensed Professional Engineer in the States of New Hampshire and Vermont.

EXPERIENCE

16 years

EDUCATION

BS in Civil and Environmental Engineering, University of Delaware, 1998

PROJECT EXPERIENCE

Transportation Engineering

I-89 Exit 12 & VT 2A Scoping Study. Served as project manager for a comprehensive scoping study of the I-89 Exit 12 interchange and VT 2A corridor in Williston, Vermont. The technical analysis included a fully integrated microsimulation model developed in TransModeler that was used to test and validate several alternative roadway and interchange configurations. Project alternative designs included an expanded diamond interchange, a diverging diamond interchange, a new collector road with roundabouts, and a new grade-separated interchange with VT 2A.

I-89 Lebanon-Hartford Bridge Widening Traffic Assessment. Served as subcontract manager and lead technical reviewer for traffic evaluation to determine need for widening the I-89 bridge over the Connecticut River. The traffic evaluation included an origin-destination survey using Bluetooth detectors, a detailed safety analysis, and modeling of the freeway weaving maneuvers using a Vissim model.

Killington Village Traffic Impact Study. Managed the development of a Traffic Impact Study for use in local and Act 250 permitting of various phases of the proposed redevelopment of the Killington base lodges and creation of a new mixed-use ski village. Also managed detailed circulation assessment to evaluate traffic flows in the planned village and estimate parking shuttle headways and stacking storage space needs.

Iron Horse Park Traffic Impact Study. Managed the development of a formal Traffic Impact and Access Study for a 700,000-square-foot mixed-use retail, office, and industrial development in Lebanon, New Hampshire. This project involved the



development of large-scale, off-site mitigation plans and significant coordination with NHDOT as the project impacted two interstate interchanges. The project involved attendance at numerous City Planning Board hearings leading up to project permitting.

Meredith US 3 / NH 25 Improvements Transportation Planning Study. Managed the complex traffic data collection effort (including turning movement counts, geometric and land use inventory, and license plate survey), oversaw development of 4-step microsimulation model, managed traffic analysis, and presented results to project steering committee.

Burke Mountain Transportation Assessment. Provided transportation engineering services associated with a significant resort improvement project. Services included overseeing a large data collection effort, modeling of projected traffic flows, developing permitting documents, and interacting with local, state, and Act 250 permitting officials.

Transportation Planning

Colchester-Essex Network Transportation Study. Served as project manager for a large network transportation study covering portions of Essex and Colchester, Vermont. The study evaluated the implications of not completing the Circumferential Highway around Burlington and identified key transportation improvements to accommodate increased traffic in the area. The project also included four individual scoping studies as specific locations throughout the study area.

Winooski Main Street Corridor Study. Served as project manager for comprehensive corridor management plan for US 2/7 (Main Street) in Winooski, Vermont. The corridor plan examined land use, traffic operations, parking, and opportunities to integrate streetscape and multimodal elements into the corridor.

Bandelier National Monument Transportation Plan/Environmental Assessment. Served as lead transportation engineer and provided transportation and planning input on the development of specific parking, circulation, transit, wayfinding, and pedestrian alternatives to improve accessibility to the Park.

Rocky Mountain National Park Multi-use Trail Environmental Assessment. Served as subcontractor project manager and oversaw all transportation planning, engineering, and design efforts related to the evaluation of a multi-use trail network in the eastern portion of Rocky Mountain National Park.

Mount Rainier National Park Alternative Transportation Planning Project. Provided transportation and planning oversight for the development of specific parking, circulation, transit, wayfinding, and pedestrian improvements within the Park.

Killington Streetscape and Bicycle/Pedestrian Scoping Study. Served as project manager on developing design solutions to improve sense of place, traffic calming, pedestrian connectivity, wayfinding, and access management solutions along US 4 in Killington, Vermont.

I-89 Exit 14 Intermodal Intercept Facility Scoping Study. Served as project manager for a Scoping Study of an Intermodal Intercept Facility and new I-89 Off-Ramp adjacent to I-89 Exit 14 in South Burlington, Vermont. The project involved significant analysis of transit operations, fiscal impacts, traffic

impacts, and environmental impacts. The project involved a significant public and stakeholder outreach and facilitation component to work through an assessment of alternatives for the identified site.

Lakes Region Bicycle & Pedestrian Master Plan. Served as project manager for an effort to develop improvement recommendations and graphics for identified bicycle and pedestrian issues in a dozen communities throughout New Hampshire's Lakes Region.

Thetford Inter-Village Trails Master Plan. Served as project manager for the development of an Inter-Village trails master plan in the Town of Thetford, Vermont. Services included extensive public outreach, data analysis, mapping, and conceptual design.

Upper Valley Intermodal Transportation Facility. Served as project manager for comprehensive siting and conceptual design of an Intermodal Transportation Facility in the Upper Valley Region of Vermont and New Hampshire. The project involved significant analysis of transit operations, fiscal impacts, land-use patterns, traffic impacts, and environmental impacts. The project involved a significant public outreach and facilitation component to work from the initial identification of 30 potential sites down to preferred location.

VT 103 Corridor Management Plan. Served as project manager on this corridor management plan in Chester and Rockingham, Vermont. Route 103 is a critical east-west connector in Vermont, serves as a primary truck freight corridor, and is an important tourist corridor for visitors to Okemo ski resort. In addition to the transportation planning assessment, this plan also included an intensive land-use build-out assessment utilizing low-altitude aerial photos and 3-D visualizations to help guide the planning process.

US 2/North Williston Road Scoping Study. Served as project manager on the Chittenden County Metropolitan Planning Organizations (CCMPO) scoping study that examined signalized and roundabout design options for this designated High-Crash Intersection in Williston, Vermont.

US 4 Corridor Management Plan. Served as project manager on this corridor management plan in Hartford, Vermont. US 4 is an important east-west connector in Vermont and serves as a primary tourist corridor for visitors to the Quechee Gorge, Woodstock, and Killington ski resort. The land-use and transportation planning assessment included a thorough land-use buildout scenario, bicycle and pedestrian recommendations, and significant coordination between the Town, the Regional Planning Commission, and VTrans on future growth scenarios around Exit 1 of Interstate 89.

VT 67A/VT 7A Access Management Plan, Bennington, Vermont. Developed a coordinated access management plan for the VT 67A/VT 7A corridor from North Bennington to Bennington. The development of the Access Management Plan included the assessment of existing conditions, the projection of future land-use and traffic volumes, an overview of access management techniques, applications and benefits, the development of conceptual drawings, public outreach, and final plan production.

Transportation Facility Design

VTrans Bicycle & Pedestrian and Safe Routes to School Retainer Contract. Served as principal project manager for RSG team overseeing bicycle and pedestrian facility planning and design services for municipalities and schools across Vermont.



Burlington Waterfront North/Moran Center (STP 5000(17) C/5). Served as project manager for \$5+ million waterfront improvement project involving roadway enhancements, new sidewalks, vehicle circulation improvements, utility relocation and burial, a new \$1 million skateboard park, parking enhancements, significant aesthetic improvements. Coordinated work with over ten subcontractors and provided a first line of contact for City staff. Oversaw development of final designs, contract plans, and bid documents.

Burlington Waterfront/College Street Access Design (STP 5000(17) C/3). Served as project manager for \$6+ million waterfront improvement project involving roadway enhancements, new sidewalks, bus and vehicle circulation improvements, utility burial, boathouse improvements, parking enhancements, and significant aesthetic improvements. Coordinated work with over ten subcontractors and provided a first line of contact for City staff. Oversaw development of final designs, contract plans, and bid documents.

Putney Sidewalk and Streetscape Design (STP EH08(5)). Served as project manager for sidewalk and streetscape final design project in Putney, VT. Oversaw efforts from development of conceptual plans through production of right of way plans, contract plans and construction administration.

Bethel Sidewalk and Streetscape Design (STP EH07(6)). Served as project manager for sidewalk and streetscape final design project in Bethel, VT. Oversaw efforts from development of conceptual plans through production of contract plans and construction administration.

Jericho Sidewalk, Streetscape, and Traffic Calming Design (STP 030-1(19)). Provided planning, engineering design, and public outreach services for proposed sidewalk, streetscape, and traffic calming project in Jericho, VT. Project includes significant streetscape improvements and development of contract documents for construction.

Hinesburg Sidewalk Feasibility Study. Developed conceptual design plans for three critical segments of sidewalk in the Village of Hinesburg. Project tasks included an assessment of existing conditions, conducting an environmental and cultural impact assessment, evaluation of alternatives, preparation of conceptual design plans, and identification of potential funding sources.

Middlesex Village Traffic Calming, Sidewalk, and Streetscape Design. Developed a conceptual design plan for Middlesex Village, Vermont to include enhanced gateway treatments, sidewalks, crosswalks, traffic calming elements, intersection improvements, and lighting elements. Conceptual plans included environmental and cultural impact assessment and evaluation of alternatives. Worked with community members, regional planning commission, and VTrans to develop plans for VTrans review and submittal for final design and construction funding through the Transportation Enhancement program.

