



CENTRAL VERMONT REGIONAL PLANNING COMMISSION

# TOWN OF NORTHFIELD

## NORTHFIELD RIDGE AND RIVER ROUTES MASTER PLAN

EXPLORING OPPORTUNITIES TO BETTER CONNECT ACTIVITY CENTERS  
THROUGH COMMUNITY ENGAGEMENT AND INFRASTRUCTURE  
IMPROVEMENT PLANNING

**Submitted to**

Central Vermont Regional Planning Commission  
29 Main Street, Suite 4  
Montpelier, VT 05602

**Submitted by**

Chris Sargent, AICP, CFM  
DuBois & King  
28 North Main Street  
Randolph, VT 05032



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625796X  
July 29, 2019

Central Vermont Regional Planning Commission (CVRPC)  
29 Main St Suite 4  
Montpelier, VT 05602

**Subject: Northfield Ridge and River Routes Master Plan (Plan)**

Dear Selection Committee,

DuBois & King (D&K) is pleased to present our proposal in response to the Request for Proposals (RFP) to create the Northfield Ridge and River Routes Master Plan. This finished plan will guide coordinated future infrastructure and streetscape investments to better connect Northfield's villages with its wide range of recreational assets and a community engagement strategy. D&K will work with the committee to successfully build on and incorporate past planning efforts.

I will serve as primary contact for the Town and will be responsible for overall project management and land use analysis. I am excited to bring together a team of professionals that have experience working in and around Northfield on a wide range of projects. Our team has expertise in transportation, community planning, public works infrastructure, economics, environmental resources, community engagement and landscape architecture that will help Northfield create a clear plan for enhancing community connections. I am joined by Landscape Architect Sophie Sauvé, PLA, who brings planning and green infrastructure expertise to support stormwater design, streetscape enhancements, and site planning components. Transportation Planner/Engineer Julia Ursaki, EI, will support the development of the plan; she brings a strong foundation in bicycle and pedestrian planning and engineering.

Our team includes Rebecca Sanborn-Stone of Community Workshop, who has had ground-breaking success in Vermont using innovative approaches to public engagement and pop-up event organizing. Rounding out our team is economic expert Tripp Muldrow of Arnett & Muldrow and Associates. Tripp understands that in small communities, a hands-on, local approach that involves direct conversations with business owners and officials is the most effective way to understand what drives the local economy. His method will work well in Northfield.

On behalf of our team, I appreciate your consideration of our proposal and look forward to the opportunity to work with the Town of Northfield and CVRPC. If you have any questions or require additional information, please do not hesitate to contact me at 802-728-3376 or [csargent@dubois-king.com](mailto:csargent@dubois-king.com).

Sincerely,  
**DuBois & King, Inc.**

A handwritten signature in blue ink, appearing to read 'CS', is written over a faint, larger signature that is partially obscured.

Christopher Sargent, AICP, CFM  
Project Manager

## Introduction

Good connections are the spark needed to make our communities vibrant and energized. Communities need a framework of assets that provide residents and tourists with things to do and places to go in order to build excitement and draw in new energy from the surrounding area. The Town of Northfield (Town) is fortunate to have many of those assets. At its heart is the Village Common, which is the cohesive core of the community's village center. On the Northfield Common, events take place and people gather—locations like this are essential to a thriving community. Other locations, such as Northfield's Elementary, Middle/High School, and the Brown Public Library and Treehouse, are centers of activity.

Northfield has ample opportunity for outdoor recreation as well. The Dog River meanders through the villages to the west of Route 12, and the lands around it are often used for recreation, in particular, the recently completed Water Street Park, which was designed and built following Tropical Storm Irene. The New Promise Community Playground, also recently built, provides a place for kids to play in Northfield Falls. Outside of the villages, there are hiking and biking trails that lead to Paine Mountain Peak, which offers a diverse range of opportunities for active recreation.

Northfield has a tapestry of recreational activity centers, lacks the connections between them. In Northfield Falls, for example, there are no sidewalks, which limits pedestrian travel to Topps Market and Northfield Village. Despite the presence of River Street Park, river access is limited. With off-road cycling becoming a popular pastime, there are more reasons to provide ways for cyclists to travel between locally maintained trails and trails outside of Northfield.

There is a recognized need in Northfield for transportation improvements in its villages that enhance bicycle and pedestrian safety and comfort. This project seeks to identify opportunities to safely connect the community with its valuable recreational assets. The project will assess the need for infrastructure that encourages multimodal safety and comfort, draws visitors toward recreational assets, and improves livability. By enhancing these connections, Northfield will provide residents and visitors alike with more opportunities for active recreation. In turn, increased vibrancy and activity should enhance the local economy.



This plan will examine opportunities to improve multimodal access including pedestrian safety, traffic flow, trailhead amenities/access, water quality and the economic benefits of improvements.



Northfield Falls Community Playground



Winter in Northfield



Since Irene, Northfield has committed to making active investments that enhance the community's vibrancy. Beginning with the V-DAT process that followed Irene, implementation and action have been important community goals. The Northfield Ridge and River Routes project will build on previous plans and studies to create a master plan that provides connections among Northfield's four historic villages: South Village, Center Village, Factory Village and Northfield Falls. The plan will include a realistic and believable implementation plan that identifies opportunities for investments that improve multimodal access and connections between Northfield's population centers and its recreational activity nodes.



Shaw's Outdoor Center

### Project Understanding and Approach

The Town of Northfield is seeking to improve the environment for bicyclists and pedestrians within its villages and to expand connections to key activity centers outside of the village area. Bicycle and pedestrian safety is vital to providing access to the community's assets. D&K takes a "connections for everyone" approach to identifying the ways in which connections can bring a community together. This means looking at the transportation network from the perspective of all users, including drivers, pedestrians and cyclists. It means considering who uses the network and why. It means understanding where people want to go. It means understanding where people feel comfortable traveling by bike or on foot and where they do not. In investigating and understanding the "who, what, why and how" of travel within Northfield, we can identify ways to strengthen and expand connections to create a thriving, interconnected web that brings the community together and builds economic vibrancy.



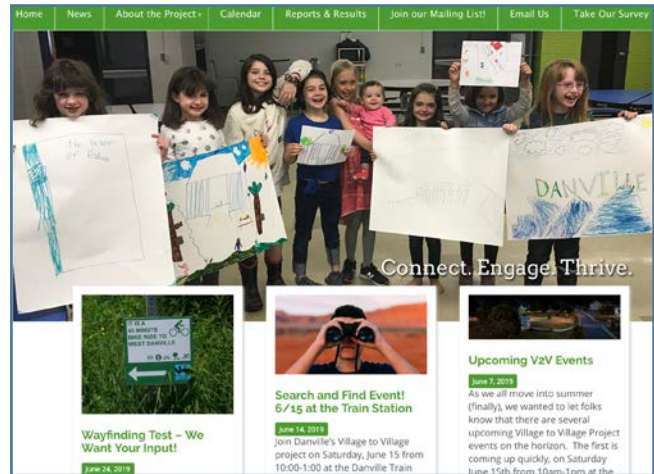
The D&K team will seek to stage open houses at a central location in the community, where there is space that allows extended hours. The open houses will allow residents who cannot easily attend an evening face-to-face meeting or those who are less comfortable at voicing their opinions in public to provide input into the process.

The purpose of the Ridge and River Routes Master Plan is to develop a clear "map" that provides and prioritizes the next steps Northfield should take to create a place where safe, multimodal travel provides strong connections to recreational activities, improves liveability, and enhances the local economy. To do so will require a strong, transparent and inclusive civic engagement process. Throughout this project, the D&K team will work with the Project Committee to engage the public to ensure that the final Ridge and River Routes Master Plan accurately reflects the community's vision for the future. Our approach will be to mix face-to-face opportunities with online engagement tools that capture the public's interest in the project. We have carefully reviewed the proposed Project Work Plan in the RFP and made some adjustments in our approach to get Northfield the best products for their grant dollars.

Residents and stakeholders will be kept up-to-date on the project's progress through a project-specific website. Here, citizens can find project information, important dates, and opportunities for public input. Our online approaches are designed to supplement in-person meetings, disseminate facts and information, quickly ask for and receive public input, present online mapping, and keep everyone in the loop regarding the project.

Bringing everyone to the table can be challenging, but Northfield has identified many opportunities to connect with the community. By “going to the people” and using a mix of communication methods and opportunities for active participation from the community, it is achievable. D&K will work with the Project Committee to provide support for a wide range of approaches including tabling, presentations, open-houses, and a pop-up event.

The nuts and bolts of the project will focus on the types of infrastructure needed to create and support connections within Northfield’s villages, which may include sidewalks, bicycle lanes, and/or multi-use paths that reach to areas that currently have no direct access to the villages. The D&K team will propose that includes considerations for wayfinding signage, kiosks and potential trailhead enhancements for existing/new trails. In addition, the project team will continue to build on previous work relating to stormwater to support Northfield’s access to clean water for recreation and other activities.



**Sample of Project-Specific Website: The Town of Danville's East-West Action Plan** ongoing status posts and events are updated regularly by D&K Project Manager Chris Sargent.

## Scope of Work

### Task 1: Project Management and Coordination

**1.1: Project Kickoff.** The D&K team will attend an initiation meeting with the Northfield Project Committee to review the grants purpose and need statement. The meeting agenda will include discussion to define the specific project goals and desired outcomes, identify project areas for stormwater components, and develop the civic outreach plan. Attendees will work together to identify available information, reports, studies and data that the D&K team should review. The meeting will be followed by a tour of the village center to allow our team to learn directly from community members, focusing on transportation issues and assets that should be highlighted. Our team is also interested in learning more about the projects that have momentum that we can build upon through the course of this project.

**1.2: Project Communications and Meetings.** D&K will maintain regular communication with the local project coordinator via phone and email. Meetings with the Project Committee will coincide with the completion of project tasks. D&K proposes six meetings at which deliverables will be reviewed and next steps discussed. Materials for meetings will be provided in advance to allow adequate time for review by Project Committee members.

**1.3: Community Engagement and Outreach Plan.** The D&K team will work closely with Northfield’s Project Committee and local leaders to help design a community engagement and outreach plan that the Committee can use to reach out to community members through events and tabling, surveys, and other methods. Rebecca Sanborn-Stone of Community Workshop will lead an engagement planning workshop for the Project Committee that will both identify and refine engagement methods and help train local leaders in outreach methods that they can use.



We will assist the Project Committee in developing engagement and marketing materials, maps, and presentation boards for volunteers to use when representing the project at tabling events. D&K staff will maintain a project-specific website, work with the Town to conduct walk and talks, and facilitate and present at key meetings.

***Task 1 Deliverables:***

- Summary of project goals and desired outcomes
- Project outline and timeline
- Draft purpose and need statement
- Community outreach plan and schedule
- Meeting minutes and notes

**Task 2. Gather Background Information Assess Existing Conditions**

The team will conduct a desktop analysis to assess the state of historic and current land use, natural resources, and the transportation system in the corridor using a variety of tools, data sources and approaches, including:

- GIS analysis of available relevant data from VCGI, CVRPC, and the Town of Northfield.
- Transportation data analysis, including safety, vehicular traffic, public transit, walking and bicycling.
- Environmental analysis, including stormwater, identified hazardous waste sites, potential brownfields and other natural resources.
- Review of past plans, studies and regulatory information and/or existing regulatory restrictions.
- We will conduct targeted interviews with municipal staff to identify “problem areas” in the streetscape as they relate to connectivity, livability, stormwater or transportation. Additionally, the D&K team will participate in a site visit and conduct field observations relevant to livability, such as streetscape quality, private investments that enhance livability, and the ways the transportation corridor is being used by all modes of transportation.

***Task 2 Deliverables:***

- Narrative report, including maps, charts, photographs and narrative on current conditions within the study area. The report will include both an assessment of some of the features that contribute to village vitality and an identification of the areas in which connectivity within the project area could be enhanced.

**Task 3: Develop Survey, Data, Maps and Alternatives**

**3.1: Refine Data.** We will further refine the analysis conducted in Task 2 by collecting additional information within the project area. This will include:

- Mapping existing unmapped trails, sidewalks and resource constraints.
- Working with the Town and CVRPC to conduct pedestrian and trail counts in areas where no data is available.
- Preparing a survey to be completed by residents and visitors to better understand local preferences and concerns, and how and where people travel in the project area. This survey will be designed cooperatively with the Town of Northfield to ensure the information collected will be useful not only to this project, but also to future projects.



Pathways run through Water Street River Park and around the pavilion.

The questions used in the survey will be refined in coordination with the Town, but will include information related to recreational uses, support for infrastructure investments, demographics, and/or what respondents would like to see in Northfield that would make their stay more enjoyable and encourage them to utilize the Town's assets. Data collected will include identification of origins and destinations within the project area. This data will be analyzed and included in the final report and incorporated into the recommendations.

**3.2: Class 1 Highway Analysis.** The D&K team will review issues associated with jurisdiction of Route 12 and provide an assessment of Class 1 town highway reclassification in Northfield Falls. Many communities that have a state-controlled highway through an area like Northfield Falls, where walkability and bikeability are a priority, find that state policies constrain options available to achieve their goals. Reclassification of VT Route 12 in Northfield Falls may be an option to consider, as it would allow greater flexibility in terms of developing safer, pedestrian friendly connections to Northfield Village.



**3.3: Develop Route Alternatives.** The D&K team will compile data collected to-date and work with the Town to identify potential route alternatives to address project goals. The alternatives will address the current and future needs of pedestrians and bicyclists and identify potential opportunities to implement trail amenities (where appropriate), including whether the trail is on- or off- road, and the transitions in between varying treatments. To develop a clear understanding of what alternatives are most useful, we will consider the following:

- **Anchors** - where do people need to go or where are they starting from? This would include places like the Elementary and High Schools, Norwich University, the Common, etc.
- **Linkages** - What corridors currently connect these locations? The team would look at existing infrastructure, as well as other corridors such as stream and river corridors, valleys, ridgelines or utility corridors.

The alternatives will be shown graphically in plan view on the base mapping and may include typical sections and renderings, as appropriate. Alternatives will include a variety of options to meet the non-motorized transportation needs for the project area, as well as to enhance the project area's connections while considering surrounding aesthetics.

#### **Task 3 Deliverables:**

- Summary memo including existing data, existing and future use values, input survey, Class 1 highway analysis and route alternatives.

### **Task 4: Engage Stakeholders**

**4.1: Route Resources and Information Guide.** D&K will review common practices including route profile and type information from existing documents developed by VTTrans, the Cross Vermont Trail Association, etc. Using this information, the project team will build a brief resource guide of potential funding sources for trail planning and construction. This guide could be used at





engagement events to help provide visuals on what the routes could look like and help the community identify preferences for its trail system.

**4.2: Engagement and Outreach.** Stakeholder engagement is essential to developing a clear set of alternatives that meets the community's goals and has the support of residents. Northfield has many events that are opportunities for face-to-face communication and education. D&K proposes the following:

- **Stakeholder Interviews** - The project team will conduct face-to-face interviews with staff and key stakeholders early in the project to understand current trends, specific issues around infrastructure and opportunities for infrastructure investment. Interviews would include Town officials and leaders of stakeholder groups, such as the Paine Mountain Trails Alliance or the Northfield Community Development Network.
- **2019 Project Kickoff at Night on the Common** - D&K will introduce event attendees to the project through a presentation that outlines the project's purpose and goals and provides insight into the possible approaches to developing alternatives.
- **Fall & Summer Walk & Talks** - D&K will work with the Project Committee to develop up to four walk and talk events. D&K staff will join members of the Project Committee, local officials, and interested participants on walking tours of key areas of the community to discuss existing and potential infrastructure investments and collect thoughts and anecdotal information from regular users of the transportation system and to guide the alternative planning process.
- **Norwich Events** - Norwich University is a key player in Northfield's villages, and it is important that they be consulted and invited to offer input into the process. D&K proposes two meetings or presentations at to-be-determined events. In the fall of 2019, our team will seek to engage with Norwich representatives and interested stakeholders to introduce them to the project and determine what needs they may have relating to connectivity and access to Norwich's outdoor recreational assets.
- **Pop-up Event** - Community Workshop will provide planning and concept support for the final pop-up event, including collaborating with the project committee to design installations and a concept, create build plans, work with volunteers, publicize the event, showcase potential long-term solutions, and gather feedback.
- **Tabling** - Throughout the project, with assistance from D&K staff (in the form of materials, handouts, etc.), the Project Committee and volunteers will provide outreach by tabling at regular events such as the Farmer's Market, the Town Meeting, and the Paine Mountain Trail Race.

#### **Task 4 Deliverables:**

- Route information and Resource guide
- Technical memorandum that reviews public engagement process and summarizes the results of public opinion



D&K's Julia Ursaki, El, and Chris Sargent, AICP, CFM, pictured above at a 2018 outreach event for a Master Planning project in Danville.

## Task 5: Evaluate and Refine Alternatives

**5.1: Develop Prioritization Matrix.** In order to adequately prioritize alternatives, D&K will work with the Project Committee to develop a prioritization matrix that reflects the project goals and desired outcomes identified at project kickoff. As alternatives are identified, they will be graded against the criteria to determine which are most consistent with the community's goals and desired project outcomes.

**5.2 Refine Alternatives.** Through public input collected, the team will identify the most promising alternatives for connectivity and infrastructure improvements within the project area. The alternatives should be holistic, encompassing a combination of land use, on-road and off-road strategies. The tools for evaluating transportation alternatives will include multimodal level of service analysis, in which the project area will be evaluated for the quality and safety for all modes of travel on balance. Recommendations for wayfinding may be provided for vehicular and pedestrian guidance and safety. Trailhead enhancements will also be considered.

**5.3 Technical Review.** D&K staff will provide the refined alternatives to appropriate state and regional staff for their review and comment.

### *Task 5 Deliverables:*

- Meeting minutes
- Responses to technical review from state and regional stakeholders
- Alternatives described in graphic and narrative form, and data and matrix analysis to help build understanding of the choices

## Task 6: Economic Analysis

**6.1: Review and Update Existing Data.** During the prior plan developed for Northfield through the Vermont Downtown Action Plan process, a market study was conducted for Northfield. The project team will review the data from this plan and provide updated market data for both Factory (Northfield) Village and Northfield Falls. As the firm responsible for collecting the initial data, this will be an invaluable tool to begin analysis of the impacts of improvements that connect Paine Mountain with the designated village centers.



D&K's Chris Sargent, Project Manager, has led the development of a project-specific logo and branding for the Bike-Ped Connectivity Project in Hyde Park.



Signage at the Northfield Municipal Forest



Master Plan alternatives will consider connection to recreational facilities trailhead enhancements.



## 6.2 Evaluation of Economic Impacts of

**Improvements.** The master plan process will establish alternatives for connection alternatives among Northfield Commons, Paine Mountain, and Northfield Falls. The alternatives will be evaluated based on the cost/benefit of each and how each may enhance the economic vitality of both designated village centers. This analysis can be used to inform the decisions on which alternative will have the most potential for a positive economic impact based on access to existing development, new development potential, and ease of use by multimodal means.

## 6.3 Market Report and Potential Impacts of

**Preferred Alternative.** The economic impact of the preferred alternative will be explored in greater detail including potential investment sites, revenue generation of those sites, increased support of existing businesses, and long-term potential of the sites. These will be evaluated as a whole and as direct and induced impacts for the Town.

### *Task 6 Deliverables:*

- Economic impacts and benefits analysis report

## Task 7: Stormwater Planning

The Northfield Wastewater collection system originally contained three Combined Sewer Overflows (CSO) outfalls. An extensive separation project in the 1990s eliminated two of the outfalls, leaving the East Street CSO as the only CSO in the system. The Town is required to have the East Street CSO (#04) in compliance with the 2016 CSO Overflow Rule under the pending 1272 Order to be issued by the Watershed Management Division Wastewater Program.

Catch basins along South Main Street, between South Street and Slate Avenue, connect to the existing 16-inch diameter sanitary sewer main. Slate Avenue, Elm Street, and Prospect Street have combined sewers that flow towards and connect to the South Main Street sanitary sewer main. At the upper end of Slate Avenue, the catch basins discharge overland, not connecting to a sewer main.

The following subtasks performed by D&K will assist the Town of Northfield in addressing the health, sanitation, and security concerns created by CSO #04 and the environmental concerns created by stormwater problem areas within the Town's existing transportation network.

**7.1: Meeting with Town Personnel.** D&K will meet with Town personnel to discuss stormwater problem areas. After identifying the areas, D&K and Town personnel will visit several areas to observe the existing conditions, including subcatchment characteristics and spatial constraints. D&K will provide conceptual solutions for the problem areas identified at this meeting.



D&K is currently teamed with Tripp Muldrow of Arnett Muldrow & Associates to conduct a market analysis for the Town of Fairlee to include a demand-side analysis for potential uses, additional attractions and offerings that would enhance the visitor experience.



Woodstock Village Revitalization: Working with the Town Economic Dev. Committee, D&K developed a conceptual streetscape enhancement plan. Rendering by Sophie Sauv , PLA, ASLA, LEED AP.

Also, at this meeting, D&K and Town personnel will observe the conditions in the area of Slate Avenue, Elm Street, Prospect Street, Highland Avenue, and Byam Hill. Figure 4-2 of the Preliminary Engineering Report identifies three locations along Highland Avenue and an alternate location on Elm Street for infiltration trenches. D&K will discuss design considerations with the Town and possible alternatives to achieve the desired goals of stormwater treatment.

**7.2: Desktop Analysis.** D&K will prepare a desktop analysis of the area of Slate Avenue, Elm Street, Prospect Street, Highland Avenue, and Byam Hill to evaluate the stormwater treatment options discussed with the Town. The desktop analysis will utilize LiDAR data from the Vermont Center for Geographic Information website to determine subcatchment areas and land cover types. Also, we will obtain soil characteristics to calculate runoff curves and potential infiltration rates used to size the treatment practices.

**7.3: Collect Field Data and Design Stormwater Mitigation.** If an infiltration practice is identified to be the selected best management practice, with the help of Town personnel and equipment, D&K will conduct infiltration practices within the proposed practice area. The infiltration testing will be used to enhance the desktop analysis prepared in Task 8.

**7.4: 60% Design Plans.** D&K will prepare the 60% design plans and cost estimate for the stormwater treatment options in the area of Slate Avenue, Elm Street, Prospect Street, Highland Avenue, and Byam Hill. The 60% Design Plans will be provided to the Town for review and comment. The preliminary plans will include all the information from the conceptual plans and will add further detail, including any stormwater drainage and required erosion prevention and sediment control measures. The preliminary plans will contain:

- Title Sheet
- Typical Sections
- Existing Conditions Plan
- Drainage details
- Erosion prevention measures and details

The 60% design plans and updated Opinion of Probable Construction Costs will be submitted to the Town in .pdf for comment and approval to move forward. D&K will meet with the Town to discuss the 60% design plans.

**7.5: 100% Design Plans.** D&K will submit 100% Design Plans along with an updated Opinion of Probable Construction Costs for the Town's review and concurrence. The 100% Design Plans will incorporate appropriate comments provided by the Town. Upon approval from the Town, these plans will be signed and stamped by a D&K Vermont-licensed Professional Engineer.



D&K previously provided engineering and permitting services for the restoration of 550 feet of the Dog River and related drainage improvements to alleviate flooding problems in the Village of Roxbury. The project involved significant wetland disturbance through creation of a new drainage swale, berm, and sediment basins and required clearance from both state and federal regulators.



While Northfield has paths connecting the villages with nearby residential areas, river access should be considered as part of this project.



The 100% Design Plans will include the following items:

- 100% Design Plans
- Opinion of Probable Construction Costs
- Performance Specifications (included on Plans, where appropriate)

## Task 7 Deliverables:

- Summary report of potential stormwater problem areas, design work for three priority site and cost estimates for construction.

## Task 8: Develop Final Master Plan Report

**8.1: Draft Master Plan Report.** D&K will develop a Ridge and River Routes Master Plan Report that pulls together the reports written in previous project phases, including the existing condition assessment, alternatives analysis, engagement summary, economic impact assessment and stormwater designs. Our team envisions the report to focus on:

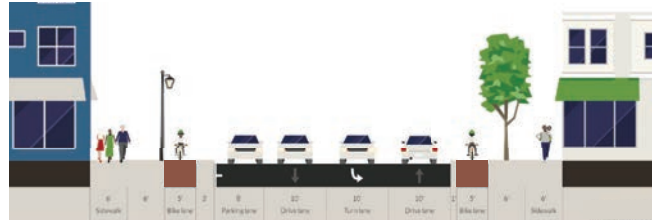
- **Streetscape Strategy** - The Ridge and River Routes Plan will describe the recommended village streetscape improvements focusing on pedestrian and bicycle comfort and safety and identifying priority areas for investment.
- **Transportation Connectivity** - Connecting Northfield's villages to key activity centers is an important aspect of the villages' vitality. The preferred alternative for a shared use path will be presented.
- **Implementation** - The preferred alternatives will be identified and outlined in terms of priority, timeline for investment, and potential costs. The next steps for alternative implementation will be identified.

**8.2: Present Plan to Public.** D&K will present the draft Ridge and River Routes Master Plan to the Project Committee, Selectboard and community at a public workshop. The presentation will include a summary of key strategies and an overview of preferred alternatives. Public comment will be encouraged.

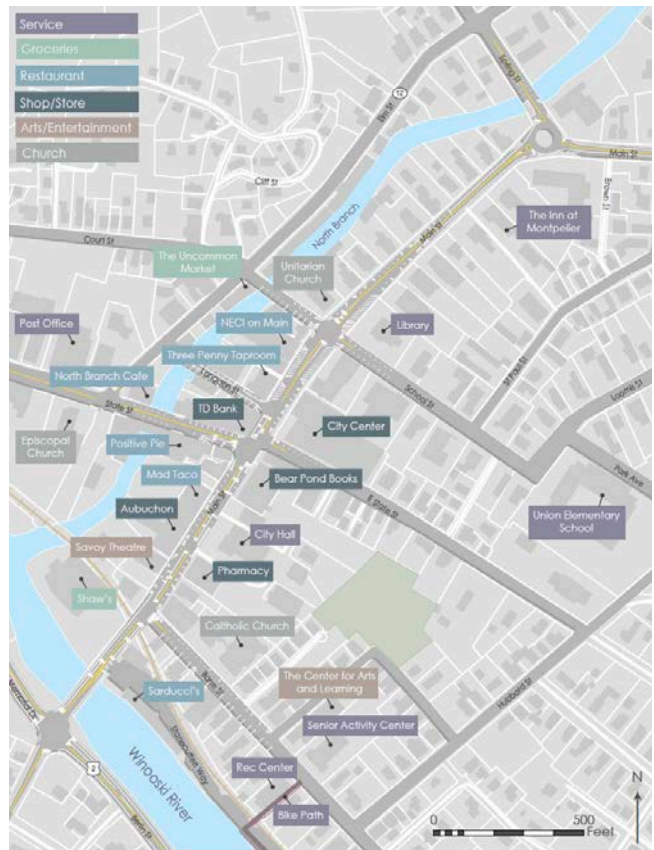
**8.3 Deliver Final Draft.** D&K will incorporate final comments into the plan and deliver a final draft of the Master Plan with Implementation to the Northfield Project Committee.

## Task 8 Deliverables:

- Public presentation materials and notes from meeting
- Final draft of the Master Plan and visualizations distributed in digital format



Cross Section from Scoping Study at Rite Aid, Montpelier, by D&K.



Downtown Montpelier Main and Barre Street Bicycle and Pedestrian Scoping Study project area map by D&K

## Proposed Schedule

D&K is a 130-person consulting firm with planning and engineering staff who have experience completing similar projects in other Vermont communities. The D&K team is well-positioned to provide efficient, cost-effective services to successfully meet the deliverables and timeline of the project as outlined in this proposal. D&K has modified the project schedule in order to make the most efficient use of Northfield's grant monies. The schedule of tasks and deliverables will be agreed upon at the kickoff meeting. Our proposed schedule follows.

Tasks	2019					2020											
	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
<b>Task 1: Project Management &amp; Coordination</b>	●																
1.1: Project Kickoff																	
1.2: Project Communications and Meetings	●																
1.3: Community Engagement and Outreach Plan																	
<b>Task 2: Gather Background Info &amp; Existing Conditions</b>																	
2.1: Assess Existing Conditions																	
<b>Task 3: Develop Survey, Data, Maps &amp; Alternatives</b>																	
3.1: Refine Data																	
3.2: Class 1 Highway Analysis																	
3.3: Develop Route Alternatives																	
<b>Task 4: Engage Stakeholders</b>																	
4.1: Route Resources and Information Guide																	
4.2: Engagement and Outreach																	
<b>Task 5: Evaluate &amp; Refine Alternatives</b>																	
5.1: Develop Prioritization Matrix																	
5.2: Refine Alternatives																	
5.3: Technical Review																	
<b>Task 6: Economic Analysis</b>																	
6.1: Review and Update Existing Data																	
6.2: Evaluation of Economic Impacts of Improvements																	
6.3: Market Report and Potential Impacts of Alt.																	
<b>Task 7: Stormwater Planning</b>																	
7.1: Stormwater Planning																	
<b>Task 8: Develop Final Master Plan Report</b>																	
8.1: Draft Master Plan Report																	
8.2: Present Plan to Public																	
8.3: Deliver Final Draft																	

### KEY:

● Meeting



## Proposed Project Budget

Our proposed summary of estimated labor hours by task follows.

TASK	CLASS OF LABOR								Total Hours	Cost Per Task (\$)
	Project Manager C. Sargent	Landscape Architect S. Sauve	Transp. Planner/ Engineer J. Ursaki	Senior Engineer M. Hildenb.	Project Engineer C. Rivet	Civil Engineer L. Martin	Senior Planner T. Muldrow	Community Engage. Specialist		
Task 1: Project Initiation & Management										6,030.
1.1: Project Kickoff	8	8	4					3	23	
1.2: Project Communication and Meetings	16	4	4						24	
1.3: Engagement and Outreach Plan	6							6	12	
Task 2: Existing Conditions Analysis										3,620.
2.1: Assess Existing Conditions	8	10	24						42	
Task 3: Survey, Data, Maps and Alternatives										11,985.
3.1: Refine Data	10	20	21						51	
3.2: Class 1 Highway Analysis			8						8	
3.3: Develop Route Alternatives	8	36	36						80	
Task 4: Engage Stakeholders										13,450.
4.1: Route Resources & Information Guide			30						30	
4.2: Engagement and Outreach	20	20	20					56	116	
Task 5: Evaluate and Refine Alternatives										6,745.
5.1: Develop Prioritization Matrix	8		8						16	
5.2: Refine Alternatives	4	16	16						36	
5.3: Technical Review	7	8	8						23	
Task 6: Economic Analysis										6,750.
6.1: Review and Update Existing Data							10		10	
6.2: Refine Alternatives							30		30	
6.3: Technical Review							14		14	
Task 7: Stormwater Planning										33,290.
7.1: Meeting and Site Visit	4	10		10	10	4			38	
7.2: Desktop Stormwater Analysis		25		12	16	24			77	
7.3: Field Data Collection					2	20			22	
7.4: 60% Design Plans	6	16		12	25	70			129	
7.5: 100% Design Plans	6	16		12	25	62			121	
Task 8: Develop Plan										8,910.
8.1: Draft Plan	20	15	20						55	
8.2: Present Plan to Public	8	8	8						24	
8.3: Deliver Final Draft	8		8						16	
<b>Total Labor Hours</b>	<b>147</b>	<b>212</b>	<b>215</b>	<b>46</b>	<b>78</b>	<b>180</b>	<b>54</b>	<b>65</b>	<b>997</b>	
Hourly Rates	\$115	\$90	\$75	\$115	\$85	\$75	\$125	\$100		

The D&K team's proposed cost per task is included above. D&K's overhead rate is 159.97%

**Our total firm fixed price for services detailed in this document is \$94,444.00**

(Cost Estimate includes expenses: D&K= \$864; Community Workshop= \$1,300;

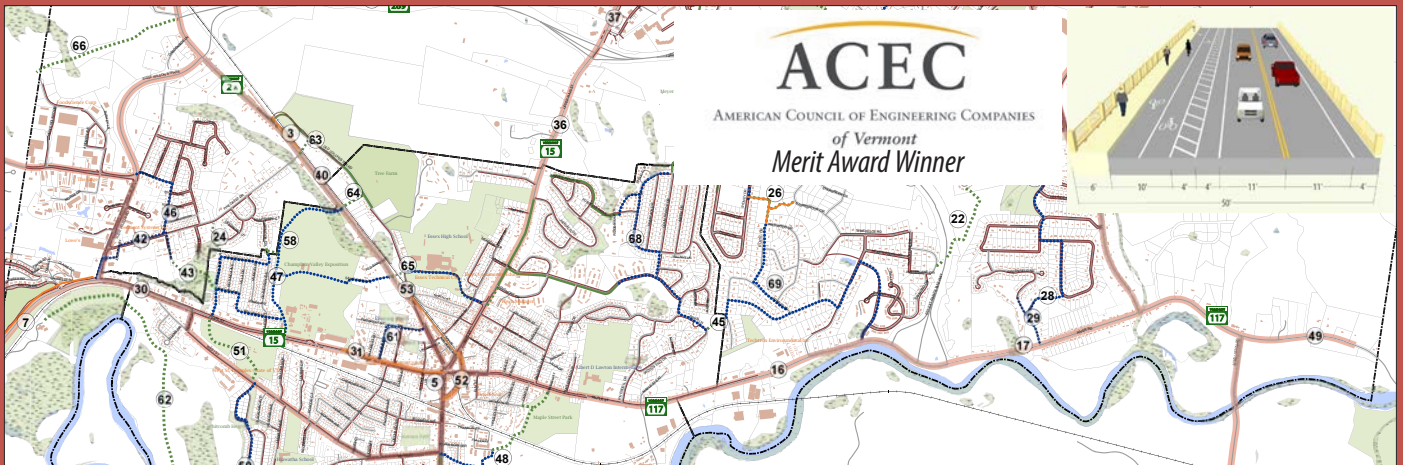
Arnett & Muldrow = \$1,500)

## Qualifications and Staffing

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

Established in 1962, D&K is a full-service consulting firm providing multidisciplinary planning, design, and construction engineering services to municipal, state, and federal clients. The firm employs over 130 engineers, scientists, planners, designers, surveyors, technicians, permitting specialists, and support personnel. D&K has supported regional commissions, municipalities, and state agencies with a wide range of planning and engineering services. D&K's relevant in-house services include:

- Public Engagement/Meetings and Outreach
- Downtown Streetscape Plan
- Master Planning
- Community Planning
- Transportation Planning and Engineering-Traffic Modeling, Non-Motorized Transportation, Complete Streets
- Utility Design, Identification, Coordination
- Permitting and NEPA
- Drainage and Stormwater Management
- Water/Wastewater Design
- Roadway and Bridge Design
- Land Use Planning
- Natural Resource Planning
- Landscape Architecture
- Bicycle and Pedestrian Facility Design
- Traffic Analysis and Signalization
- Wetlands, State and Federal Permitting
- Water Resources Engineering
- Survey, Right of Way
- Construction Cost Estimating
- Construction Administration and Observation



**Bicycle and Pedestrian Plan, Essex and Essex Junction, VT.** With funding from CCRPC's Technical Assistance Program, D&K worked with the Town, Village, and regional representatives to develop a 20-year bike-ped strategic plan. Taking advantage of innovations in bike-ped design, the plan provides cost-effective techniques and identifies both high cost "big ticket" projects and smaller "DIY" interventions that municipalities can incorporate into ongoing projects at little cost. It is the first plan in Vermont to recognize that bicycle networks need to be planned for a broad range of cycling abilities and levels of confidence.



D&K planning staff includes planners and engineers experienced in working with Vermont communities, agencies, and the public on a variety of planning projects. Our proposed team has experience developing land use plans and regulations, streetscape design concepts, street design guidelines, and construction documents for improvements that are proven to enhance and revitalize villages and downtowns by incorporating bicycles, pedestrians, transit, parking, and automobiles in a limited space.

The team is experienced in developing land use plans and regulations, streetscape design concepts, street design guidelines, and construction documents for improvements that enhance and revitalize villages and downtowns by incorporating bicycles, pedestrians, transit, parking, and automobiles in a limited space.

D&K routinely uses ArcGIS, PowerPoint, SimTraffic model simulations, SketchUp modeling, and photosimulations to enable the public, agency officials, clients, and other stakeholders to be actively engaged in Vermont's community planning projects.



D&K's Chris Sargent, AICP, hosting a Coffee Table Meeting as part of the Jericho Commercial District Planning project in 2018

## Subconsultants

**Community Workshop** is a Vermont-based consulting firm that specializes in bringing creative engagement, planning, placemaking, and facilitation to towns, organizations and networks across North America. Community Workshop helps communities get organized, envision bright futures, and make it happen. Building on years of experience working together at the Orton Family Foundation, partner Rebecca Sanborn Stone emphasize community capacity building, placemaking and creative engagement. This approach leaves people and communities with the skills, relationships and enthusiasm to think big and make great things happen.

**Arnett Muldrow & Associates**, was established in 2002 to help communities that want to rebuild their aging downtown, reinvigorate their urban neighborhoods, and create economic development opportunities. The firm has worked in over 400 communities in 38 states and uses an approach that combines stakeholder involvement with creative planning solutions to meet their goals. Their areas of expertise include urban planning, economic development, community branding, and historic preservation. Tripp Muldrow brings experience working in many Vermont communities.



Pop-ups are a great way to actually DO something quickly. And when you do something that people really want, they get excited for more. We use pop-ups to show people that we've heard their ideas and that progress is possible.

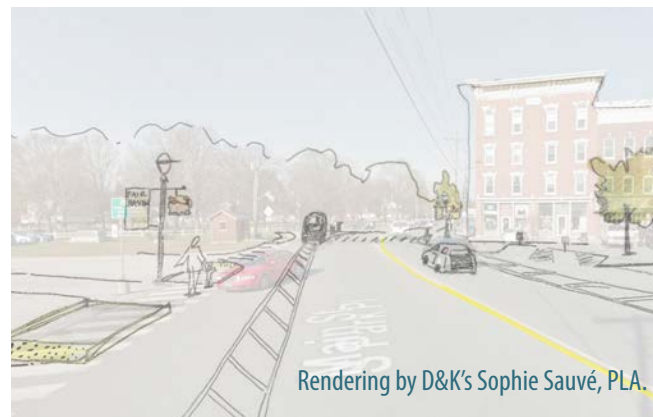
*Summaries of individual staff members follow; detailed resumes for the proposed project team are included at the end of this document.*

## Project Team

**Chris Sargent, AICP, CFM, Project Manager/Senior Planner**, will serve as the primary point of contact and will manage D&K services and oversee public and online engagement. Chris has 17 years of experience in community planning with expertise in municipal planning and government, natural resource conservation, zoning regulation, permit analysis, facilitation and public engagement. He has extensive experience working with communities to engage the public, having worked with over 25 communities to develop their own municipal vision for the future including the Town of Fairlee. Chris has overseen the development of long-range regional planning policy, including land use, natural resource protection and energy. He has assisted state agencies with the development of land use and energy planning policy that guides regional and municipal renewable energy planning. He is currently overseeing the development of the Danville East-West Activity Connections Activity Center Master Plan and the Hyde Park Main Street Action Plan. As a Community Planner, he has a firm understanding of state land use regulations, planning and public process for the development of land use, and planning projects for local, regional, state and federal clients.

**Sophie Sauvé, PLA, ASLA, LEED AP, Landscape Architect**, has 12 years of experience providing landscape design and urban planning to communities of varying scales. She has collaborated on projects in both rural and urban settings on streetscape enhancements, green infrastructure, open and public space design, traffic calming, and multimodal strategies for numerous Vermont communities. Sophie understands the needs of motorists, pedestrians, and cyclists of all abilities, and she has significant experience leading and supporting public engagement programs aimed at addressing the needs and concerns of residents, government officials, and business owners with regard to placemaking. Her strengths include designing inclusive, green spaces, and developing compelling visualizations to convey plans and concepts to the general public. Sophie has provided technical input and guidance on designing green infrastructure throughout the state's towns. She co-authored the Vermont Green Streets Guide, a planning and design guide to developing streets that serve all modes, mitigate their environmental impact, and create great and vibrant places. She previously supported the Town of St. Johnsbury's study to identify safe, feasible, and affordable improvements at the intersection of US Route 5/South Main Street/Alt US Route 5. Sophie will support public outreach and engagement, the alternatives workshop, development of recommendations and report.

**Julia Ursaki, EI, Transportation Planner/Engineer**, will support data collection and assist in public engagement and outreach. Julia has experience with multimodal transportation research and planning for municipal and state-funded projects. She has conducted research on bike share equity



Sophie Sauvé, PLA, was Landscape Architect and project manager for Fair Haven's Downtown Streetscape Improvement Plan 2019. The project is a three-part study of traffic, economic development and beautification in the Designated Village. D&K identified priority areas to evaluate for traffic circulation, safety challenges, and streetscape enhancements that better define public spaces in the commercial area; supporting Fair Haven's economic vitality and sense of place.



Julia Ursaki, EI, discusses project area with members of the Hyde Park Community at an Ice Cream Social Event.



and demographics, using GIS analysis tools. She has assisted with the design of bicycle, pedestrian and roadway transportation projects, and provided data analysis to advance transportation planning and design projects. Julia is experienced in AutoCAD and ArcGIS, MicroStation, Adobe Creative Cloud, and more. She has experience creating user-friendly online maps where spatial data can be explored and displayed through ArcGIS online.

**Michael Hildenbrand, PE, Senior Engineer,** has 18 years of experience in the design and permitting of site/civil engineering for commercial, civil, recreational, and governmental facilities. Michael has significant expertise in stormwater management and permitting and is thoroughly knowledgeable of updated Vermont stormwater regulations. He regularly provides Act 250 permitting support (VT ANR) and annual permitting for construction projects. He served as Project Manager for final design, bid and construction phase services of a public park following the post-Irene buyout of multiple flood-damaged properties in Bethel, Royalton, and Rochester. *He will lead stormwater planning services for this project.*



At the Berlin Town Offices, D&K is currently supporting the design and implementation of a gravel wetland to treat stormwater runoff from the town office site.

**Chris Rivet, PE, Project Engineer,** will provide engineering support for stormwater management and utilities. Chris has eight years of Vermont experience in site design and significant expertise in stormwater infrastructure design and permitting. He is thoroughly knowledgeable of updated Vermont stormwater regulations, under VTrans direction, he evaluated and designed stormwater for a 1.25-mile section of US 5 in Brattleboro. He has supported an FRP implementation plan for the Village of Essex Junction, and permitting of stormwater collection conveyance and treatment system as part of the One Taylor Street Transit Center project. *He will support stormwater planning for this project.*

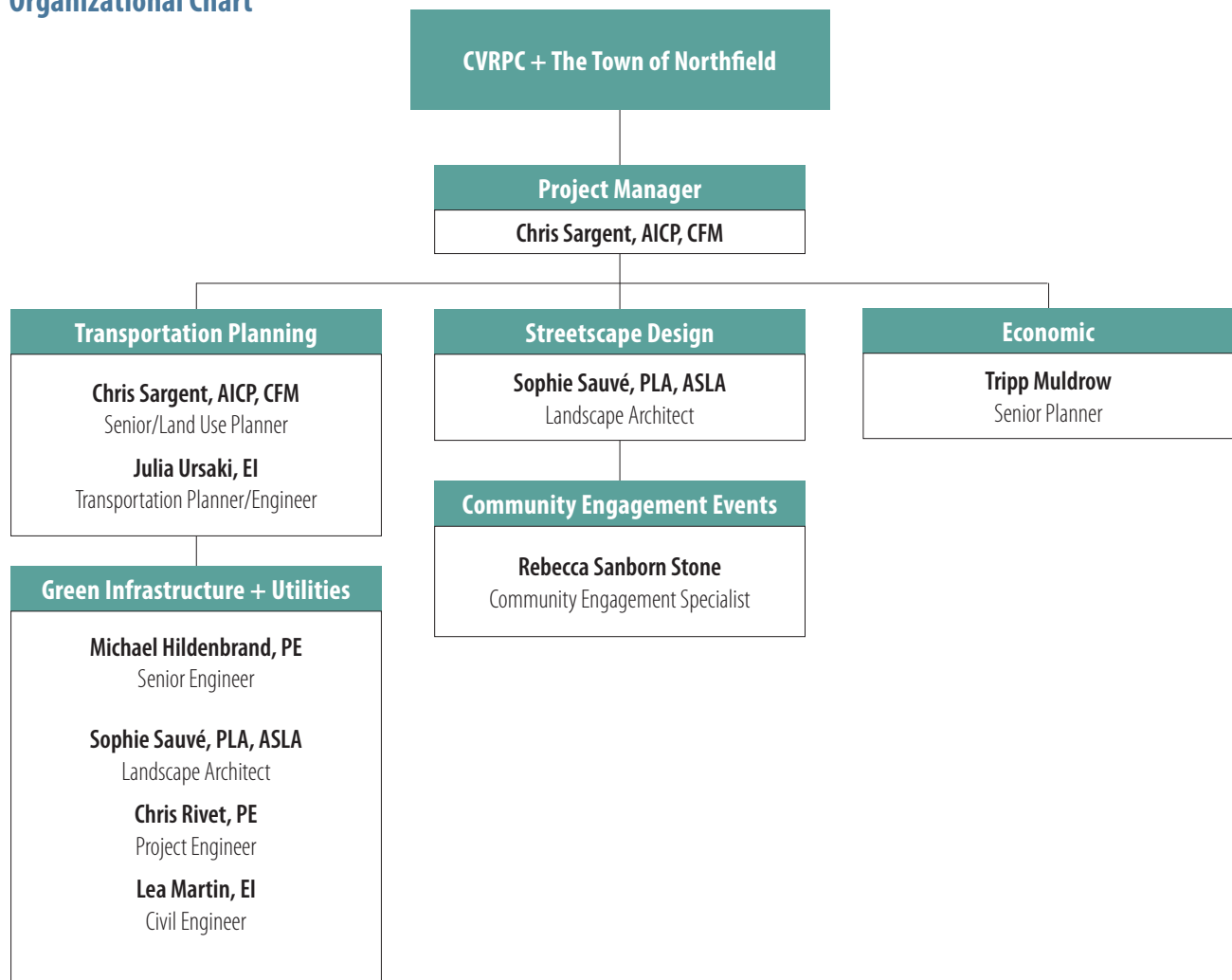
**Lea Martin, EI, Civil Engineer,** has experience with public and private projects, including stormwater management, water resources engineering and permitting support. Her responsibilities include AutoCAD design, permit preparation and submissions, written reports, budgeting, probable construction estimation, contractor selection, communication between clients and contractors, and meetings with clients. *She will support stormwater planning for this project.*

#### *Subconsultants*

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

**Tripp Muldrow, FAICP**, is an accomplished **Senior Planner (Arnett Muldow & Associates)** with over 25 years of experience in a broad range of areas in the planning profession. Tripp's focus has been connecting physical planning and urban design projects with economic development strategies in small and medium sized communities. Tripp has authored downtown market studies, master plans, economic development strategies, and community marketing plans for over 300 places in the U.S. and abroad. He has worked on the ground implementing plans as an urban economic developer working for cities, redevelopment authorities, and extensively with state and local Main Street programs. Tripp is a skilled public facilitator and talented writer. He is equally comfortable conducting public meetings, facilitating community groups, writing technical reports, and distilling complex technical information for general audiences. Tripp was humbled to be inducted into the 2018 class of Fellows of the American Institute of Certified Planners. Select project experience: Blacksburg Downtown Strategy Planning, Blacksburg, VA; State College Downtown Master Plan, State College, PA; Downtown Development Plan, Laramie, WY; Downtown Market Study and Economic Development Plan, Ellensburg, WA; Starkville Comprehensive Plan, Starkville, MS; West Lafayette Downtown Plan, West Lafayette, IN. *He will provide the economic market analysis for the project.*

## Organizational Chart







## References

Below is contact information for D&K's professional references for whom similar projects have been completed within the last three years.

*Contact:* Kate Whitehead, Chair, Danville Village to Village Project

Town of Danville

PO Box 183

Danville, VT 05828

802-684-3352, [kwhitehead.danvillevt@gmail.com](mailto:kwhitehead.danvillevt@gmail.com)

*Project:* Danville East-West Activity Connections Activity Center Master Planning

*Contact:* Susan Bartlett, Selectboard, Chair

Town of Hyde Park

344 Route 15 West, PO Box 98

Hyde Park, VT 05655

802-888-5591, [ron@hydeparkvt.com](mailto:ron@hydeparkvt.com)

*Project:* Hyde Park Main Street Action Plan

*Contact:* Dean Bloch, Town Administrator

Town of Charlotte

PO Box 119

Charlotte, VT 05445

802-425-3071, [dean@townofcharlotte.com](mailto:dean@townofcharlotte.com)

*Project:* Charlotte Town Link Trail

*Contact:* Rita Seto, Senior Planner

Two Rivers Ottauquechee Regional Commission

128 King Farm Road

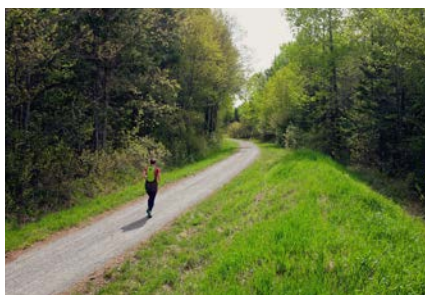
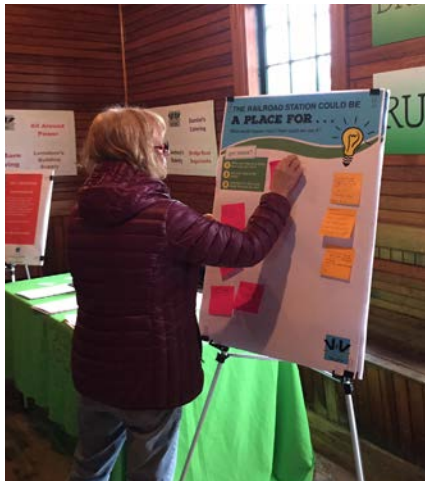
Woodstock, VT 05091

802-865-7284, [rseto@trorc.org](mailto:rseto@trorc.org)

*Project:* Bicycle and Pedestrian Scoping Study, Town of Rochester

## Representative Experience

Details of these and other relevant projects are included on the following pages.



## Danville East-West Activity Connections Activity Center Master Planning

DuBois & King is developing a master plan with the Town of Danville, