



## Request for Qualifications

Town of Ledyard

# Corridor Study- Route 12, Gales Ferry, CT

August 15, 2024

Office:  
135 New Rd  
Madison, CT 06443

1055 Washington Blvd  
Stamford, CT 06901

8 Wilcox St  
Simsbury, CT 06070



Engineering  
& Design





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August 15, 2024

Elizabeth Burdick, Director of Land Use and Planning  
741 Colonel Ledyard highway  
Ledyard, CT 06339

**RE: Corridor Study – Route 12, Gales Ferry**

Dear Ms. Burdick and Selection Committee,

Thank you for the opportunity to submit our interest and qualifications to complete a comprehensive Corridor Study for Route 12 in Gales Ferry. Our significant experience in complete streets planning, multi-modal accessibility, land use planning and community engagement makes our team uniquely qualified to assist the Town in facilitating this planning effort. We will build upon recent initiatives to help the Town, residents, and involved stakeholder agencies prepare a realistic roadmap for the future of this portion of Route 12, exploring opportunities for development, redevelopment and improvements to multimodal safety and mobility.

**WHY OUR TEAM?**

**We are an interdisciplinary team with experience in planning, designing, and constructing complete streets across the northeast, resulting in a “comprehensive” project approach.**

Colliers Engineering & Design (CED) offers a full range of technical experts from landscape architects to transportation engineers to planners -- who will be engaged throughout the planning and design process to identify, develop, and vet feasible concept alternatives for the study corridor. We will leverage our team's expertise to consider the inter-related impacts of enhancements to Route 12 as they relate to multi-modal transportation access and safety, land use and economic development, access to key destinations, and regional connectivity.

**We are recognized for our creative, inclusive engagement approaches and are committed to facilitating a robust public engagement process.**

Broad and inclusive engagement that involves the local community throughout the design process and builds a sense of ownership is critical to the success of the project. Our team includes engagement specialists who are recognized for our ability to bring together diverse ideas and perspectives in a productive and meaningful way, ensuring we are tailoring our approach to all impacted populations..

**We are a team of local designers with strong visual communication skills that are committed to improving mobility.**

Our team of planners, engineers and landscape architects will rely heavily on graphics throughout the project duration to help the Town and public understand and visualize the conceptual alternatives and proposed enhancement opportunities. We will prepare a high-quality graphic report that relies on imagery, infographics, cross-sections, and plan and three-dimensional renderings to clearly convey the Plan's final recommendations.

**We believe streets are more than conduits for movement; they are public spaces that should be enjoyed by and accessible to all.**

Corridors are the most common public spaces but are often designed for only one user: motorists. We believe a street should not only provide a means of getting from Point A to Point B but should also convey a unique character and contribute to providing a positive experience when traveling along it. In addition to transportation-focused improvements, we will also consider land use, economic development and placemaking interventions that contribute to shaping that experience along Route 12, with the goal of

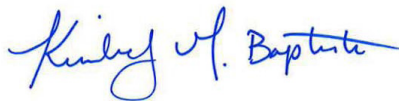
enhancing the users' experience, improving safety and perception of safety, and establishing a cohesive and identifiable sense of place.

We look forward to the opportunity to work with the Town of Ledyard, stakeholders and the local community to develop a vision for Route 12 that is built on community consensus and enhances opportunities for redevelopment, supports existing businesses and residents, and considers streetscape enhancements to enhance livability and walkability.

We look forward to sharing more about our approach and experience on comparable projects. Please do not hesitate to contact us with any questions.

Sincerely,

Colliers Engineering & Design, Architecture, Landscape Architecture, Surveying, CT P.C.



Kimberly Baptiste, AICP  
Discipline Leader – Planning  
[kbaptiste@bergmannpc.com](mailto:kbaptiste@bergmannpc.com)  
585 498 7770





## Section 2

# Qualifications & Experience





Engineering  
& Design

# Firm Overview

Colliers Engineering & Design is a trusted provider of multi-discipline engineering, architecture, consulting and design services delivering *customized solutions* to public and private clients.

Established in 1984 as Maser Consulting, Colliers Engineering & Design provides its same dedicated leadership, systems and services to clients. Today, the firm employs over 2,600 professionals nationwide. Over its history, the company has consistently been recognized nationally by Engineering News Record as a Top 500 Design Firm and ranked on The Zweig Group Hot Firm List of fastest growing companies.

Driven by our values of quality, accountability, and safety in the work environment, our dedicated professionals take pride in their commitment to providing clients the highest standards of customer service. Our full-service, in-house resources, advanced technologies, and proven project management approach combine to provide accessibility to resources and strategies that maximize the success of our clients' project potential.



## Building Division

- Architecture
- Electrical Engineering
- Interior Design
- Mechanical
- Structural
- Planning

## Civil/Site Division

- Civil/Site
- Landscape Architecture

## Geo/Environmental Division

- Environmental
- Geotechnical
- Natural Resources

## Governmental Services Division

- GIS
- Municipal
- Water/Wastewater
- Grants & Funding

## Infrastructure Division

- Bridges & Structures
- Highways & Traffic Engineering
- Construction Engineering & Inspection
- Water
- Traffic Planning
- Rail

## Project/Program Management

- Project Management
- Commissioning & Energy

## Survey/Geospatial Division

- Survey/Geospatial
- Land Services
- SUE Services

## Telecom & Utility Division

- Telecom
- Utility Design Engineering

# Planning Services

Planning better, more sustainable communities through collaboration and design.

Our professional planners have the expertise and experience to address all aspects of municipal and regional planning and design. We analyze and evaluate existing resources and conditions to assist regional and local governments in the establishment of goals and objectives, and the development of strategic planning policies. These foundations are translated by our Professional Planners into action items, including master plans and zoning ordinances.

Utilizing a vast knowledge of planning standards, regulations, and innovative planning techniques, our Planning Team is uniquely positioned to service all municipal and regional planning needs.



- Community & Regional Comprehensive Master Plans
- Trail Feasibility Studies
- Complete Streets
- Form Based Codes
- Community Visioning & Public Outreach
- Recreation & Open Space Master Plans
- Redevelopment Area Studies & Plans
- Community Revitalization Plans
- Development Application Planning & Zoning Board Review
- Eminent Domain Litigation
- Grant Applications/Writing
- Ordinance Updates
- Multi-Modal Planning
- GIS Mapping & Analysis
- Sustainable Economic Development Plans
- Resilience and Adaptation Plans



Engineering  
& Design



# Multi-Modal Circulation & Complete Streets

We provide community-based solutions that recognize the need for transportation systems to respect all users.

Colliers Engineering & Design brings our expertise in roadway design, traffic planning and community engagement to examine all modes of transportation (e.g., cars, pedestrians, cyclists, transit) to identify solutions specific to each roadway and community.

Our integrated approach to transportation planning balances mobility, access, streetscape design and adjacent land uses to develop plans that are realistic and effective, while incorporating Complete Streets concepts to provide safe and efficient environments to promote non-automotive travel.



- Land Use Build-out Analysis
- Traffic Analysis & Simulation
- Corridor, Interchange & Intersection Analysis
- Complete Streets Plan and Policies
- Traffic Calming Plans
- Road Diets
- Community Engagement
- Corridor and Intersection Analysis Traffic Analysis and Simulation
- Bicycle and Pedestrian Circulation Plans

# Outreach & Engagement

Public participation in the planning process is essential to accurately define the future vision of the community.

Our professionals have experience in all facets of public engagement ranging from formal public hearings to intensive multi-day design charrettes. When the public is involved in a carefully constructed participation program, an open exchange of information and ideas can be achieved. Ultimately, public participation allows the planning process to be driven by consensus rather than conflict.

Every project and community is unique and requires a specialized approach to community participation. In some communities, intensive design charrettes and workshops are well received and result in exceptional planning programs. In other communities, the population reacts better to mail-out surveys or small, focused meetings. We work with each municipality to define a community involvement plan that is designed to effectively engage their citizens in the planning



- Community Involvement
- Design Charrettes
- Public Workshops
- Project Websites & Online Surveys
- Social Media Engagement
- Multi-Day Events
- Public Hearings





## Project Details

### Client

City of Hartford  
Owen Deutsch, AICP  
Principal Planner  
Department of  
Development Services  
860 757 9070

### Project Highlights

- Community Engagement
- Existing Conditions/ Data Collection
- Market Analysis
- Visioning
- Master Planning
- Conceptual Design Alternatives
- Public Realm Enhancements

**Cost:** \$150,000

**Completion Date:**  
Ongoing

# Homestead Avenue Corridor Redevelopment Plan

## Hartford, CT

The firm recently began work with the City of Hartford to develop a revitalization plan for the Homestead Avenue corridor, extending from Albany Avenue/State Route 44 to Garden Street. The planning process will provide the City a framework and coordinated strategy for economic development, infill housing, and placemaking activities within the project area. The firm is focusing on both public realm enhancements, private investment opportunities and strategic use of publicly owned properties. The planning process includes a review of related plans and initiatives, a comprehensive assessment of existing physical conditions and a market analysis that looks at various sectors of the local economy. Following completion of these efforts, the project team will prepare a needs analysis and will develop graphic corridor alternatives that identify various redevelopment scenarios and a range of public realm enhancement projects, including parks, bike/ped infrastructure, transportation and placemaking considerations. The planning process is being driven by a robust community engagement strategy that focuses on a ground-up approach to working with, engaging, and learning from local community members.



**Proposed building**  
(Gateway Partners)

**Downtown vista**

**Flatiron Building**

**Sidewalk  
vendor space**

**Flexible  
plaza space**

## Project Details

### Client:

City of Hartford  
Peter Bryanton, Economic  
Development Senior  
Project Manager  
860 757 9074  
peter.bryanton@hartford.  
gov

### Project Highlights:

- Community Liaison  
Scope of Work and  
Distribution
- Basemap  
Development
- Data Collection and  
Existing Conditions  
Mapping
- Existing Document  
Review

**Cost:** \$138K

**Completion Date:** 2022

# Arrowhead Gateway Small Area Plan and Corridor Study Hartford, CT

Our firm is working with the City of Hartford's Department of Development Services on the creation of a small area plan and corridor study to create a cohesive, community-based vision for the commercial corridors in the area of the Main/Albany/High intersection. This redevelopment strategy, called the Arrowhead Gateway Small Area Plan, will guide future investment and re-establish the area as a destination. This Study focuses on identifying innovative redevelopment opportunities for vacant buildings and sites, improving mobility and neighborhood connectivity, expanding public space, establishing a memorable gateway between the Clay Arsenal neighborhood and downtown Hartford, and supporting local entrepreneurs and Black and Indigenous person of color (BIPOC)-owned businesses. Building on the momentum of the North Crossing (DONO) redevelopment projects, this Study's recommendations will leverage existing public and private investments and celebrate the neighborhood's historic urban fabric and vibrant community.



## Project Details

### Client:

City of Albany  
Bradley Glass, Planning  
Director  
518 445 0754  
bglass@albanyny.gov

### Project Highlights:

- Robust Public Engagement: Business Drop-Ins, Pop-Up Events at Local Businesses, Week-Long Demonstration Project
- Inventory & Analysis
- Placemaking & Multi-modal Streetscape Enhancements
- Concept Design Alternatives & Cost Estimates
- Programmatic Recommendations
- Implementation Action Plan

**Cost:** \$70K

**Completion Date:** 2020

# Lark Street Streetscape & Placemaking Plan

## Albany, NY

Our firm worked with the City of Albany's Department of Planning & Development, the Albany Parking Authority, and the Lark Street Business Improvement District (BID) to undertake the Lark Street Improvement Study. The study examines the feasibility of a variety of different streetscape improvements along Lark Street to enhance the public realm. The study provides the City of Albany with an opportunity to build on the success of Lark Street as a central commercial hub. Recognized for its unique sense of place, activity along Lark Street has increased significantly in the past year with nearly 20 new businesses opening their doors. In order to build on this momentum, attract future investment, and mitigate increased traffic, the Lark Street Improvement Study design alternatives to achieve these goals. The improvements as well as programmatic opportunities enabling residents and neighbors to live, work, and play along the corridor. The study also provides the City with preliminary cost estimates and a phasing strategy to implement the proposed Lark Street streetscape improvement.





## Project Details

### Client:

Niagara Frontier  
Transportation Authority

### Project Highlights:

- Trail Alignment Alternatives
- Concept Renderings
- Phasing Plans
- Concept Design
- Cost Estimating

**Cost:** \$75K

**Completion Date:** 2022

# DL&W Multimodal Corridor Study

## Buffalo, NY

The DL&W Terminal is currently undergoing a transformation, offering enhanced transit options to and from Downtown Buffalo attractions including Key Bank Center, Canalside and the Buffalo River Waterfront. Our firm working alongside the NFTA is developing a multi-modal feasibility study to establish a safe, inviting multi-modal network adjacent to the DL&W Terminal that facilitates activity to and from the station, connects people to the Buffalo River and creates a unique recreational and commuter experience. Concept plans include visually highlighting the trail, identifying wayfinding opportunities, providing dedicated bike facilities, and creating unique pedestrian spaces along the riverfront for trail users and visitors to the DL&W terminal.





## Project Details

### Client:

Capital District  
Transportation Committee  
Jennifer Ceponis, Director  
of Regional Planning  
518 641 1318 x225  
jceponis@cdtcmpo.org

### Project Highlights:

- Inventory & Analysis
- Public Outreach & Engagement
- Placemaking
- Trail Alignment Analysis
- Concept Design, Cost Estimates and Phasing Recommendations

**Cost:** \$100K

**Completion Date:** 2022

# Patroon Creek Greenway Feasibility Study

## Albany, NY

This study focused on identifying a feasible corridor for a shared use path in Albany, NY to connect the Hudson River waterfront west to the Albany Pine Bush Preserve. The approximately 9-mile long trail corridor is located in a highly urbanized area and would provide a much needed east-west connection for cyclists and pedestrians.

Our firm worked closely with the City of Albany and the Capital District Transportation Committee to identify several trail alignment alternatives, conduct a robust analysis of each alternative, and then develop an implementation strategy for securing additional funding and constructing the preferred trail alignment. The alignment alternatives identified as part of the Study overlap with several existing utility and transportation corridors, environmentally sensitive areas, and some of Albany's most underserved neighborhoods. Our firm has facilitated extensive conversations with electric, water, and sewer utilities, private property owners, New York State Department of Transportation, and the Federal Highway Administration to ensure all potential concerns are fully addressed in the trail alignment and design recommendations. To broaden engagement and ensure impacted communities had an opportunity to participate in the planning process, our firm also hired two community liaisons at the onset of the project to provide on-the-ground engagement.





## Project Details

### Client:

Greater Buffalo Niagara  
Regional Transportation  
Council

Dr. Lisa Kenney, MPA, PhD,  
Smart Mobility Advisor  
716 856 2026 x 315

### Project Highlights:

- Streetscape Improvements
- Placemaking
- Transit Service & Reliability
- Smart Technology
- Financial & Funding Plan

**Cost:** \$150K

**Completion Date:** 2022

## Bailey Avenue Corridor Improvements

### Buffalo, NY

Our firm is working with the City of Buffalo, the Greater Buffalo Niagara Transportation Council (GBNRTC), and the Niagara Frontier Transportation Authority (NFTA) to develop a strategy for integrating Bus Rapid Transit and streetscape enhancements along the Bailey Avenue corridor in the City. The study is looking at a range of alternatives for BRT improvements and assesses how each alternative impacts a range of goals for the corridor, including improving a sense of place, establishing a stronger and safer pedestrian environment, and improving vehicular and transit flow and reliability.

The plan consists of a detailed existing conditions analysis, a menu of transit and streetscape alternatives, and a funding and financial plan to assist with the implementation of future infrastructure improvements.





## Project Details

### Client:

City of Rochester  
Erik Frisch, Manager of  
Special Projects  
585 428 6709  
erik.frisch@  
cityofrochester.gov

### Project Highlights:

- Racial Equity Analysis
- Transportation Corridor Alternatives
- Multi-Modal Accessibility
- Riverfront Access
- Neighborhood Connectivity
- Community-Based Engagement

**Cost:** \$500K

**Completion Date:**  
Ongoing

# Inner Loop North Transformation Study

## Rochester, NY

Our firm has been retained by the City of Rochester to lead the planning and conceptual design effort for the Inner Loop North Transformation Study. The focus of the Inner Loop North Transformation is to identify strategies to restore the city street grid, which separated downtown neighborhoods after the construction of the Inner Loop North highway in the 1960's. This planning effort will further support local community development, create a strong and safe multi-modal environment and promote economic sustainability and equality within downtown and local neighborhoods. Our firm is leading a multi-disciplinary team with emphasis on transportation analysis, land use planning, community engagement and urban design. A community engagement strategy, focused on outreach with local residents and neighborhood groups, will ensure local perspectives and insights are incorporated throughout the process. As part of the process, a Racial Equity Subcommittee was formed to help identify metrics and considerations for inclusion in the assessment of design alternatives.





## Project Details

### Client:

Town of Canandaigua  
Sarah Reynolds  
sreynolds@  
townofcanandaigua.org

### Project Highlights:

- 1280 Acres North of the City of Canandaigua
- Five Steering Committee Meetings and Two Public Workshops
- Created Action Plan with Short-Term Priority Projects, Implementation Matrices, and Potential Funding Sources

**Cost:** \$50K

## Uptown Canandaigua Corridor Study Canandaigua,, NY

The Town of Canandaigua recently developed a Mixed-Use and Transportation Feasibility Study for the area known as “Uptown” along State Route 332. With funding provided by the Genesee Transportation Council, this project focuses on developing an action-oriented land use plan coupled with detailed transportation improvements to transform the Uptown area. This plan recommends specific land use recommendations to increase development within the Town as well as multi-modal transportation improvements to enhance pedestrian and bicycle enhancements over the next 20 years. This project included creative community engagement techniques, such as walking tours and interactive visioning sessions, to obtain “out-of-the-box” ideas from the public.



## Project Details

### Client:

City of Syracuse  
Department of  
Neighborhood and  
Business Development  
Honora Spillane  
315 473 3275

### Project Highlights:

- Community Engagement
- Infrastructure Analysis
- Transportation Analysis
- Market Analysis
- Complete Streets
- Implementation/ Funding

**Cost:** \$35K (sub to Camoin Associates)

**Completion Date:** 2018

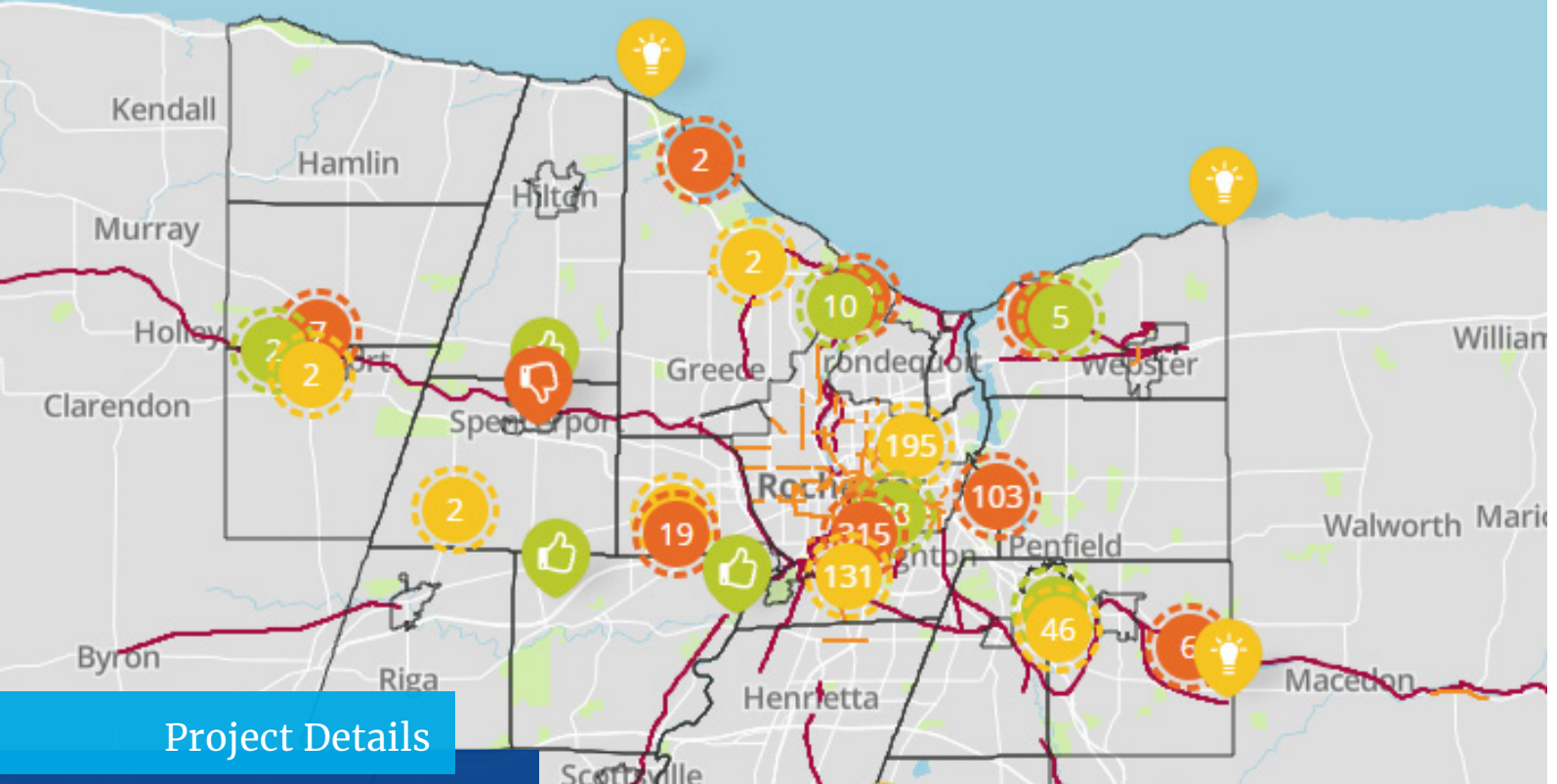
## South Avenue Corridor Study Syracuse, NY

South Avenue is a neighborhood corridor within the City of Syracuse, New York that extends from West Onondaga Street to Glenwood Avenue. This economic development feasibility study set out to analyze South Avenue to generate a renewed sense of place for this neighborhood.

Our firm's scope of work included an infrastructure analysis and community engagement strategy to generate recommendations anticipated to revitalize the South Avenue Corridor.

Recommendations primarily focused on low-hanging fruit projects and targeted site redevelopment to enhance the existing strong community fabric. Recommendations from this study also well-positioned South Avenue community organizations to apply for New York State funding through the Consolidated Funding Application.





## Project Details

### Client:

Monroe County  
Yixuan Lin  
585 753 2000

### Project Highlights:

- Relevant Project Features:
- Trip Potential / Bicycle Traffic Stress and Network Analyses
- Multimodal Comprehensive Network Recommendations
- Community and Stakeholder Outreach
- Project Website
- Performance Measures

**Cost:** \$55,000

**Completion Date:** 2023

# Monroe County Active Transportation Plan

## Monroe County, NY

Our firm assisted Toole Design in the development of Monroe County's first Countywide Active Transportation Plan (CATP). The CATP provides an evidence-based platform that brings together existing data and planning initiatives to advance the function, equity, and resilience of the countywide active transportation network. It establishes a clear vision for a safe, comfortable, and connected active transportation network for the County, identifies opportunities for network expansion, and presents implementation strategies to advance active transportation improvements across Monroe County. Our firm was responsible for developing and implementing a robust public engagement strategy, including stakeholder focus group meetings, public workshops, a project website and pop-up events throughout the County. Our team developed an interactive mapping application to solicit feedback, which received over 1,000 comments. Additionally, our firm performed site assessments for targeted areas within the County to assess existing transportation conditions for bicyclists and pedestrians.



## Project Details

### Client:

City of Oswego  
Amy L. Birdsall, Assoc. AIA  
Planning and Zoning  
Director  
315 342 8154

### Project Highlights:

- Concept Plan Development
- Complete Streets Project
- Bicycle Accommodation
- Green Infrastructure
- Road Diet
- Grant Writing

**Cost:** \$185K

**Completion Date:** 2017

## Oswego Complete Streets

### Oswego, NY

The City of Oswego transformed the approximately 3.3-mile corridor of NYS Route 104 as it passes through the City. They envisioned a future Route 104 that enhances the corridor's character while improving all users' safety and mobility options. Our firm in conjunction with Alta Planning + Design, took a critical look at the current configuration of NYS Route 104. The project goal was to provide comfortable and safe bicycle accommodation for the residents as well as SUNY Oswego students in downtown Oswego. Additionally, the design team sought out ways to calm the traffic and enhance the pedestrian environment to provide a corridor that is equally attractive to all modes of transportation. Opportunities for green infrastructure were also investigated to incorporate more greenspace into the environment and to functionally reduce the stormwater runoff volumes in response to a DEC consent decree to reduce discharge into Lake Ontario.





## Project Details

### Client:

Genesee Transportation  
Council  
Bob Williams, Program  
Manager  
585 502 8751  
rwilliams@gtcmpo.org

### Project Highlights:

- Pedestrian and Bicycle Improvements
- Placemaking
- Public Realm Enhancements
- Economic Development + Tourism
- Signage and Wayfinding
- Financial and Funding Plan

**Completion Date:** 2020

# Canandaigua Active Transportation Corridor Plan

## Canandaigua, NY

Our firm collaborated with the City and Town of Canandaigua on an Active Transportation Plan for South Main Street and Lakeshore Drive in the City. The corridor runs along the Canandaigua waterfront and provides a direct link to downtown and is a unique area for both residents and tourists; however, the Route 5 and 20 intersection presents a daunting experience and barrier for those on foot or bike. The purpose of this plan was to identify pedestrian and bicycle improvements as well as public realm enhancements to create enhanced connectivity and safety for multi-modal users along the corridor that provides access to local and regional destinations. The plan includes a detailed existing conditions analysis, preferred transportation and streetscape concepts, as well as a funding and financial plan to assist with the implementation of future infrastructure improvements.



An architectural rendering of a waterfront park. In the foreground, a wooden deck with a light-colored, herringbone-patterned surface leads down to a body of water. A white railing with a wooden handrail runs along the edge of the deck. Several people are walking on the deck. To the left, a group of people is sitting at a red circular table under a large yellow umbrella. Further back, more people are sitting on red lounge chairs. The background features lush green trees and a colorful, abstract wall made of vertical slats in red, green, and blue. A red building with large windows is visible in the distance. A bicycle rack with several red bikes is also present. The sky is blue with some clouds.

## Section 3

# Project Approach



# Project Approach

Our interdisciplinary team has the capacity and ability to complete each of the tasks described in the RFP in a manner that is based on strong community participation, realistic solutions and creative problem solving, to address the unique needs and diversity of existing conditions along the Route 12 corridor. Our team has members who have experience working on a wide range of complete streets projects, from planning studies through to construction, and will use our experience to ensure we are addressing the myriad of inter-related needs in this study.

Benefits to the community will be multifaceted and lasting. Identifying design solutions that address the car-centric nature of the corridor today, the diversity of land uses and development styles, and limited multi-modal facilities are just some of the key topics our team will explore through the conceptual analysis and design process. In addition to improving traffic flow and safety for a range of users, the proposed project has the potential to improve the aesthetic character of the corridor, enhancing quality of life and improving property values.

Listening to local stakeholders and working collaboratively with them is the basis of our approach to the planning process. We will look for practical and distinctive ways to integrate and address your needs and objectives through the advancement of design concepts, targeted strategies and recommendations. We will use our team's combination of local knowledge, innovative planning tools, and national leadership in active transportation planning and design to create a unique design study that meets the Town's objectives for the Route 12 corridor. Our design process will provide the Town with a preferred design concept and – most importantly – an implementation strategy that identifies how the Town can advance the vision set forth in the corridor study. Our plan will consider and incorporate design alternatives that will make multi-modal transportation safer while simultaneously considering how roadway and streetscape changes can positively influence surrounding land uses and economic development opportunities.



## Task 1. Data Collection and Analysis

Our team members will complete a thorough analysis of existing conditions along Route 12 in the Town of Ledyard, considering how it relates to surrounding transportation routes, such as I-95. Our baseline, desktop understanding of existing conditions will be furthered by in-field data collection and a comprehensive review of existing documentation. We recognize the conditions along the corridor varies across its 5-mile stretch, and we will break the study area into character areas to better understand and share pertinent existing conditions information.

### Project Kick-Off Meeting & Tour

Our team will facilitate a kick-off meeting with the Town to review scope, timeline, engagement activities, schedule and final deliverables. This kick-off meeting will ensure all project team members are beginning the process with an agreed upon understanding of expectations and needs. As part of the kick-off meeting we would like to schedule a tour of Route 12 with Town representatives to experience the corridor together, share insights and ideas while in the field, and discuss initial considerations and opportunities.

### Existing Conditions Analysis

To begin this phase of the project, our team will review existing documents and identify how elements of other plans will be integrated into this effort in a cohesive manner to solidify the Town's vision for the Route 12 corridor. We will also prepare a set of base maps to visually depict existing conditions information, as defined further below.

Specific elements that will be considered as part of our Existing Conditions Analysis include, but are not limited to

- **Physical Characteristics** - setbacks, building frontage, streetscape amenities (benches, trash cans), signage (public and private), lighting, transit shelters / stops, building and amenity conditions, placemaking elements, parking facilities
- **Bicycle and Pedestrian Infrastructure** - sidewalks and pedestrian facilities, presence or absence of multi-modal facilities, multi-modal comfort analysis, sidewalk widths and conditions, crosswalks, curb ramps, ADA compliance, trail connections
- **Roadway Characteristics** – right of way, lane widths, on-street parking, intersection conditions, planned/proposed streetscape projects
- **Traffic Operations** – traffic volumes, traffic speeds, vehicular patterns, transit patterns, accident and collision data, levels of service, planned/proposed transportation improvements, truck traffic, traffic projections
- **Sociodemographic Analysis** – demographics (today and trends)
- **Market Trends** – general market conditions (retail and residential markets), commercial market analysis, spending patterns, commercial gap analysis, proposed development projects, competitive use analysis, residential gap analysis, economic impact analysis
- **Land Use and Regulatory Framework** – existing land use patterns, destinations, recreation facilities, vacant lands, existing zoning, build out potential



## Needs Assessment

Information gathered by CED and Camoin Associates (market and economic analysis) will provide a foundation for informing future use scenarios for the corridor, both from a build out potential and opportunity/gap analysis perspective. At the conclusion of this phase of the project, our team will summarize key findings from the Existing Conditions Analysis into a Needs Assessment that addresses topic areas identified as critical to the planning and design process, including but not limited to:

- **Vehicular Transportation** – We will identify gaps and deficiencies, as well as needs, associated with the Route 12 corridor, including opportunities for changes to existing conditions of corridor.
- **Bicycle, Pedestrian and Non-Motorized Accessibility** – We will assess the study area from the perspective of non-vehicular users, noting gaps in the pedestrian and bicycle system, opportunities for improvements, safety concerns, ADA compliance and general experience as the system relates to surrounding land uses.
- **Transit Accessibility** – Our team will assess existing transit infrastructure to determine how well it supports utilization and amenities offered to promote the system.
- **Community and Economic Development** – We will identify gaps and opportunities as it relates to community and economic development. We will consider opportunities for fostering business development, expanding access to employment centers and establishing opportunities for residential growth, supported by a corridor that emphasizes accessibility, safety and multi-modal options.
- **Regulatory Framework** – The CED team will assess gaps in land use and regulatory policies, practices or procedures to ensure the regulatory framework supports the community's vision for the corridor. We will identify the need for updates to zoning regulations, policies and/or procedures, as necessary to support this vision.
- **Sense of Place** – Our team will assess existing physical characteristics to understand how they contribute to a sense of place along the corridor, including deficiencies and opportunities to enhance the public realm.

Our team will identify – and present in a graphic format - key strengths, weaknesses, threats and opportunities within the study area as they relate to the policy, physical, operational, design, land use and regulatory environment.





## Task 2. Community Engagement

Our approach to engagement is rooted in the desire to create an integrated and transparent process that facilitates an open exchange of information and ideas. At the onset of the process, we will develop a Public Engagement Plan that defines an agreed upon approach and schedule for community outreach. At the conclusion of each engagement activity our team will prepare a written summary describing key topics covered and public/stakeholder feedback obtained. We will tailor our engagement plan to ensure we are meeting the goals and objectives of the Town, with further information regarding our general approach to outreach summarized in the Public Engagement Strategy section of this proposal. Our team specializes in crafting engagement activities that are unique and personalized to each project we are involved with.

Below is a list of specific activities we anticipate undertaking as part of this planning effort in support of the Route 12 Corridor Study.

**Project Coordination Meetings-** Our team will facilitate regularly scheduled meetings with Town staff for the duration of the planning process. In addition to regular meetings, we are readily available for weekly calls and progress meetings, as needed, to discuss the project and any critical topics that arise during the planning and design process. CED will be responsible for the coordination of all meetings and will facilitate the development of meeting content, provide review materials, and prepare meeting summaries.

**Stakeholder Meetings-** We recognize that existing business owners and employment centers are critical stakeholders and will be directly impacted by any future changes to the corridor. We propose hosting a multi-day series of meetings with representatives from the business community to hear from them first hand, in small group settings, about any concerns they have with today's conditions or future changes, as well as opportunities they envision moving forward. We can be flexible on format to meet the needs of these targeted groups and can do in-person or virtual meetings to best accommodate schedules and availability. In addition to business stakeholder meetings, we will also meet with Town officials to ensure their feedback is directly incorporated to inform future design considerations.



**“Go to Them” Engagement** - Broadening the ways that residents and property owners can provide comments to the project team is critical. By “going to” stakeholders, at locations and in settings where they are most comfortable, we can build trust, foster dialogue and create a continuous feedback loop. We will identify existing meetings where stakeholders (business groups, neighborhood groups, local stakeholder organizations, etc.) are already convening and identify opportunities to “piggyback” on these established meetings to leverage an existing audience of stakeholders that can provide feedback to inform the Route 12 corridor plan process.

**Public Events** - We recommend hosting three public meetings / activities over the course of the planning process. Typically we schedule these in conjunction with milestones during the planning process where we want to share information and also solicit feedback. CED will lead and coordinate all public meetings, including presentation preparation, agendas and meeting summaries. We recommend the following series of public workshops:

- **Workshop #1:** Share project information and gather feedback around the community’s vision and goals for Route 12. This workshop could include a walking tour so attendees can experience the study area from a different perspective.
- **Workshop #2:** Share initial design alternatives and solicit feedback on various options. This workshop will include various stations that incorporate interactive ranking opportunities. The meeting could be replicated in an online format to allow people to participate virtually, if they are unable, or unwilling, to attend a meeting in person.
- **Workshop #3:** Final presentation of the preferred concept, including costs, phasing and funding opportunities. This workshop will allow the community to voice remaining comments before the plan is finalized.

**Project Website** - Online tools such as a project website can become an effective means to share project related information without directly interacting in-person. We have the in-house capabilities to develop a standalone project website that can serve as an information portal. Our team has embedded surveys and interactive exercises directly into websites that allow for targeted engagement. Since we can build and host websites with our in-house staff, we have the ability to efficiently and cost-effectively update content on a continuous and regular basis.

## Task 3. Corridor Design and Improvement Recommendations

### Visioning

In addition to developing the baseline inventory to inform the corridor plan, we will also take into account the ideas and visions established by local community members and key stakeholders. Our team will help the community to develop an overarching vision statement for the Route 12 corridor that coalesces the community’s ideas and aspirations into a concise, appealing and marketable statement for the future. The Vision and Goals developed for the Route 12 Corridor Study will serve as the foundation for identifying future needs, opportunities and recommended actions.

### Corridor Design Plan

Key findings from previous tasks will inform a series of corridor design alternatives. The design alternatives will take into account current conditions, as well as projections based on future anticipated build out and

increases to both vehicular and non-motorized transportation use. Our team will prepare up to three conceptual plan alternatives that look comprehensively at the study area from the perspective of new and enhanced public realm and corridor improvements, as well as potential economic development opportunities. In developing feasible alternatives, an iterative process will be undertaken to ensure that concepts are reasonable, feasible, and consistent with the goals and objectives identified through the planning process. Based on feedback from the Town, community representatives and stakeholders, we will identify a preferred alternative to advance as the Route 12 Corridor master plan.

As part of the design process, we will focus on:

- Understanding the needs of current and potential users and then identifying improvements that create convenient and viable mobility options for all;
- Creating accessible connections to local destinations, businesses and neighborhoods adjacent to the Route 12 corridor;
- Considering how existing land use patterns influence operations of the corridor and considering alternatives to the existing land use patterns to support a multi-modal vision;
- Exploring interconnectivity with other transportation systems to identify necessary intersection and roadway improvements to facilitate safe and accessible connections, as well as overall traffic operations/signals; and
- Identifying design elements that reinforce distinct character areas, support a cohesive identity along the entire corridor, slow traffic, and foster a sense of safety, security, as well as delight. For example, we will explore how different amenities (e.g., lighting, seating areas, landscaping) and design features (e.g., curb extensions) can serve multiple purposes, including safety, wayfinding, traffic calming, and stormwater management.

The concept design alternatives will specifically consider:

- Potential buildout along the corridor including land use changes and development opportunities
- Incorporation of Complete Streets design principles into the streetscape, including crosswalks and safety enhancements for all modes of travel
- Enhanced site access and connectivity for non-motorized transportation users
- Connectivity between the streetscape and surrounding destinations
- Placemaking enhancements, including signage and amenities
- Public transportation access and amenities
- Access and parking management





You often hear “an image is worth a thousand words” which we believe is particularly true when communicating a future vision that may look different than the conditions that exist today. The CED team will prepare a range of graphics to help to portray the preferred vision and assist the Town and stakeholders in communicating ideas and procuring funding for future projects. A Corridor Master Plan will depict the locations and types of streetscape, transportation and public realm enhancements that will seamlessly integrate amongst existing and future development and public spaces within and around the Route 12 corridor. The CED team will also prepare Perspective 3D views depicting recommended placemaking nodes and future vision for the corridor and key redevelopment sites to relay how future changes may enhance the physical aspects of Route 12.

### **Implementation Recommendations**

In addition to graphic representations, the CED team will collaboratively work with the Town and stakeholders to develop a series of strategies and recommendations that will focus on physical improvements that support the underlying objectives of supporting economic development, and ensuring a safe corridor that permits and facilitates all modes of transportation in a comfortable and welcoming environment. Strategies and recommendations will address roadway design, traffic management, multimodal accessibility/facilities, land use patterns, regulatory updates and design criteria for new development / redevelopment, and placemaking objectives.

## **Task 4 . Corridor Design and Improvement Recommendations**

Upon identification of a preferred master plan concept for the Route 12 corridor, our team will identify any potential environmental impacts associated with their implementation, for consideration. Potential mitigation considerations will also be identified, as necessary.

## **Task 5 . Implementation Strategy and Cost Estimates**

We firmly believe all aspects of the design process should help to position the Town for implementation. We will prepare an Implementation Strategy that will identify phasing of projects (by project type and/or location), as well as short term priority efforts. The implementation strategy will be organized as a matrix including a brief description of the proposed project, any detailed phases within each project, roles and responsibilities, timeframe and potential funding resources. We will also prepare planning level cost estimates for all recommendations, as applicable. Planning level cost estimates for proposed improvements will be organized to provide the Town with a clear road map to pursue funding and implement identified projects. The recommended corridor plan will be developed to align with available funding opportunities at the state and federal level.

## **Task 6 . Draft and Final Report**

CED will compile all work developed into a graphically designed Corridor Study that succinctly reflects all pertinent information needed to share key findings and relay critical next steps associated with implementation. Renderings and plan view graphics will be prepared to visually represent recommendations for the study area, with the specific format of the draft plan identified in coordination with the Town.

The draft plan will be made available for public review and our team will facilitate the final public workshop to

share recommendations, review the implementation strategy and solicit feedback. Any comments generated at the workshop will be shared with the Town to determine how they are addressed in the final plan. Upon final review of the draft plan, our team will prepare a final document which will provide the Town with a clear roadmap for moving forward with implementation projects and initiatives along the Route 12 corridor.

We will also prepare a stand-alone Executive Summary document that summarizes key findings and recommendations from the corridor study. The Executive Summary will serve as a guide for policy and decision makers in Ledyard and will help serve as a marketing piece for attracting new interest along the corridor.



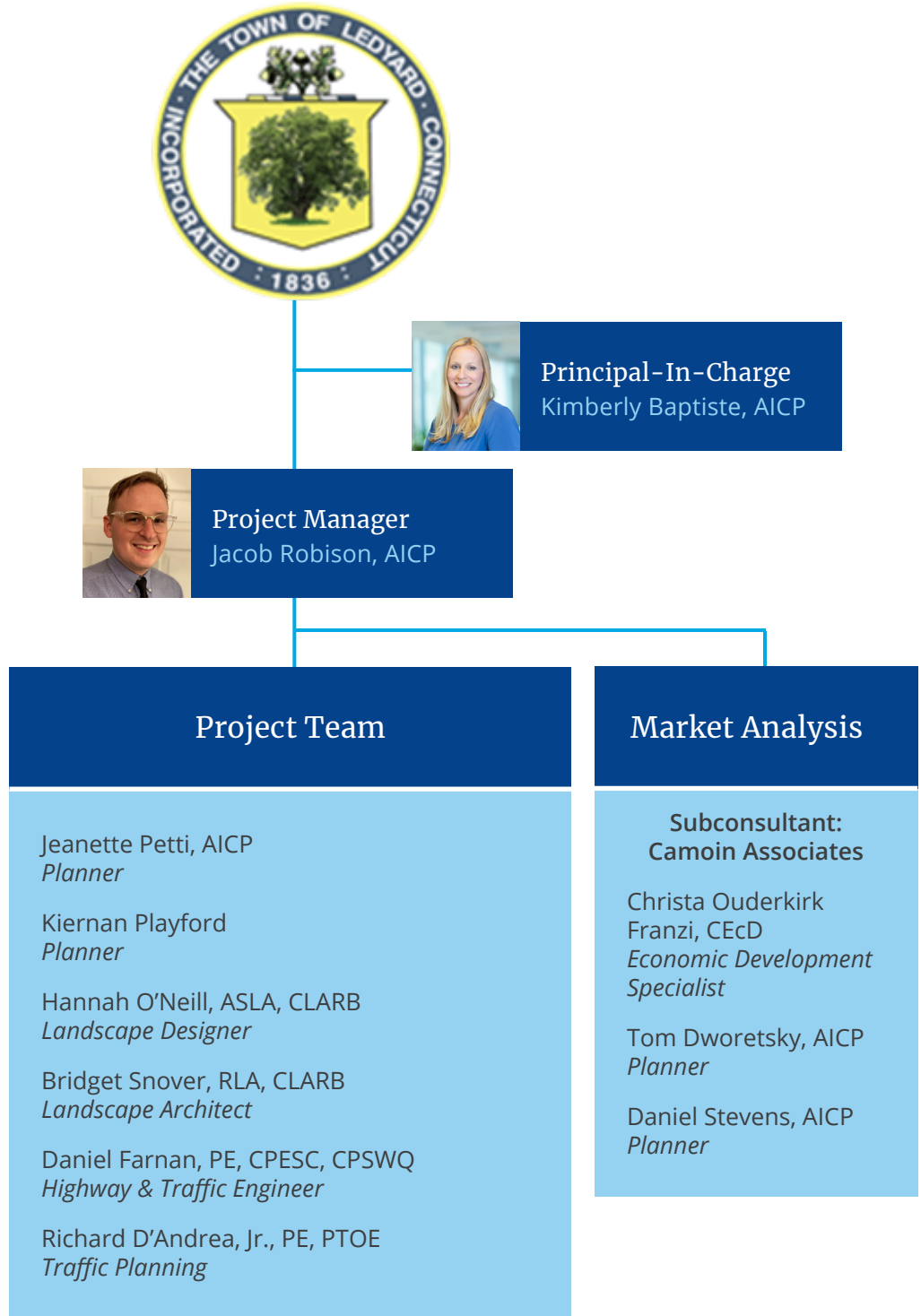
An architectural rendering of a waterfront promenade. In the foreground, a paved walkway with a grey and white checkered pattern leads towards a bridge. A woman in a plaid shirt is riding a pink bicycle on the right, while a man in a red shirt walks on the left. In the background, a red brick building and a bridge with people walking on it are visible under a blue sky with clouds. A large blue banner with white text is overlaid on the left side of the image.

## Section 4

# Team Composition



# Organizational Chart







## Kimberly Baptiste, AICP

Principal-In-Charge

### Education

MS, Urban Planning,  
University at Buffalo

BA, Environmental Design,  
University at Buffalo

### Affiliations or Memberships

American Institute of Certified  
Planners

American Planning  
Association

National Trust for Historic  
Preservation

Genesee Finger Lakes  
Chapter, APA

Ms. Baptiste has focused her career on supporting municipal clients. With a diverse background in planning, urban revitalization, site development and open space planning, Ms. Baptiste brings a unique perspective to every project. A significant amount of her work involves utilizing unique approaches to gather information, educate stakeholders and build consensus around multifaceted projects with a focus on transportation, urban revitalization, placemaking and trail planning. She regularly uses planning tools to evaluate the social, economic and development implications of land use and design alternatives. Ms. Baptiste specializes in managing large-scale, multi-disciplinary projects and offers significant experience coordinating various agencies and stakeholders to reach consensus on project direction.

### Key Projects

#### Arrowhead Gateway Master Plan

*Hartford, CT*

#### Inner Loop North Transformation Study

*Rochester, NY*

#### Lark Street Improvements

*Albany, NY*

#### South Avenue Corridor Revitalization Strategy

*Syracuse, NY*

#### Bailey Avenue Streetscape Master Plan

*Buffalo, NY*

#### Canandaigua Waterfront Active Transportation Plan

*Canandaigua, NY*

#### Oswego Complete Streets

*Oswego, NY*



## Jacob Robison, AICP

### Project Manager

#### Education

BA Environmental Studies  
– Policy Focus, Binghamton  
University

#### Affiliations or Memberships

American Institute of Certified  
Planners (AICP)

American Planning  
Association (APA)

Mr. Robison has over 10 years of experience in municipal planning project management spanning a wide variety of planning and city-building disciplines. He has worked on citywide master plans for multiple cities as well as sector plans for complete streets, food policy, sustainability, and waterfront improvement. Mr. Robison is experienced in project design and implementation of greenways, streetscapes, and public infrastructure improvements. Often tasked with managing the engagement portions of this work, Mr. Robison is a talented public speaker and convener, especially in the context of diverse communities. He approaches the planning process with equity and implementation in mind at each stage, leading to feasible outcomes with demonstrated quality of life improvements.

### Key Projects

#### Streetscape Improvement Project Management

*Bridgeport & New Haven, CT*

#### New Haven Vision 2035 (POCD)

*New Haven, CT*

#### Public Infrastructure Improvement Project Management

*Bridgeport & New Haven, CT*

#### Complete Streets Plan

*Bridgeport, CT*

#### Waterfront Master Plan

*Bridgeport, CT*

#### BGreen 2020 Plan

*Bridgeport, CT*

#### Greenway Project Management

*New Haven, CT*





## Jeanette Petti, AICP

Planner

### Education

MRP, Masters of Regional Planning, Cornell University

MLA, Master of Landscape Architecture, Cornell University

BS, Urban and Regional Planning, Cornell University

### Affiliations or Memberships

American Institute of Certified Planners (AICP)

American Planning Association (APA)

Ms. Petti is involved in all aspects of plan preparation, from public engagement to document development. She has experience writing plans and grant applications, analyzing existing conditions and data, and creating maps, infographics, and other deliverables. Her eye for design and her proficiency in the Adobe Creative Suite enables her to create graphic and engaging plans that present information in a clear and thorough manner.

### Key Projects

#### Arrowhead Gateway Master Plan

*Hartford, CT*

#### Complete Streets Plan

*Oswego, NY*

#### Comprehensive Plan

*Perinton, NY*

#### Comprehensive Plan Update

*Rochester, NY*

#### Inner Loop North Transformation Planning Study

*Rochester, NY*

#### Bailey Avenue Corridor Improvements

*Buffalo, NY*

#### Comprehensive Plan Update

*North Tonawanda, NY*

#### Downtown Revitalization Initiative Round 2

*Rome, NY*

#### Oliver Street Corridor Needs Assessment

*North Tonawanda, NY*



# Kiernan Playford

Planner

## Education

BS, Urban and Community Studies, Rochester Institute of Technology

## Affiliations or Memberships

American Planning Association (APA), New York State Chapter

Ms. Playford has a diverse background in urban planning, grant writing, and economic development. She excels at community outreach, research, and website development. She enjoys learning new tools and implementing them into a variety of projects, as well as finding new and innovative ways to engage stakeholders and members of the public.

## Key Projects

### Inner Loop North Transformation Study

*Rochester, NY*

### NYSERDA | Just Transition Site Reuse Planning Program Toolkit Development

*New York State*

### Local Waterfront Revitalization Program

*Syracuse, NY*

### Downtown Revitalization Initiative (Round 5)

*Little Falls, NY*

### Vision Cicero

*Cicero, NY*

### Climate Smart Communities Grant

*Monroe County, NY*

### Aqueduct Reimagined

*Rochester, NY*

### Coastal Lakeshore Economy and Resiliency (CLEAR) Initiative

*Monroe County, NY*





## Bridget Snover, RLA, CLARB

Landscape Designer

### Education

BLA, SUNY College of  
Environmental Science and  
Forestry

### Professional Registrations

Registered Landscape  
Architect (RLA)

### Affiliations or Memberships

Council of Landscape  
Architectural Registration  
Boards (CLARB)

Ms. Snover has over five years of professional experience in the field of landscape architecture. With a background in both public and private sectors, she consistently fosters collaboration among stakeholders, resulting in streamlined and successful project outcomes. From conceptualization to the completion of construction documentation and implementation, she has the expertise required to bring a project through every stage. She values the quality relationships she has built with those involved in projects she has worked on and is eager for each new challenge. Employing strategic planning and design principles, her projects integrate people and place, enhanced by graphic communication using software such as SketchUp, Adobe Creative Suite, Civil 3D, and ArcGIS.

## Key Projects

### Four Shores Resiliency Plan

*Westbrook, Clinton, Old Saybrook, Fenwick, CT*

### MetroCOG | Site Reuse and Planning Study

*Bridgeport, CT*

### Patroon Creek Greenway Feasibility Study

*Albany, NY*

### Lark Street Streetscape & Placemaking Plan

*Albany, NY*

### NY Forward

*Geneseo, NY*

### Brownfield Opportunity Area

*Village of Dolgeville, NY*



## Hannah O'Neill, ASLA, CLARB

Landscape Designer

### Education

BLA, Landscape Architecture,  
SUNY College of  
Environmental Science and  
Forestry

### Affiliations or Memberships

American Society of  
Landscape Architects (ASLA)

Council of Landscape  
Architectural Registration  
Boards (CLARB)

Ms. O'Neill has over seven years of professional experience as a landscape designer and has experience in all phases of the design process. From feasibility and conceptual designs to construction documentation and implementation, she knows what it takes to see a project from start to finish. Through strategic planning and design practices, her projects have the natural blend of people and place aided by strong graphic communication through programs including SketchUp, Adobe Creative Suite, Civil 3D, and ArcGIS. Additionally, she has experience working with both public and private sectors and continually strives to bridge gaps between various stakeholders for efficient and effective project outcomes.

## Key Projects

### Arrowhead Gateway Master Plan

*Hartford, CT*

### Eastern Delaware County Bicycle Prioritization Study

*Delaware County, PA*

### Patroon Creek Greenway Feasibility Study

*Albany, NY*

### Lower Niagara River Shoreline Trail Connectivity Study

*Niagara County, NY*

### James Street Park Improvements

*Rome, NY*

### Local Waterfront Revitalization Program (LWRP)

*Broome County, NY*

### Lark Street Streetscape & Placemaking Plan

*Albany, NY*





## Daniel Farnan, PE, CPESC, CPSWQ

### Highway & Traffic Engineer

#### Education

MS, Civil Engineering, Ohio University

BS, Civil Engineering Technology, Rochester Institute of Technology

AAS, Civil Engineering Technology, Hudson Valley Community College

#### Affiliations or Memberships

American Society of Civil Engineers

American Society of Highway Engineers

Mr. Farnan has 13 years of experience in civil engineering concentrated in the areas of: Bridge & Highway projects, Civil/Site Projects, Stormwater management design & Storm Water Pollution Prevention Plans (SWPPPs). He is experienced in conceptual, preliminary, and final design and the preparation of contract drawings and construction specifications associated with highway and bridge designs. During his years in the industry, Mr. Farnan has worked closely with NYSDOT and many county agencies throughout New York.

In addition, Mr. Farnan has helped manage the civil/site portions of various Energy & Utility Sector projects (Solar Farms, Substations & wind farms) in New York. For all projects Mr. Farnan has been involved with he has obtained permits from regulatory authorities for various construction methods and project needs. These projects involve working with numerous municipalities throughout the Upper Hudson and Mid-Hudson Valleys.

### Key Projects

#### Reconstruction & Realignment of Myers Corner Road (LDSA)

*Town of Wappinger, Dutchess County, NY*

#### Route 306 Sidewalk Improvements (LDSA)

*Town of Ramapo, Rockland County, NY*

#### Replacement of Stop 13 Road Bridge over the Wynantskill

*Sand Lake, Rensselaer County, NY*

#### Replacement of Morner Road Culvert over Mill Creek

*East Greenbush, Rensselaer County, NY*

#### Bluestone Sidewalk Repairs and Replacements (LDSA)

*Village of Saugerties, Ulster County, NY*

#### Reconstruction & Realignment of Middlebush Road (LDSA)

*Town of Wappinger, Dutchess County, NY*

## Education

M.S. Transportation Planning and Engineering, Polytechnic Institute of New York, 2012

B.S. Civil Engineering, University of Delaware, 2007

## Affiliations or Memberships

American Society of Civil Engineers

Institute of Trans. Engineers

National Soc. of Prof. Engineers

## Professional Registrations

Professional Engineer (PE)  
New York

Professional Traffic Operations Engineer (PTOE)

# Richard D'Andrea Jr., PE, PTOE

## Traffic Planning

Mr. D'Andrea has 15+ years of experience in various aspects of traffic and transportation engineering; including the preparation of various studies for a variety of land use types including retail centers, residential subdivisions, hotels, office complexes, mixed use developments, etc. These studies include traffic impact evaluations, capacity analyses, signal warrant studies, parking utilization studies, accident investigation studies and justification studies. He has also been responsible for coordinating SEQRA reviews for multiple New York State Municipalities. Mr. D'Andrea has also been responsible for the development of preliminary and final roadway improvement and traffic signal plans as well as conducting detailed cost estimates for such improvement projects and assisting in obtaining NYSDOT Highway Work Permits work within the state Right-of-Way. He also has been responsible for providing Construction Administration services for NYSDOT Highway Work Permit projects.

## Key Projects

### LEGOLAND

*Town of Goshen, Orange County, NY*

### U.S. Route 6/Farrington Road Intersection Improvements

*Town of Ramapo, Rockland County, NY*

### Main Street/Spring Street Intersection Improvements

*Village of Ossining, Westchester County, NY*

### Red Schoolhouse Road Corridor Study

*Village of Chestnut Ridge, Rockland, NY*

### Quiet Cove Park Phase 4

*Poughkeepsie, Dutchess County, NY*

### Lakeville and Salisbury Village Planning Studies

*Town of Salisbury, CT*





**JOINED CAMOIN: 2010**

**YEARS OF EXPERIENCE: 10+**

#### **EXPERTISE**

- Economic strategies for rural communities and small cities
- Economic Recovery & Resiliency
- Building networks for economic development
- BRE Design & Implementation
- Engagement, communications, and marketing
- Entrepreneurial ecosystem assessment and strategy
- Placemaking and downtown revitalization

#### **AFFILIATIONS**

- Northeastern Economic Development Association (NEDA), Board Member, Communications Committee Chair, 2016 Member of the Year
- International Economic Development Council's (IEDC) CEcD Certification (2016)

#### **EDUCATION**

- Master of Geography, Binghamton University
- B.A. Environmental Science & B.A. Geography, SUNY Oneonta

## **Christa Ouderkirk Franzi, CEcD | Director**

Successful economic development initiatives require an interdisciplinary perspective, which is just what Christa brings to the Camoin team. She understands the complex relationships between economic growth, land use planning, quality of place, economic inclusion, talent attraction, and environmental sustainability and has devised economic development strategies that will be environmentally, socially, and financially sustainable for years to come.

With a unique talent for creative problem solving, Christa prides herself on helping communities capitalize on otherwise "hidden" opportunities. She has an intuitive sense for marketing, communications, and engagement and works with clients to develop custom workshops and engagement tactics that present information and intelligence to build momentum and launch projects into implementation.

### **FEATURED PROJECTS**

**Building a Larger Tent for Entrepreneurs | City of Fort Worth, TX** | Christa worked with the City of Fort Worth, TX on Small Business & Entrepreneurial Ecosystem Assessment & Strategy where she is project manager and lead analyst. Christa and the team are working with the City to devise strategies that will overcome the city's lack of a robust entrepreneurial network by recognizing and owning the city's 'small town' culture, pushing boundaries to open doors wider, and offering a 'hand-in' to minority business owners and entrepreneurs who are currently underrepresented and under supported.

**Becoming an Innovation Hub by Disruptive Doing | City of Middletown, CT** | Christa served as Project Manager for Middletown's Innovation Places planning process, where she worked with the committee to develop a bold vision - to become the innovation hub that links and energizes onnecticut's innovation ecosystem. The community has implemented several of the recommended projects including a co-working space and entrepreneurial support network.

**Economic Development Strategy and Marketing Plan for N<sup>2</sup> Innovation Corridor | Newton & Needham, MA** | Christa supported overall strategy development and led the marketing and communications strategy to support the establishment of a new innovation corridor in this affluent and highly educated Boston sub-region. The marketing strategies have led to several business attraction wins for the corridor.

**Hoosick Rising Economic & Community Development Strategy | Hoosick Falls, NY** | In the midst of a water-quality crisis that was making national headlines, Christa led the Hoosick community through a community and economic development planning process that helped re-energize the community, empowered residents to take action, and sparked several public and private investment projects. Hoosick's downtown is once again thriving and Hoosick Rising continues ([hoosickrising.org/](http://hoosickrising.org/)).

**Re-Industrialization Strategy | City of Allentown, PA** | Christa led an interdisciplinary team in the development of a plan for the City of Allentown to re-energize and grow its manufacturing sector. Her leadership and focus on building partnerships allowed a swift transition from planning to action. Today, Allentown has a robust business visitation program and has secured funds to upgrade its business incubator.

**"She's the type of person that steps up to the plate, sees a challenge, and knows how to make a solution." - Anthony Capece, Central Avenue BID**





**JOINED CAMOIN: 2014**

**YEARS OF EXPERIENCE: 9**

#### EXPERTISE

- Real estate market analysis
- Financial feasibility analysis and modeling
- Economic and fiscal impact analysis
- Supply chain analysis
- Targeted industry research

#### AFFILIATIONS

- American Institute of Certified Planners (AICP)
- American Planning Association, Mass. Chapter (MA-APA)
- Urban Land Institute (ULI), Boston/New England Chapter
- Massachusetts Economic Development Council (MEDC)

#### EDUCATION

- Master of City and Regional Planning, The University of North Carolina at Chapel Hill
- B.S. Business Administration, Questrom School of Business, Boston University

## Tom Dworetsky, AICP | *Director of Research*

Tom's role at Camoin 310 focuses on harnessing the power of data to uncover economic development opportunities and measure results. As leader of Camoin's data and analytics team, Tom is knowledgeable on a broad array of economic data sources and methodologies that help get to the core of critical research questions. He is adept at industry research, having examined dozens of distinct industries across the economy to support economic development strategic planning initiatives.

Tom has also led and completed a variety of economic and fiscal impact analyses, supply chain studies, and real estate market and financial feasibility analyses. His work has included quantifying the economic and fiscal impacts of complex policies and projects, building pro forma financial statements for multi-million-dollar developments, and conducting regional and site-specific real estate market analyses for a range of communities and use types.

Tom is an AICP-certified planner with experience in real estate analysis and land use planning, a useful foundation for tackling economic development problems in communities with unique market conditions and land use challenges. Tom has a special interest in strategies for downtown revitalization and the positive economic and fiscal impacts that reinvigorating historic town centers can have on communities. Taking a data-driven approach, Tom has developed innovative, community-specific initiatives to spur revitalization through redevelopment, historic preservation, adaptive reuse, and other creative methods.

## FEATURED PROJECTS

**Making the Case for Downtowns | Connecticut Main Street Center |** Tom served as lead analyst for a comprehensive research project into the economic value of high-density downtowns. As part of this work, Tom led the development of a Downtown Development Economic Impact Model that has been used by communities across Connecticut to measure the economic and fiscal impacts of various types of downtown development on towns and cities.

**1 Union Avenue / 54 Meadow Street Market Demand & Feasibility Study | Hill-to-Downtown District, New Haven, CT |** Tom acted as project manager and lead analyst on a market analysis for an underutilized, city-owned transit-oriented development site near Union Station in the City of New Haven, Connecticut. Tom led the team in developing physical development concepts and programming for the site, and modeled their financial feasibility and residual value of the city-owned land. The analysis informed the City of the proceeds it could generate from the land sale and the potential economic and fiscal impact of redeveloping the site.

**Middlesex Jail Redevelopment Opportunity Analysis | Town of Haddam, CT |** Tom served as lead analyst for the real estate market analysis and redevelopment strategy for the Middlesex County Jail in Haddam, CT. Tom applied his knowledge of industry market trends to prepare market-based financial feasibility models that demonstrated the level of public-investment necessary to create a viable project for the Middlesex Jail.

**Tom's focus on the power of data ensures that our recommendations are grounded in market realities.**







## Daniel Stevens, AICP | *Real Estate Team Leader*

Dan brings a passion for real estate development and redevelopment to Camoin 310 and believes in the transformational power of projects to communities. His approach to real estate development includes a balanced approach of data-driven analysis, qualitative intelligence gathering, and creative and unconventional thinking. Dan enjoys working in challenging markets and with challenging properties to implement projects that beat the odds.

Dan leads Camoin 310's Real Estate Development Services Team and founded the firm's Spatial Intelligence Program that provides site selection and detailed geographic analysis capabilities to the firm's real estate work. His real estate work with the firm has included market feasibility studies for projects of all scales and market types, including major mixed-use, industrial building reuse, residential development, historic adaptive reuse, and commercial office and retail studies. His other work includes economic and fiscal impact, financial feasibility studies, disposition strategies, concept planning, and developer RFPs. His work has led to successful development and redevelopment projects across the northeast.

**JOINED CAMOIN:** 2014

**YEARS OF EXPERIENCE:** 10

### EXPERTISE

- Real estate market analysis
- Community planning and design
- Brownfield redevelopment
- Financial feasibility analysis and modeling
- Economic and fiscal impact analysis

### AFFILIATIONS

- American Institute of Certified Planners (AICP)
- American Planning Association, Upstate New York Chapter

### CAREER EXPERIENCE

- Community Planner and Redevelopment Specialist, Private Consulting Firm
- Economic Analyst and Conservation Planner at the Trust for Public Land
- GIS Mapping Analyst

### EDUCATION

- Master of Urban Planning, Harvard University
- B.A. Economics, Binghamton University

## FEATURED PROJECTS

**Transit-Oriented Development (TOD) Market Analysis & Economic Impact Study | Town of Enfield, CT** | As project manager and lead analyst, Dan helped the town understand the implications of a planned transit station that would provide new commuter access. He identified several build-out scenarios based on market conditions, vacant development sites, and redevelopment of underutilized properties. Current and alternative zoning regulations were analyzed to determine the range of potential economic and fiscal benefits to help the community implement regulatory changes to maximize the economic impact of the station.

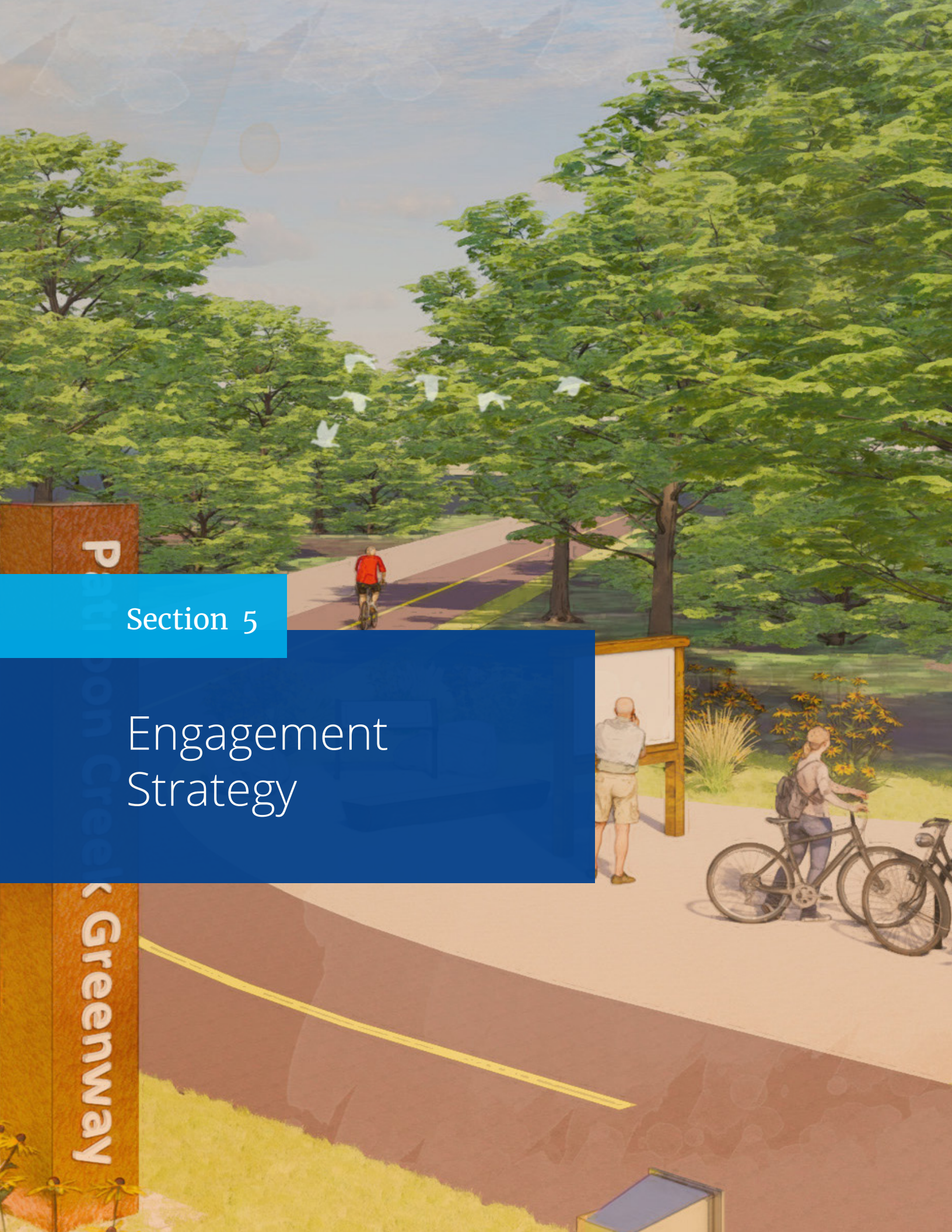
**Boathouse Event Center Market Feasibility Study | City of Middletown, CT** | Dan served as project manager and lead analyst for this effort to analyze the market potential of a boathouse event center on the Connecticut River. Dan analyzed the local and regional event market to determine the number and type of events that could be held in the Boathouse along with price points. The work was integrated in the design development of the Project to help make the project financially viable as a strong revenue-generating use.

**Historic Building Reuse Feasibility Study | Greater Litchfield Preservation Trust | Litchfield, CT** | The former Litchfield County Courthouse in the heart of Litchfield CT was vacated by its judicial tenants and was acquired by the Preservation Trust due to its historic significance. Dan led a project that included a market and financial feasibility study to examine viable private re-use options from a market and financial perspective. The Trust used the results of the study to issue a developer Request for Proposals.

**Dan brings creative thinking and problem-solving to complex real estate development challenges.**







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## Section 5

# Engagement Strategy

Greenway





## Section 5

# Engagement Strategy

While our specific approach for engagement activities specific to the Route 12 Corridor Study is defined in our Project Scope, the narrative below provides some additional context around our overall approach to public engagement, and why we see it as such a critical aspect of the planning process.

### *Our Philosophy*

Public engagement, and building stakeholder trust and support, is arguably the most important element of any planning and design process. CED benefits from a deep bench of individuals with expertise in public and interagency involvement, working with communities and projects of all shapes, sizes and backgrounds. We utilize a proactive approach to engagement to ensure an integrated and transparent process that facilitates an open exchange of information and ideas. An engagement process, built on this philosophy, allows the planning process to be driven by consensus, rather than conflict. At the onset of any project we develop a Public Engagement Plan that defines an agreed upon approach and schedule for community outreach activities to effectively engage residents and local stakeholders in the planning/design process.

Public participation in the planning process is essential to accurately define the future vision of the community as well as ensure the transparency of process. When the public is involved in a carefully constructed participation program, an open exchange of information and ideas can be achieved. Ultimately, public participation allows the planning process to be driven by consensus rather than conflict. Every project and community is unique and requires a specialized approach to community participation. In some communities, intensive design charrettes and workshops are well received and result in exceptional planning programs. In other communities, the population reacts better to mail-out surveys or small, focused meetings. Therefore, it is essential that we work with the Town of Ledyard to define a Public Engagement Plan that is designed to effectively engage citizens in the planning process.

Recognizing there are a multitude of different voices that must be invited, and welcomed, to participate in the planning and design processes, our team offers a variety of engagement approaches that focus on creating comfortable and inviting spaces for open dialogue and reflection. Stakeholders should have multiple opportunities to influence design intent, through a process that provides multiple touchpoints with the consultant team. Formal meetings and charrette workshops are often appropriate at key milestones in the process and can be layered with informal engagement opportunities. A dedicated online project website can provide a forum for continuous information sharing and dialogue.

Tools our team regularly uses to engage with community members and stakeholders include:

- Pop Up Events at established, existing community events
- Design Charrettes and Public Workshops
- Project Websites
- “Go to Them” Engagement leveraging existing meetings and organizations
- Online Surveys
- Social Media Engagement
- Walking Tours
- Youth/Student Engagement
- Public Hearings
- Tactical Urbanism/Demonstration Projects

Broadening the ways that members of the public can provide comments to the project team is critical, particularly in communities that are skeptical or unsure of how the planning process – and future implementation – will directly impact them. By “going to” stakeholders, at locations and in settings where they are most comfortable, we can build trust, foster dialogue and create a continuous feedback loop. By listening first and connecting people with facts about the project in small group settings, we ensure we can take away meaningful public comment.





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Our teams experience on transportation projects of all scales and sizes has taught us that the affected and interested communities we are trying to reach for input and participation are not homogenous within the project boundary. We tailor our engagement plan to target groups and ensure equity across the process. We always strive to ensure that ALL residents and stakeholders are provided an equal opportunity to be engaged, invested and heard during the planning and design process.

As one successful example, during the Inner Loop North Transformation Project (highway removal) project in Rochester, NY we used several effective tools to ensure we were hearing the voices of underserved and underrepresented communities.

This was accomplished through implementation of a robust toolkit which included direct door mailers in English and Spanish, a project website available in 6 languages, the creation of a Racial Equity Subcommittee, “go to them” engagement approaches, meeting promotion through locally utilized means such as radio (Poder) promotion, walking tours to gather local perspectives including those with disabilities, and meetings held in the neighborhood at accessible locations with food and childcare options. This approach ensured we considered a holistic set of variables and considerations when making transportation and land use design decisions.



The background is a colorful landscape illustration. On the left, a person in a red shirt and black shorts is riding a bicycle on a winding path. A large, leafy green tree stands prominently in the center. To the right of the tree, a silver car is driving on a road. Further right, a yellow school bus is visible, with the text "SCHOOL B" on its side. The foreground is filled with various plants, including yellow flowers and tall grasses. A blue rectangular overlay is positioned in the lower-left quadrant, containing the text "Section 6" and "Schedule".

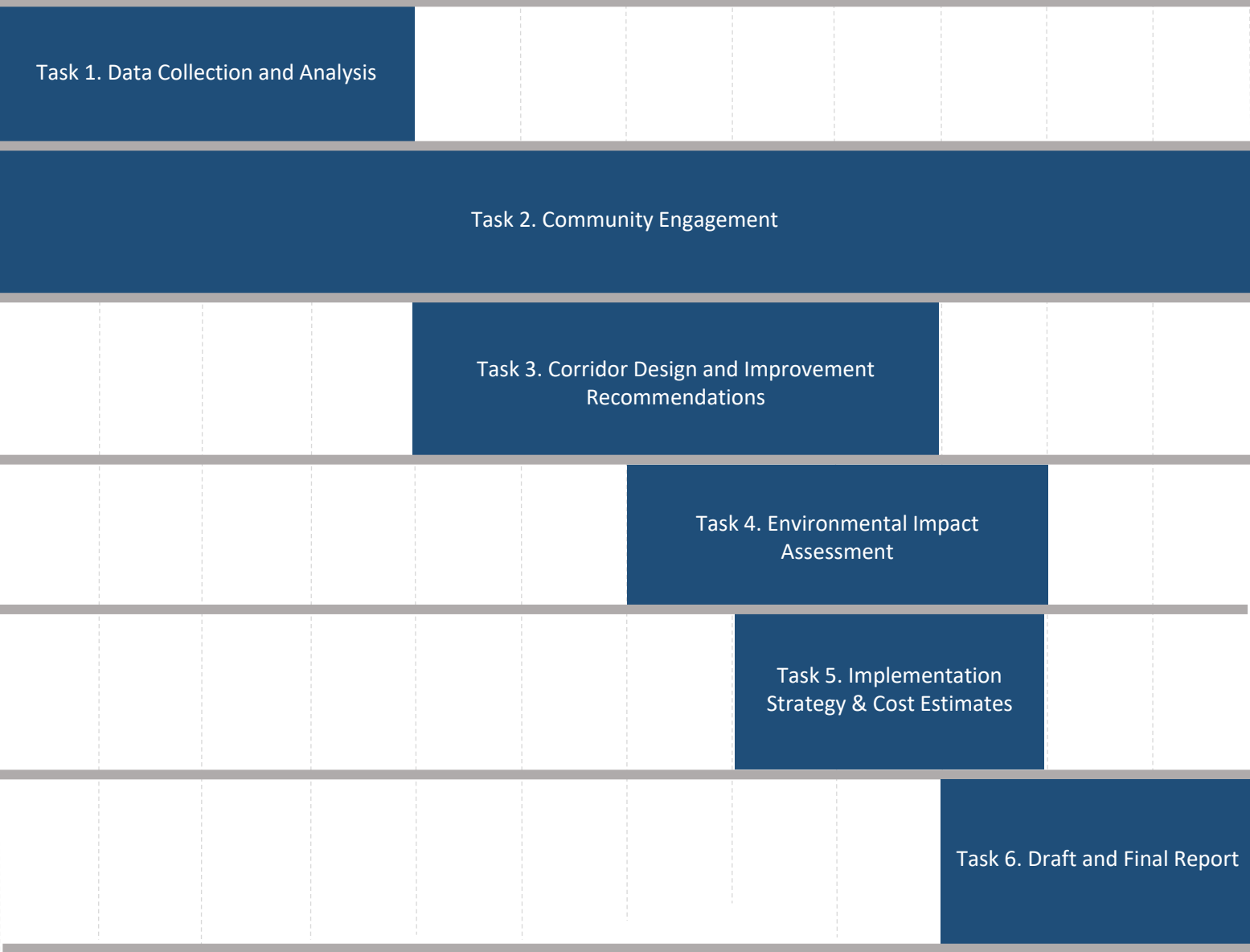
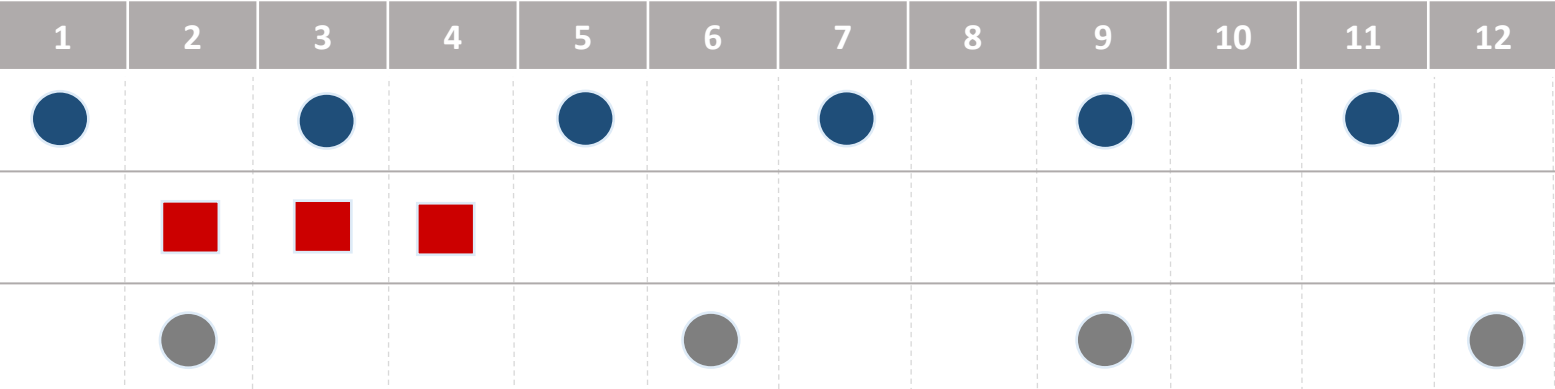
Section 6

Schedule



- Indicates Coordination Meetings
- Indicates Stakeholder Meetings
- Indicates Public Meetings

MONTHS





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