Northside Drive Conceptual Roundabout Design. Developed conceptual plans for roundabouts at four critical intersections along Northside Drive (VT 7A), Bennington's retail strip. Conceptual plans were developed for the roundabouts that would adequately accommodate 20-year traffic flows while minimizing property impacts. Tasks included developing 2026 land use and traffic projections, conducting level of service analyses, and developing conceptual engineering plans.

Middlebury Traffic Circulation Analysis and Roundabout Design. Developed a series of alternatives for improving traffic flow through downtown Middlebury assuming the construction of the Cross Street Bridge. Analysis included traffic counts, microsimulation modeling of the downtown network, and developing conceptual-level engineering designs of the various alternatives. The alternatives included new street segments, one-way streets, roundabouts, and new traffic signals.

NH 120 Signal Design. Developed signal design plans for two existing intersections located in the region's employment center connecting a major state route to the regional hospital and commercial park. Work included traffic signal engineering and design, traffic signal coordination, and coordination with project electrical contractor to address placement of various hardware elements.

PUBLICATIONS

"Citing an Intermodal Transportation Facility in the Upper Valley Region of Vermont and New Hampshire", poster presentation at the Transportation Systems for Livable Communities Conference, Transportation Research Board, October 2010.

"Development of a Comprehensive Regional Congestion Management System: Lessons in Integrating System Management with Planning & Programming", TRB, TRR 1817, Ted Matley & David Saladino, 2002.

LICENSES, CERTIFICATIONS, MEMBERSHIPS, AND AFFILIATIONS

- Institute of Transportation Engineers (ITE) – New Hampshire Chapter (Secretary/Treasurer)
- Town of Enfield, NH – Planning Board, Tax Increment Finance District Committee (Chair)
- Town of Hartford, VT – Hartford Development Corporation Board of Directors (Vice-chair)

TECHNICAL TRAINING & PROFESSIONAL DEVELOPMENT

- Review of Roundabout Design and Operations in New Hampshire, NHDOT (2013)
- ITE Recommended Practices on Accommodating Pedestrians and Bicyclists at Interchanges, FHWA (2013)
- Overview of Adaptive Traffic Signal Control Systems, Rhythm Engineering (2012)
- Overview of Safe Routes to School Design Process in New Hampshire, NHDOT (2012)
- Discussion on Highway Safety, NHDOT (2011)
- New Signalized Intersection Methodology Webinar, ITE (2011)
- Update on the Highway Capacity Manual 2010, FHWA (2011)
- Status of New Hampshire Roundabouts, NHDOT (2011)
- Overview of the NHDOT District Driveways Permit Process, NHDOT (2010)
- Conference Presentation: Transportation for Livable Communities: Charting a Research Agenda, TRB (2010)
- Erosion Prevention & Sediment Control, NH-LTAP (2009)
- Construction Inspection, NH-LTAP (2009)
- Transportation Operations in Action Web Briefing, ITE (2009)
- VTrans & Highways for LIFE – US 2 Accelerated Bridge Construction Showcase, VTrans and FHWA (2009)
- The Effect of Traffic Calming Measures on Pedestrian and Motorist Behavior, ITE (2009)



COREY MACK, PE

Engineer

Corey Mack, PE, supports RSG's traffic operations, transportation planning, and engineering design practices. Corey has over eight years of experience analyzing, designing, permitting and constructing transportation facilities of all sizes, from freeways and highways to bike paths and sidewalks from project initiation and grant applications through final design and construction administration. He specializes in computer-aided design technologies, with proficiency in MicroStation, AutoCAD, InRoads, CAiCE, Estimator, and AutoTurn. He leads projects involving construction methods and inspection practices.

EXPERIENCE

8 years

EDUCATION

BEng, Civil, McGill University
(2005)

PROJECT EXPERIENCE

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, the construction of a new parking lot to serve a redeveloped community centerpiece, a new concrete skate park, gravel wetland water treatment, utility relocation and undergrounding, and associated improvements. Construction began in the fall of 2013. (2009–2014)

Williston Road Complete Streets Pilot Study and Implementation Plan. Assisted with the analysis of a road diet along US-2 / Williston Road, reducing the through travel lanes from two in each direction to one. Coordinated striping plans as a change order to a Vermont Agency of Transportation paving project underway along the corridor. Prepared final sign and striping plans, quantities, and estimated costs in support of the construction change order. Striping was implemented as a temporary pilot study, with final striping closely resembling the original intent. (2012)

Kennedy Pond Safe Routes to School Project (STP SRIN (16)), Vermont.

Developed conceptual and final design plans for the reconstruction of a sidewalk adjacent to the Kennedy Pond Recreation Area in Windsor, Vermont. The preferred sidewalk alignment will impact the access drive to the Kennedy Pond Recreation Area; the resulting project elements include realignment of the access drive, a new vehicle control gate, guardrail, and a geosynthetic slope reinforcement system. The project is



expected to begin construction in spring of 2014. (2013–2014)

Putney Village Sidewalk Design and Construction Support STP EH08(5), Vermont. Led the design, permitting, and bidding services of a sidewalk redevelopment project in a village center setting. Project included the coordination of a state Agency of Transportation paving project to realign the center of the road to accommodate additional on-street parallel parking. Enhancements included improved stormwater drainage, new granite curb, and nearly one-half mile of new concrete sidewalk. No utilities were relocated, designing the sidewalk and curbing around the existing water, sewer, and storm collection systems. Utilizing most of the available highway right-of-way, temporary construction easements were sought and acquired from 10 adjacent landowners. Construction was completed in the fall of 2012. (2010-2012)

Taylor Park Pervious Walkway (STP EH 09009), Saint Albans, Vermont. Managed the definition and design of a linear segment of porous concrete sidewalk in a historic urban park in Saint Albans, Vermont. Assisted community outreach, presented alternative pervious material designs at public meetings, and supported the Categorical Exclusion environmental documentation. Project features included underdrain infrastructure, crosswalk striping and signs, an accessible ramp, and a pervious walkway medium. Construction was completed in the summer of 2011. (2011)

College Street Waterfront Access Project (STP 5000(17) C-3), Burlington, Vermont. Provided construction engineering, inspection, and coordination services for this high-visibility streetscaping enhancement and pedestrian mobility project in Burlington, Vermont. Project included steel sheet pile walls, an information booth, public restrooms, a raingarden, pervious parking lot, intersection improvements, and the replacement of two steel truss pedestrian bridges and the boathouse dock decking. (2009–2010)

Jericho Sidewalk, Streetscape, and Traffic Calming Design (STP 030-1(19)), Jericho, Vermont. Designed and coordinated streetscaping and sidewalk enhancements along VT Route 15, including curbing, retaining walls, drainage improvements, lighting, crosswalks, and signage. Conducted speed study to determine if additional traffic calming measures are warranted near Jericho Elementary School. Final results included design plans, construction documents, and construction engineering services. (2009–2010)

VT-30 Cornwall Pedestrian Shoulder Access Project (STP EH 08(13)), Cornwall, Vermont. Designed the widening of a two-lane state highway rural arterial. Coordinated project goals with VTrans and expanded from limited widening in contained areas to incorporation into a full-depth reclamation project along the entire corridor at little additional cost to the municipality. Construction was completed in the fall of 2010. (2009–2010)

Transportation and Pedestrian Planning

Milton US-7 / Middle Road / Railroad Street Intersection Scoping Report, Vermont. Managed and led the development of a scoping report to address congestion and safety concerns at this complex uncontrolled intersection in Milton, Vermont. After documenting the existing conditions along the corridor and multiple nearby intersections, a set of intersection alternatives was developed that included signalization, roundabout analysis, and the development of a grid network to help distribute traffic,

remove approach skew angles, and consolidate traffic intersections. The proposed alternatives were analyzed for impacts, presented to the Selectboard and Agency of Transportation, and a final alternative and recommendation was developed and accepted by the Town in 2013. (2012–2013)

Underhill Sidewalk Scoping Report Update, Vermont. Due to changing existing conditions and an uncertain environment, the 2007 original Underhill Sidewalk Scoping Study was shelved for a later date. Picking up from a previous consultant's report, a scoping study with updated existing conditions and a reanalysis of alternatives. The recommended preferred alternative was developed and approved by the Selectboard, and the phased implementation plan was utilized by the Town to seek grant funding for construction. The Town was awarded construction funding in the 2013 round of Agency of Transportation Bicycle and Pedestrian Grant Program, with conceptual design expected to begin in 2014. (2013)

Old Hollow Road Traffic Calming Feasibility Study, Vermont. In cooperation with the Old Hollow Neighborhood, the Town of Ferrisburgh and the Addison County Regional Planning Commission, the existing traffic characteristics and development patterns were documented to analyze appropriate traffic calming measures to implement along the corridor. The undesirable speed, noise, and safety concerns of the community were documented and a set of immediately implementable, low impact, and context sensitive solutions were presented to the Selectboard for consideration (2013).

Georgia South Village Bicycle and Pedestrian Feasibility Study, Georgia, Vermont. Developed alternative sidewalk alignments along existing infrastructure and developed design standards for future bicycle and pedestrian amenities in a rapidly growing village in Vermont. Evaluated existing conditions and safety hazards, identified permitting requirements and impacts on environmental and cultural resources, presented alternatives at public meetings, and identified a preferred alternative. (2011–2012)

Bristol to Rockydale Bicycle and Pedestrian Feasibility Study, Bristol, Vermont. Managed and prepared a study of the existing bicycle and pedestrian facilities serving the corridor between Bristol Village, Rockydale, and Bartlett Falls. The study area followed VT Route 17 along the New Haven River through a steep mountain valley. Alternatives were developed that included on-road bicycle facilities, sidewalks adjacent to the roadway, an off-road path that followed logging trails, and a new path through the Bristol Cliffs Wilderness Area in the Green Mountain National Forest. The project also included organization and presentation at several public meetings resulting in a final Feasibility Study with documentation of the existing conditions, alternatives analysis, a preferred alternative, permitting requirements, phasing plan, cost estimates, and implementation recommendations. (2011)

Exit 17 Growth Center Reanalysis, Vermont. Updated the Growth Center development traffic patterns due to changes in the circulation network between Transportation Analysis Zones. The traffic model and associated impacts were updated and revised, resulting in an updated traffic analysis on the State Highway. (2010)

LICENSES, CERTIFICATIONS, MEMBERSHIPS, AND AFFILIATIONS

- Licensed Professional Engineer (P.E.) in Vermont (#63093)
- Licensed Professional Engineer (P.E.) in California (#72780)



GRACE WU, AICP, LEED-AP

Planner/Designer

Grace Wu, AICP, LEED-AP, is a planner and designer. She has organized and conducted stakeholder meetings and high-profile public workshops and performed analysis and site design plans for numerous forward-looking land-use and mobility-related projects throughout the United States. Some of her most recent project work includes streetscape scoping studies for the towns of Colchester, Hartford, Hartland, and Killington, all of which involved extensive public outreach. Grace also helped pioneer development of RSG's new map tool, an online interactive website where residents and stakeholders can leave geolocated comments and interact with others.

EXPERIENCE

8 years

EDUCATION

MCP, Masters in City Planning, University of Pennsylvania

BS, City and Regional Planning, Cornell University

PROJECT EXPERIENCE

Colchester-Essex Network Transportation Study, Colchester and Essex, Vermont.

Worked with CCRPC and the public works directors for the Towns of Essex and Colchester to analyze and propose solutions to address the transportation effects in Colchester and Essex. Analyzed existing plans in the context of future land use and the environmental context in addition to modeling the current and future traffic conditions. Actively involved in the community outreach efforts, which were an important component this study. Several public meetings were held for each of the three study areas in order to gather feedback from stakeholders and residents throughout the planning process.

Loudon NW Concept Plans, Roanoke, Virginia. Leading the planning and urban design effort for a 72-acre industrial and residential mixed-use site located adjacent to a major rail yard in Roanoke, Virginia. The design team is developing four distinct concept plans, each sensitive to existing and future market conditions, which will help direct the rezoning, land use, and future sustainability of a key brownfield site near downtown. To envision the development of each concept, the design team is producing illustrative plans, elevations, photo-realistic renderings, and a 3D SketchUp model.

Bedford Pedestrian and Bicycle Master Plan, Bedford, New Hampshire. Working closely with the Town of Bedford and its residents and stakeholders to identify destinations and important connections that would improve the pedestrian and cyclist experience. In addition to an extensive public outreach process, the project also took into consideration traffic speed and volumes, land use, drainage, maintenance, and safety in arriving at a final bicycle and pedestrian master plan.



Market Street Extension Gateway Improvement, Portsmouth, New Hampshire. Project planner on a team of landscape architects and engineers to design a safe and exciting experience into Portsmouth, with an eye on transforming the Market Street corridor from an undervalued and uninspired parkway into a welcoming Gateway and intermodal experience. Project work includes weaving in measures to create character and identity a sense of “place” through added traffic calming, bike lanes, and a multi-use path. Spearheaded the use of online web tools to garner greater public input and participation in the concept design of the corridor.

Dartmouth College Campus Plan, Hanover, New Hampshire. Investigated the traffic implications of several future parking scenarios in downtown Hanover, New Hampshire. These parking scenarios were developed as part of a broader campus master planning effort in an attempt to reallocate space for future growth and to shift parking out of the central campus area to alleviate overall traffic congestion.

Strategic Goods Movement Network Study, Region of Peel, Ontario, Canada. Developed a strategic plan for designating and implementing a network of primary goods movement roads and intermodal connectors in a large, rapidly growing region. Focused on enhancing current freight mobility while maintaining economic growth and resident quality of life. Worked extensively with elected officials, community stakeholders, and the private freight community to set a base for which future freight network and goods-movement-related land uses and policies may built upon.

Gateway Park Concept Plan, Oakland, California. Collaborated with the Gateway Park Working Group, a consortium of Bay Area public agencies, to develop, write, and package a Project Concept Report for the design concept of a new landscaped park at the foot of the new Bay Bridge East Span. The concepts were developed based on a sensitive awareness of the environmental and historical features on the site, as well as from feedback gained from two interactive public meetings, and input from local organizations and stakeholders.

Better Market Street San Francisco, San Francisco, California. Organized and analyzed the transportation and public life survey data from San Francisco's DOT, DPW, Department of City Planning, MTA, and CTA to conduct two public workshops and additional online webinars and surveys to inform the public about the importance of Market Street as a central city corridor and gather public commentary on areas and programs where the corridor needs improvement.

LICENSES, CERTIFICATIONS, MEMBERSHIPS, AND AFFILIATIONS

- American Institute of Certified Planners # 023456
- LEED Accredited Professional, USGBC

ATTACHMENT B
SPECIFIC PROJECT SUMMARIES



Village Non-Motorized Circulation Plan

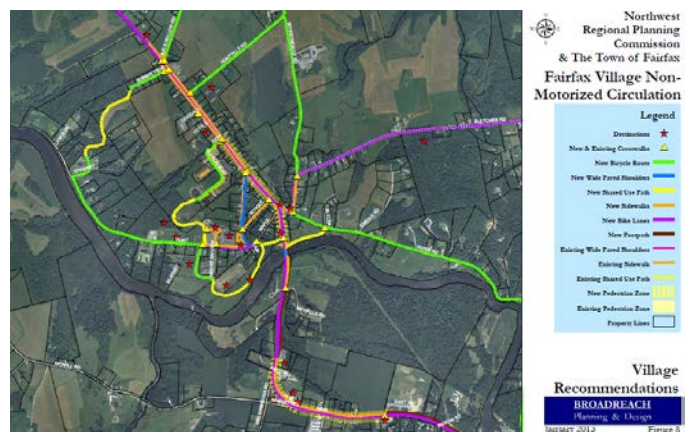
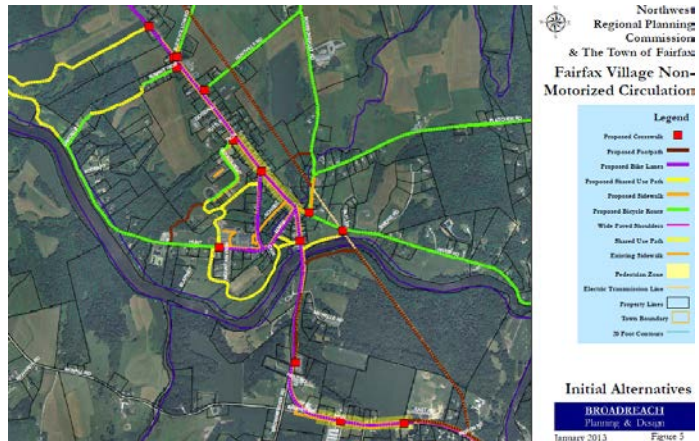
Fairfax, Vermont

Client: Northwest Regional Planning Commission

Project: Master Planning

Description: The Fairfax Village Non-Motorized Circulation Plan was completed with the assistance of the Fairfax Planning Commission and the residents of Fairfax Village. Broadreach Planning & Design worked extensively with them to develop an overall plan that recommends expanding the existing sidewalks into a complete on and off-road circulation system. The recommended system links the various Village neighborhood with each other, as well as with the identified non-residential destinations.

The recommendations include an extension of a short, existing shared use path that is primarily recreational in nature now to that it can provide a needed link between a large residential area and the grocery store on Route 104. The only walking or bicycling link now between these two areas passes through a very difficult, high crash intersection. The recommendations also include several footpaths for locations where even sidewalks might be challenging to install. The Non-Motorized Circulation Plan will be incorporated into the updated Town Plan now being finalized.





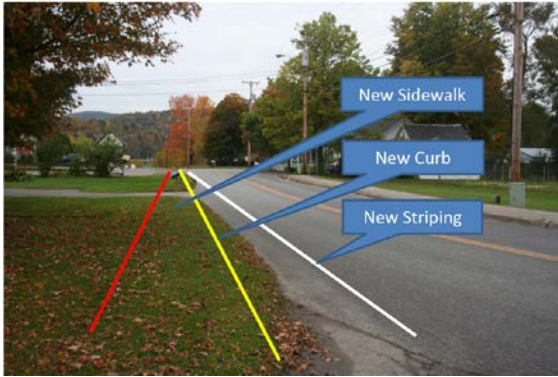
Bridge Street Bicycle & Pedestrian Feasibility Study Richmond, Vermont

Client: The Town of Richmond

Project: Planning and Feasibility Analysis

Project Credits: Broadreach Planning & Design, Project Lead - Jim Donovan, FASLA, Project Manager; Lamoureux & Dickinson, Traffic Engineering; Heritage Landscapes, LLC, Historic Resources; UVM Consulting Archeology Program – Archeological Resources

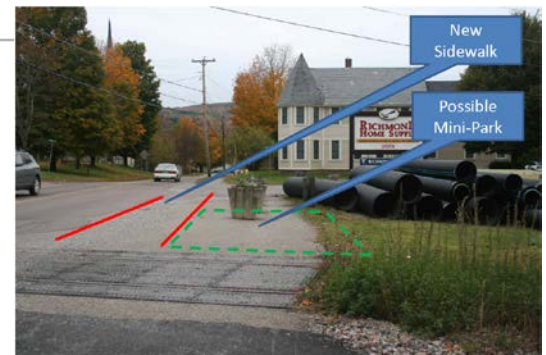
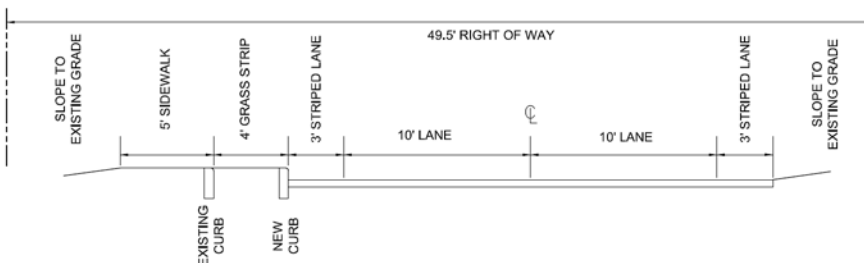
Description: The Town of Richmond initiated the Bridge Street Bicycle and Pedestrian Feasibility Study to find the most appropriate ways of improving pedestrian and bicyclist mobility in the Richmond Village area between the center of the Village and the Round Church Green to the south. The closing of the Bridge Street Bridge for reconstruction dramatically highlighted the importance of non-motorized travel to the south of the Village.



Broadreach Planning & Design (BRPD) led a team that examined numerous on and off road options for improving conditions for bicyclists and pedestrians. Working with a very active Project Advisory Committee, BRPD used an intensive, project team work session to develop and analyze over twenty different options, including expanding paved shoulders, adding or improving sidewalk, upgrading an existing off road pedestrian path, adding a new pedestrian bridge over the river, and adding numerous additional crosswalks and other linkages, as well

as additional signage and pedestrian and bicycle amenities. The use of the concentrated work session also shortened the overall time it took to complete the Study.

BRPD coordinated their work with other related studies already completed for the Village area, including a roadway parking study, a streetscape study and recommendations for bicycle and pedestrian improvements in and north of the Village center. They also assisted in presenting the work to the Town of Richmond Selectboard, which endorsed the project and began work on implementation.





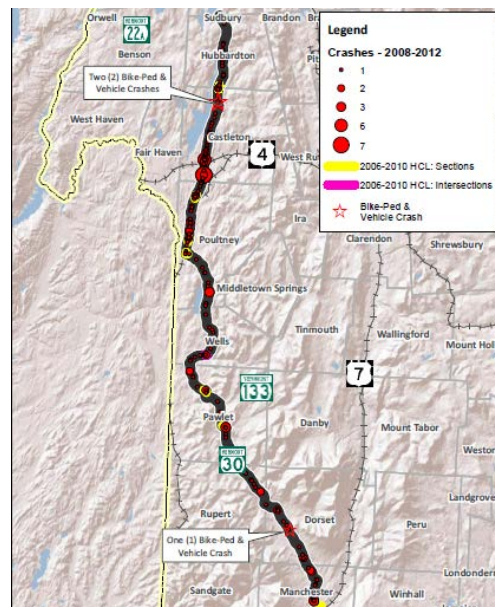
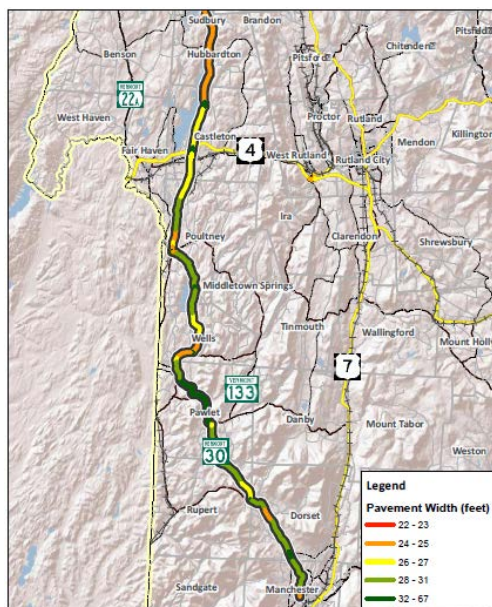
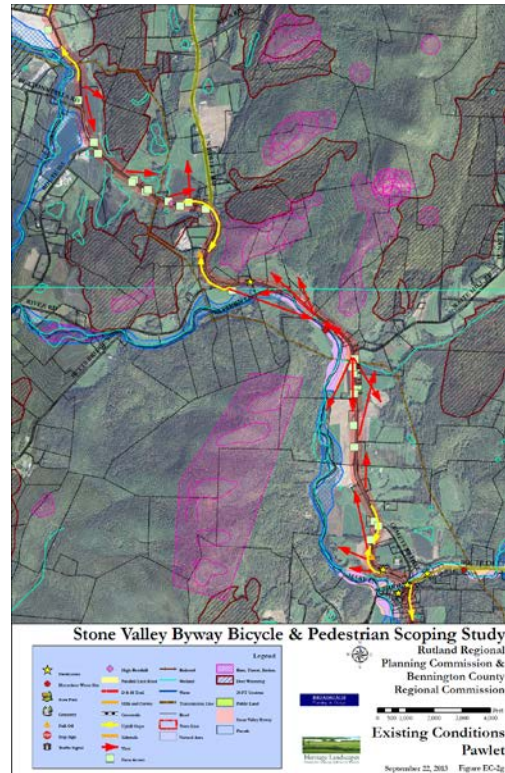
Stone Valley Bikeway Rutland and Bennington Counties

Client: Rutland Regional Planning Commission

Project: Master Planning for Regional Bikeway

Project Credits: Jim Donovan, PLA, FASLA, Project Manager; RSG Inc. Engineering support

Description: The Stone Valley Byway runs from the Town of Manchester in the south to the northern boundary of the Town of Hubbardton along Vermont Route 30, passing through the towns of Dorset, Rupert, Pawlet, Wells, Poultney and Castleton. The Towns, along with the Rutland Regional Planning Commission and the Bennington County Regional Commission have plans to increase the bicycling and even walking conditions along the Byway. This project is developing a master plan for a "Bykway" to follow the general alignment of the Byway and to examine localized efforts to make it easier to walk or bike all or portions of the Stone Valley Byway. The alternatives under consideration include bringing the entire length of the roadway up to State Design Standards, to creating different levels of rest areas along the byway, to creating smaller loops to encourage exploration of the region, to creating a better signage system along the Byway, to more bicycle and pedestrian friendly management policies.





Sidewalk Scoping Study

Fairfield, Vermont

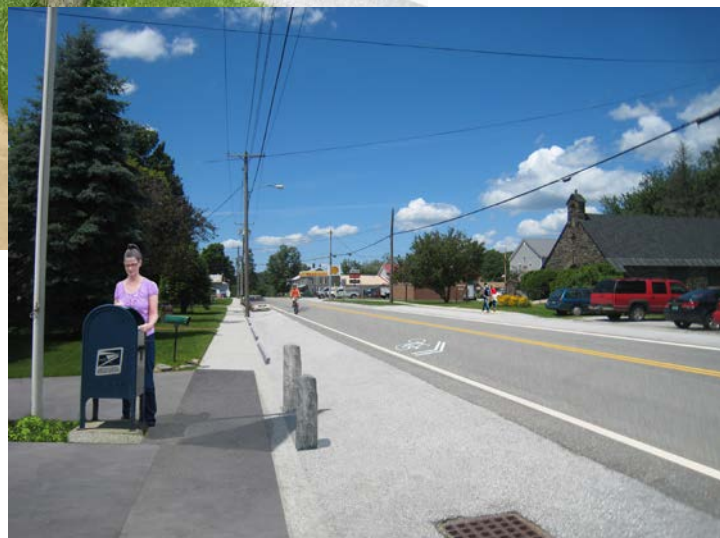
Client: The Town of Fairfield, Vermont

Project: Enhancement Grant Sidewalk Study

Project Credits: Jim Donovan, Project Manager, BRPD;
EIV Technical Services; Heritage Landscapes LLC

Description: This Study explored the feasibility of providing sidewalks or other improvements to make walking easier in the two villages within the Town of Fairfield. Broadreach Planning & Design's (BRPD) work followed the standard State of Vermont scope of work for bicycle and pedestrian studies and included extensive involvement of the Community in the development of the recommendations. The work was directed by a local steering committee that participating extensively in the BRPD Team's work.

Several challenges that the project addressed included steep slopes along the sides of the roadway, limited right-of-way, existing underground and above ground utilities, and limited ongoing maintenance funds. Each Village also had its own character and the location and alignment of sidewalks needed to be carefully planned to maintain these distinctive communities. To help the community understand how the proposed sidewalks would look, the BRPD team developed a photo-simulation for each Village.



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Planning & Design

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Pearl Street Multi Modal Transportation Study

Essex Junction, Vermont

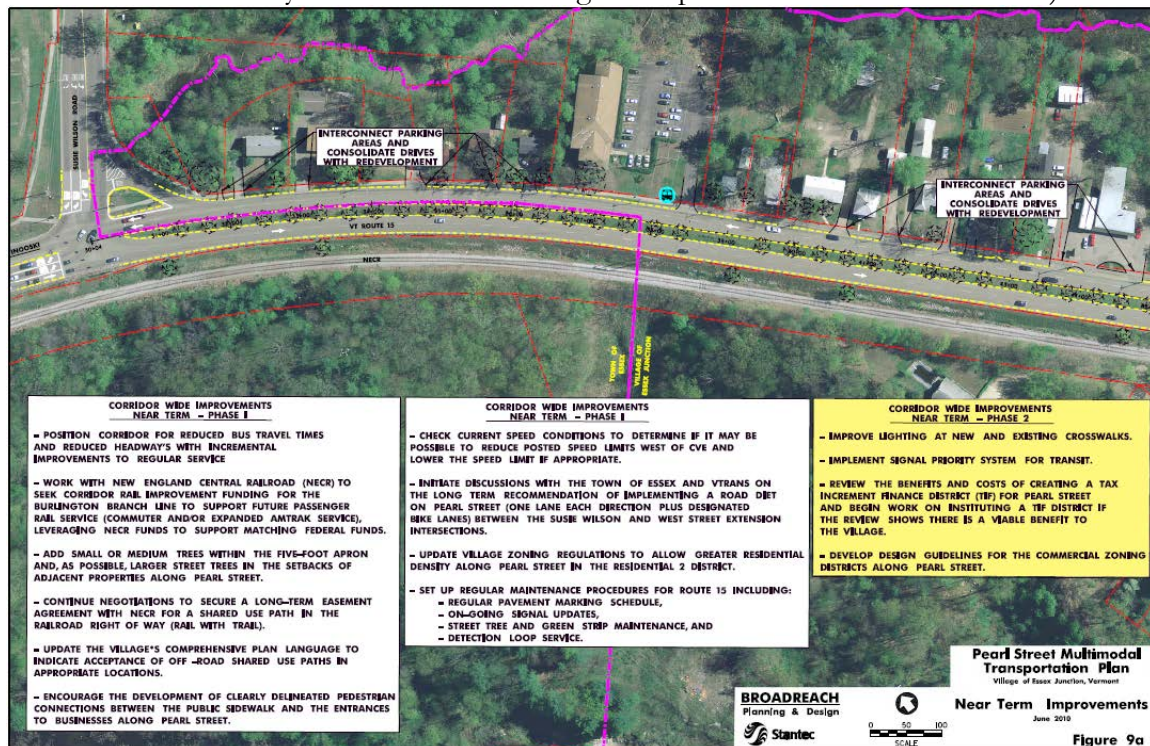
Client: The Chittenden County Metropolitan Planning Organization & the Village of Essex Junction

Project: Corridor Transportation Plan

Project Credits: Stantec, Traffic Engineering

Description: The Pearl Street Transportation Study was a synthesis of numerous previous studies for the Pearl Street portion of Vermont Route 15 in Essex Junction. Several of the previous studies focused on specific transportation needs and often had conflicting or non prioritized recommendations. Broadreach Planning & Design (BRPD), working with Stantec as a subconsultant, compiled and reviewed the multitude of previous studies and presented as clear, concise, unified set of recommendations for the Village. BRPD pulled the recommendations for a multi modal corridor from the previous studies or developed them as part of this study to address issues or concerns not adequately covered in the previous work. BRPD also provided a phasing and implementation plan and to help the Village prioritize the recommendations and find appropriate funding sources. Among the recommendations included in the final report are

- The instigation of a trial rapid bus transit service to downtown Burlington;
- The addition of a roundabout at the entrance to the Post Office Square;
- The initiation of a commuter trail during peak Champlain Fair activities, and
- The development of a shared use path along the northern edge of the railroad (the railroad is ready to work with the Village to implement this recommendation).



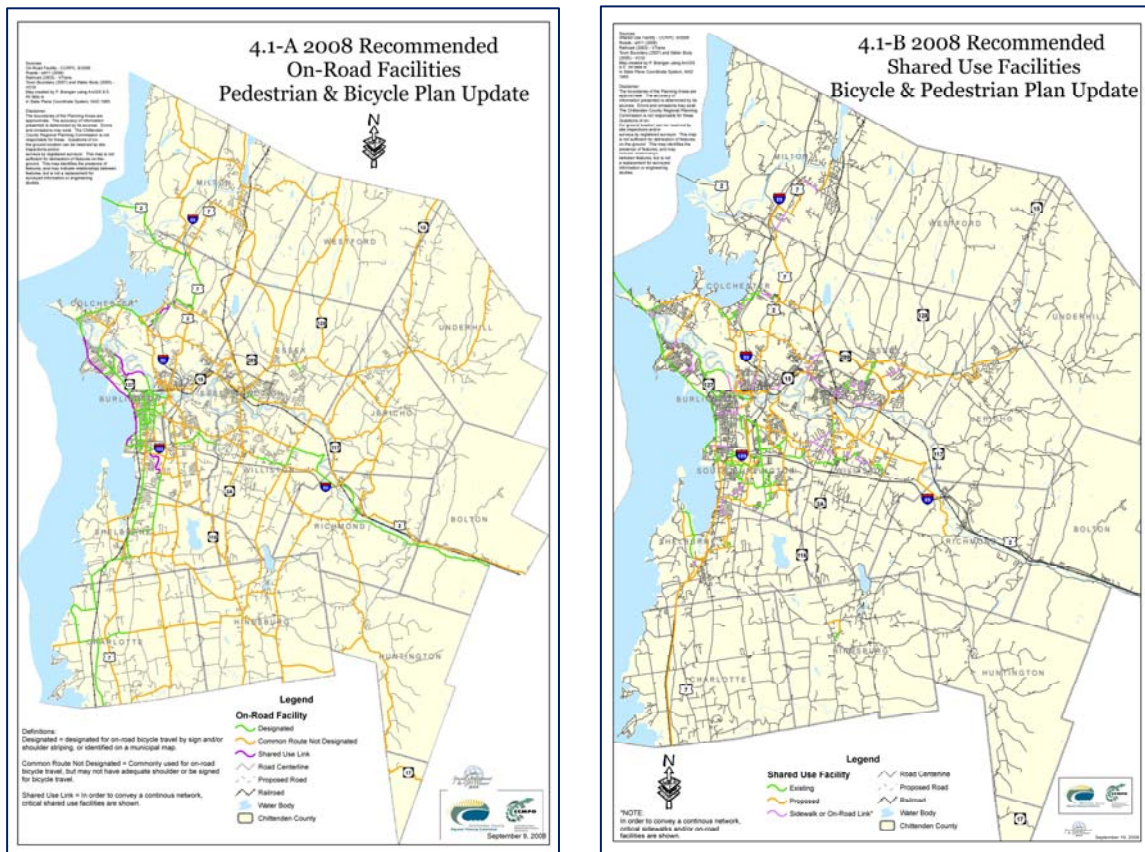
Regional Bicycle & Pedestrian Plan Updates

Chittenden County, Vermont

Client: The Chittenden County Metropolitan Planning Organization (CCMPO)

Project: Plan Updates 1 (2003) and 2 (2008)

Project Credits: Jim Donovan, FASLA, Project Manager, Wilbur Smith Associates;
Alta Planning & Design (Update 2 only)



Description: Jim Donovan led the last two updates of the Chittenden County Bicycle and Pedestrian Plan. The first update, completed approximately ten years after the development of the original plan, expanded it to include those municipalities not included in the original study. It also created regional networks of bicycle and pedestrian facilities that were more than an aggregate of local plans. The work included extensive Steering Committee and public outreach discussions to determine which particular elements of the local plans should be included in the regional network. Other new elements in Update 1 included a detailed inventory of existing roadways and facilities, cost estimates for the various recommendations, and performance measures.

The second update, completed approximately five years after the first update, tracked the changes to the proposed system since the last update. The updated plan also presented updates on the regional bicycle network, including both on road and off-road elements, and simplifications to the performance measures. New additions to the plan included education and encouragement programs that the CCMPO could instigate in the next five years.



Upgrading the Traffic Movement and Intersections in Central Al Ain

Al Ain, Emirate of Abu Dhabi, UAE

Client: Al ain Municipality

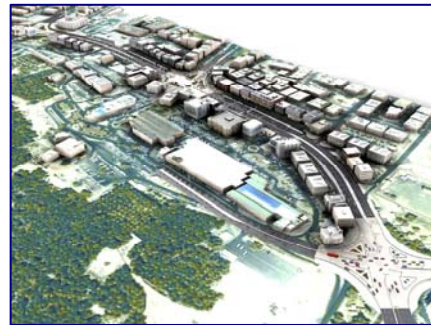
Project: Vehicular and Pedestrian Traffic Planning

Project Credits: Jim Donovan, Pedestrian Team Leader, Wilbur Smith Associates; Range Consulting Engineers, Structural Work

Description: Al Ain, in the southeast corner of the Emirate of Abu Dhabi, is centered on an old oasis, but has grown well beyond being a small oasis center. The central area of the municipality is becoming crowded with automobiles and trucks. Jim was part of a team that worked with the municipal officials to develop upgrading plans for 26 intersections surrounding the central city, as well as a pedestrian master plan to improve pedestrian circulation in the central city itself.



For the intersection work, Jim's contribution focused on incorporating pedestrian movements into the upgrades. For the pedestrian master plan, his work included extensive documentation of existing pedestrian conditions and the formation of plans to increase sidewalk widths, expand the number of crosswalks, instigate traffic calming measures, increase the number of public pocket parks, add additional street trees, and improve the overall connectivity between existing isolated pedestrian walkways.



Special portions of the project also dealt with the revamping of an underground pedestrian mall; the removal of a divisive flyover, taking a six lane, east-west road over the main four lane, north-south road; the upgrading of two small parks; and the development of a pedestrian plaza over a new underground parking area.



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Vermont Pedestrian & Bicycle Policy Plan

Vermont

Client: The Vermont Agency of Transportation (VTrans)

Project: Development of a New Policy Plan

Project Credits: Wilbur Smith Associates, Lead - Jim Donovan, FASLA; Project Manager; Toole Design Group



Description: Jim Donovan led a team that developed a new pedestrian and bicycle plan for the State of Vermont. This plan replaced the State's previous Bicycle and Pedestrian Plan, but was much more than just an update of the old plan.

The new plan focuses on five separate areas:

- The State's vision, goals and objectives for bicycling and walking in Vermont;
- The current state of pedestrian and bicyclist activities in the State;
- The State's updated policies relating to bicycling and walking and the development of related facilities;
- The ways the State will implement the policies; and
- The State's methods for tracking performance towards the goals.

Mr. Donovan led a **three series of public work sessions** around the State during the beginning, the middle and the end of the plan's development. He also met regularly with the VTrans Executive Committee for their review and approval of the work completed to date and to discuss upcoming aspects of the project.

As part of the development of the plan, Mr. Donovan prepared five of the six background memorandums that provided more detailed analysis of the five focus areas of the report. These memorandums are not included in the final report, but are available on line for those that wish to gain a better understanding about either the development of the plan or the basis for the final recommendations.





Regional Bicycle and Pedestrian Report

Addison County, Vermont

Client: The Addison County Regional Planning Commission

Project: Examination of the status of bicycling & walking with recommendations for improvements

Project Credits: Wilbur Smith Associates, Lead - Jim Donovan, FASLA; Final Project Manager; Landworks - Data Gathering

Description: Jim Donovan worked with the Addison County Regional Planning Commission Staff to organize and complete existing condition data gathered by the Commission and others. He also finalized recommendations for improvements to bicycle and pedestrian facilities on a town by town basis.

The Report is divided into four sections:

- An Introduction which outlines the purposes of the document and highlights the major findings;
- An Assessment of Current Needs and Conditions which summarizes existing data, interviews with local officials, and local/regional needs;
- Bicycle and Pedestrian Related Opportunities & Constraints which includes a discussion of potential funding sources; and
- Recommended Solutions and Implementation Strategies.

There is also an appendix which includes photos and descriptions of existing conditions on a town by town basis.





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TRANSPORTATION

TRAFFIC ENGINEERING DESIGN



DATA ■ ANALYSIS ■ SOLUTIONS

Hinesburg Village, Vermont: Pedestrian Network Improvement Plan

CHALLENGE

Hinesburg Village, VT, contains a compact mix of residential, retail, municipal, industrial, and educational uses. It is served by an emerging sidewalk system that will eventually connect all of these uses. VT Route 116, a major commuter route to the more urban areas of Chittenden County, passes through Hinesburg Village and creates a significant obstacle to safe pedestrian travel. The mix and density of land uses created potential demand for pedestrians, but owing to VT 116 and missing segments of sidewalk, the network lacked connectivity. Because the highway is owned and maintained by the state of Vermont, crosswalks have to be approved by the Vermont Department of Transportation (VTrans).

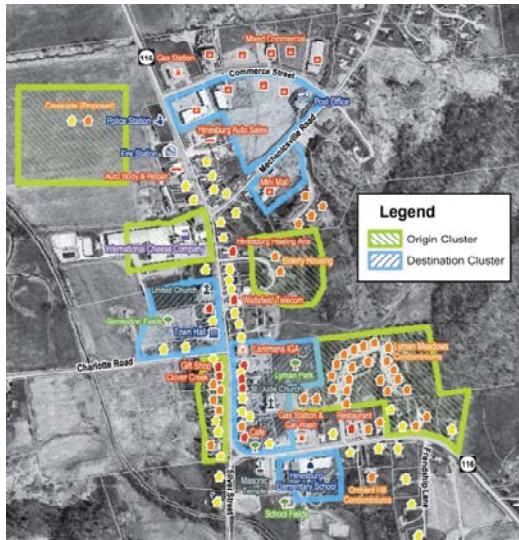
INITIATIVE

The town of Hinesburg hired RSG to evaluate and prioritize improvements to its pedestrian network including sidewalk segments and crosswalks. Our services included:

- Inventorying the existing sidewalk system, creating base maps, locating pedestrian origins and destinations, and identifying crossing locations that best met pedestrian routes.
- Conducting a safety assessment of each existing and potential crosswalk location that considered available sight distance, vehicle speeds, truck volume, crossing distance, vehicle congestion, crash rates, and number of potential conflict points between vehicles and pedestrians.
- Developing a prioritization system based on potential demand, connectivity, safety, and traffic volumes.
- Conducting a public meeting to gather input on the existing crosswalk locations, potential crosswalk locations, and design options, such as colored and textured crossings, raised crossings, and the use of bulb-outs to reduce crossing distances.
- Providing the technical documentation to justify additional crosswalks to the VTrans.

RESULTS

RSG recommended new crosswalk locations based on potential use and safety, submitted final designs, and created an implementation plan. The comprehensive crosswalk and sidewalk plan was developed for the village with a prioritized list of new crosswalk and sidewalk locations. RSG also prepared alternative design plans and recommended a consistent design throughout the village.



Estimating Potential Use of Sidewalk Segments and Crosswalks, Hinesburg Village, VT

RSG aggregated clusters of origins and destinations within the Village into zones. The most likely route for pedestrians was identified between each zone. The number of routes served by a missing sidewalk segment or a crosswalk was used as a proxy for demand and was incorporated into the prioritization process.

Contact Information

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BEDFORD PEDESTRIAN AND BICYCLE CONNECTIVITY MASTER PLAN

RSG, in collaboration with Jeff Taylor & Associates and FitzDesign, is providing design, policy, and public outreach services in support of the Town of Bedford for the development of a long range Pedestrian and Bicycle Connectivity Master Plan.

The Town of Bedford has seen an increased desire for safe and enjoyable biking and walking connections as a largely rural residential community with two main commercial corridors and easy access to Manchester, New Hampshire. The Town's 2010 Master Plan identified the need to develop and maintain a system of bicycle and pedestrian routes that would better connect neighborhoods and serve the needs of their residents.

Through the analysis process, RSG gathered background data on speed, traffic volume, safety, land use, and popular destinations to determine locations where there was a demand for better routes. This information was further supplemented by feedback from public officials, community stakeholders, and the public through an extensive outreach process. RSG developed an online Map Tool to garner further support and understanding. This tool allowed residents to participate via the web and facilitated in the geographic identification of key areas and links.

The process will culminate with the development of a master plan map with locations and characteristics of future bike routes, sidewalks, and paths. In addition, a final report will document the methodology and establish the long-term implementation and prioritization process.



TRANSPORTATION PLANNING



Troy, Vermont: Bicycle and Pedestrian Master Plan

CHALLENGE

The town of Troy, VT, wanted a town-wide bicycle and pedestrian master plan that would address the needs of all users (residents, school children, tourists, etc.) for short-, medium-, and long-distance trips. The goals of the master plan process were to develop a town-wide bicycle and pedestrian system understanding, to prioritize individual recommendations for implementation, to identify funding options and implementing agencies, and to engage the public in the process.

INITIATIVE

Working with the Northeastern Vermont Development Association and the town of Troy, RSG:

- Convened a Study Committee to review interim products and provide input at important decision points.
- Developed study area Purpose and Need Statement to guide the development and refinement of alternatives.
- Developed prioritized set of alternatives and identify funding options, timelines, and implementing agencies.
- Worked with the Study Committee and the public to present the findings of the report and facilitate discussions that led to a preferred alternative set.

RESULTS

The result of this planning initiative was a comprehensive bicycle and pedestrian master plan for the town of Troy. The plan includes prioritized recommendations, cost estimates, and an implementation plan for use by town, regional, and state officials in implementing the identified recommendations.

A Bicycle and Pedestrian Master Plan for Troy, VT

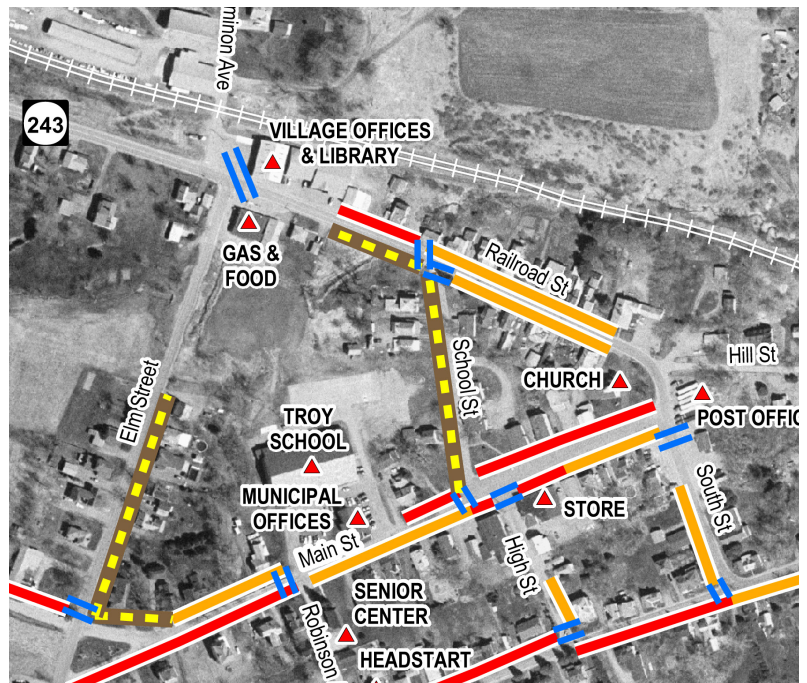
Within the study area, RSG evaluated the condition of existing sidewalks and bicycle routes, traffic volumes, roadway geometry, safety, sight distance, land use and zoning, key trip origins and destination, and cultural and natural resource impacts.

Contact Information

For more information about this project, contact:

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Weybridge, Vermont: Bicycle and Pedestrian Origin-Destination Evaluation

CHALLENGE

RSG teamed with Landworks to define and delineate origins and destinations for bicycle and pedestrian trips in the town of Weybridge, VT. The project involved the identification of significant bicycle and pedestrian trip generators, locations of major bicycle and pedestrian trip destinations, and routes to connect the two.

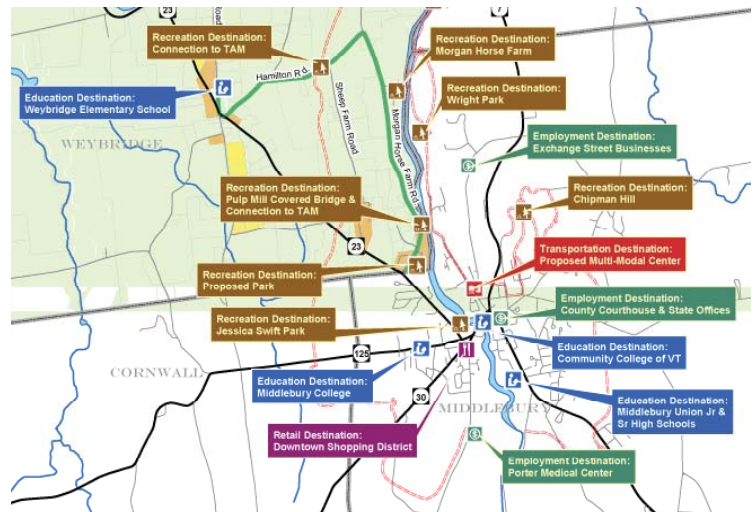
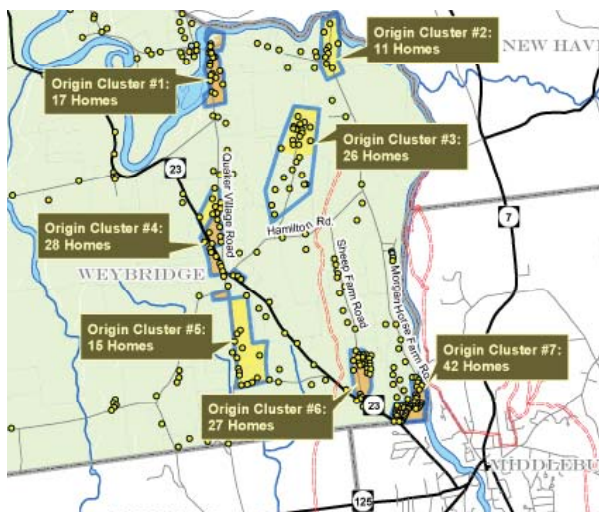
INITIATIVE

The team:

- Defined and located significant bicycle trip origins–destinations using GIS data (tax parcel, zoning, VTrans centerline, emergency 911), public comment, and local knowledge.
- Identified feasible routes or “desire lines” connecting the identified origins–destinations along existing roadways.

RESULTS

The origin–destination evaluation was used within the context of a larger bicycle and pedestrian plan to prioritize shoulder and sidewalk improvements in the town of Weybridge.



Bicycle and Pedestrian Origin–Destination Evaluation for Weybridge, VT

Left: RSG identified trip origins using parcel, zoning, and emergency 911 data. Right: Trip destinations, including parks, major employers, educational facilities, and shopping areas, were located.

Contact Information

For more information about this project, contact:

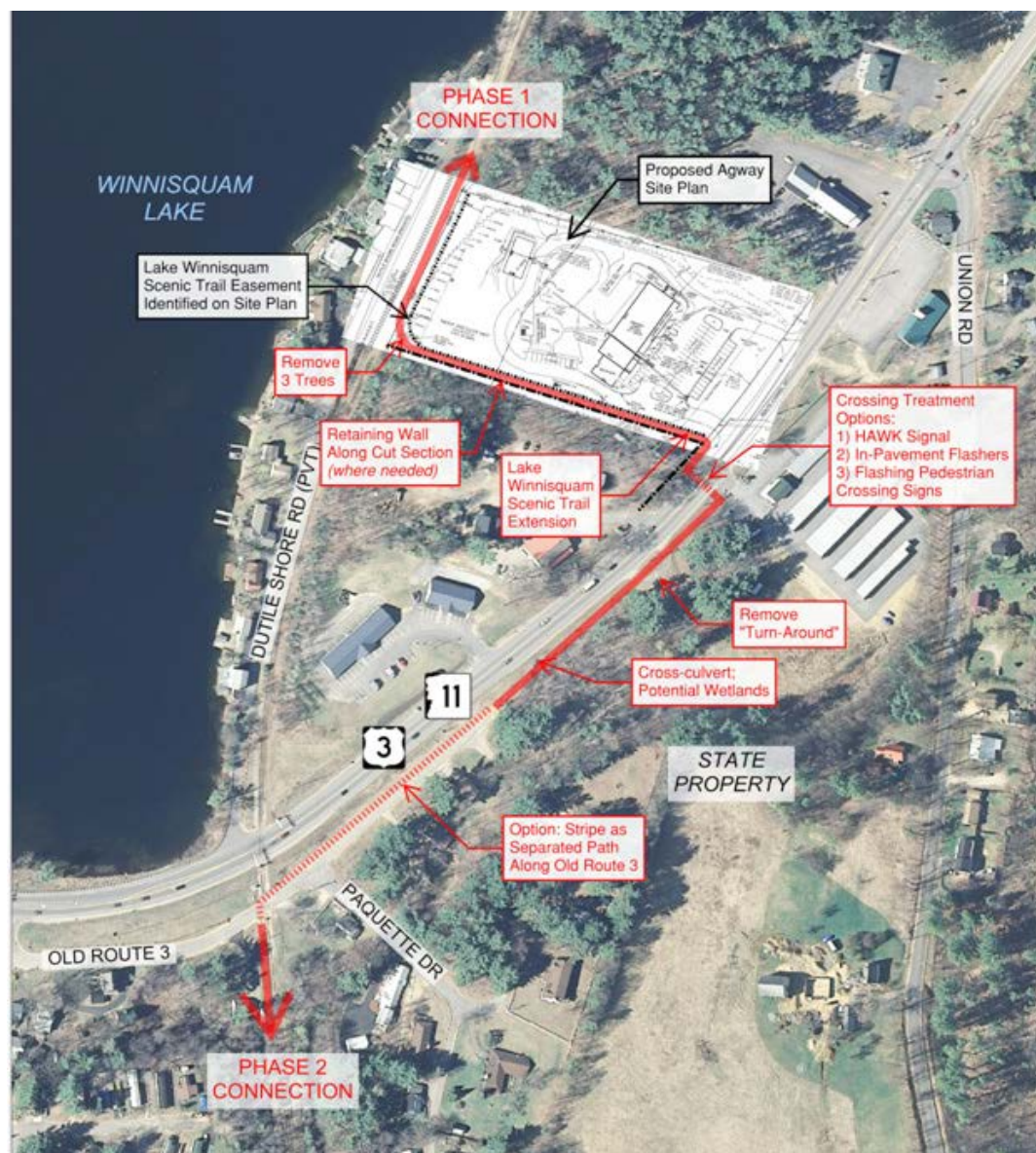
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NEW HAMPSHIRE LAKES REGION BICYCLING AND WALKING PLAN

RSG assisted the Lakes Region Planning Commission (LRPC) in developing solutions and strategies for 15 New Hampshire communities' biking and walking infrastructure.

New Hampshire's Lakes Region had a well-developed, motorized transportation infrastructure; however, this infrastructure did not consider the needs of cyclists and pedestrians. Most communities could benefit from increased walking and bicycling opportunities to support safer, healthier living and better connectivity. RSG, with LRPC and Ironwood Design Group, provided technical assessments of 15 communities to inform a more comprehensive understanding of the challenges facing pedestrians and cyclists and the communities and organizations working to improve the situation.

Within three days, the RSG team visited the sites and met with local stakeholders to define the needs. As a result, the RSG team prepared conceptual designs for inclusion in the regional plan.





Norwich, Vermont: Bicycle and Pedestrian Design

CHALLENGE

RSG was retained by the town of Norwich and the Two Rivers-Ottawaquechee Regional Commission to develop a feasibility study for sidewalks along US 5, VT 10A, and Montshire Road. The 3,000-ft study area runs between Norwich Village and the Montshire Museum and includes two signalized intersections with the I-91 Exit 13 on/off ramps. One of the biggest challenges was to identify sidewalk alignments that (1) minimized the impacts on through traffic and (2) did not require the use of a retaining wall to accommodate the sidewalk.

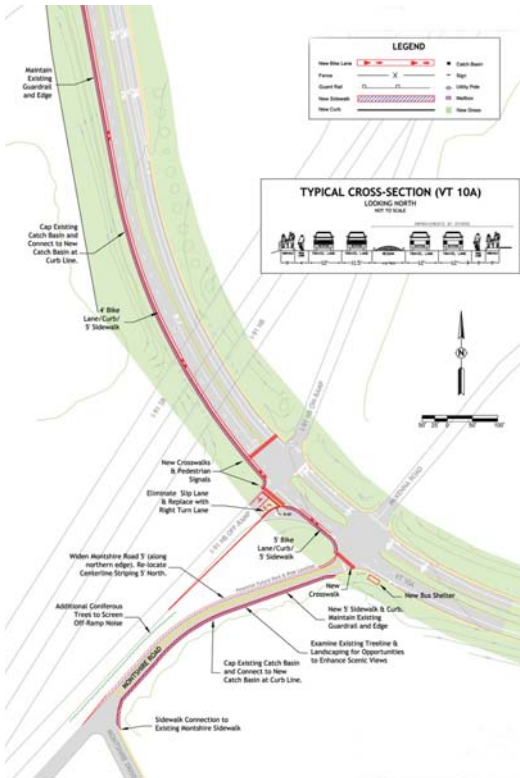
INITIATIVE

For the town and the Two Rivers-Ottawaquechee Regional Commission, RSG:

- Developed a feasibility study for the 3,000-ft sidewalk study area.
- Compiled project base from recent corridor design files and site observations.
- Ran Synchro and SimTraffic models to identify each alignment's impact on adjacent traffic.
- Conducted environmental and cultural resource assessments.
- Summarized the findings and recommendations in a final feasibility study report.

RESULTS

The town of Norwich and the Regional Commission are currently identifying ways to implement the improvements identified in our report on the corridor. In 2009, corridor improvements were constructed that incorporated elements of our plan in the vicinity of the I-91 off-ramp.



Feasibility Study for Sidewalk Improvements in Norwich, VT

RSG developed a set of sidewalk alignment alternatives and intersection reconfigurations for review by the public, the Town Selectboard, and the project steering committee.

Contact Information

For more information about this project, contact:

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BROADREACH
Planning & Design





CITY OF MONTPELIER, VERMONT

- THE SMALLEST CAPITAL CITY IN THE UNITED STATES -

Mayor John Hollar

City Council Members:

Dona Bate
Jessica Edgerly Walsh
Tom Golonka
Thierry Guerlain
Justin Turcotte
Anne Watson

William Fraser
City Manager

Jessie Baker
Assistant City Manager

MEMORANDUM

To: Mayor Hollar & City Council Members
From: William Fraser, City Manager
Jessie Baker, Assistant City Manager
Re: Montpelier in Motion – Consultant Recommendation
Date: March 21, 2014

In 2013 the City Council established the goal to “become a nationally known bike and pedestrian friendly city.” Additionally in 2013, the city was able to secure a VTrans Transportation Alternatives Grant to conduct a Bicycle and Pedestrian Master Plan that will help guide infrastructure improvements toward this Council goal over the next years. With this communication, the Selection Committee recommends that the city enter into a contract with Broadreach Planning & Design to develop Montpelier in Motion – a Bicycle and Pedestrian Master Plan.

In May 2013 the city was awarded a VTrans Transportation Alternatives Grant to conduct a Bicycle and Pedestrian Master Plan for the city. This is a matching grant so with \$12,000 from the State and \$12,000 in city matching funds. The Department of Planning and Community Development guided by the Bicycle and Pedestrian Committees will develop “Montpelier in Motion.” In October 2013 this grant agreement (Montpelier TAP TA13(8)) was executed by VTrans. After consultation with the Bicycle and Pedestrian Committees, the city issued a Request for Proposal for a consultant to assist with the development of this master plan in January 2014. The RFP is available on the city’s website at http://www.montpelier-vt.org/upload/news/934/files/bike_master_plan_rfp_final.pdf.

Three vendors submitted proposals: Alta Planning and Design with Local Motion; Broadreach Planning and Design with Resource Systems Group, Inc.; and Office of Robert White with Du Bois & King.

A Selection Committee was convened that included representation of the Montpelier Bicycle Advisory Committee (Sasha Bianchi, Jon Budreski), the Montpelier Pedestrian Advisory Committee (Eve Jacobs-Carnahan), and the Department of Public Works (Tom McCardle, Zack Blodgett). Review meetings were facilitated by Assistant City Manager Jessie Baker.

The Selection Committee met on February 27 to discuss the proposals. At this meeting and in reviewing the scoring spreadsheets, Alta Planning and Design was eliminated from consideration. The decision was based on the proposal's lack of focus on a Montpelier-specific approach, as compared with the other two proposals. The committee then formulated follow-up questions for the two remaining candidates whose scores on the spreadsheets were very close.

After answers to the follow-up questions were received, the Selection Committee met again on March 12 to review the responses. The Selection Committee discussed that both proposals were strong and that the city would be well served by either consultant. The Committee decided to focus reference checks on community input, creativity, and realistic solutions to help guide the decision.

After reviewing the references responses, the Selection Committee recommended Broadreach as the references especially highlighted Broadreach's skill and dedication to community input, communication, and presence during the master planning process.

In summary, the following pros and cons factored into the Selection Committee's decision:

Alta Planning and Design, Local Motion

-Unsatisfactory focus on Montpelier-specific approach

Broadreach Planning and Design, RSG, Inc.

+Good approach to collaborating with other city projects and initiatives

+Very positive reference about community input and communication

ORW, Du Bois & King

+Demonstrated good understanding of potential conflicts between parking, bicycles, and pedestrians.

-Weak answer on operations and maintenance cost estimates

Considering that the city would be well-served by either Broadreach or ORW, the Selection Committee recommends Broadreach Planning and Design with RSG, Inc. as the consultant for Montpelier in Motion based on the above factors.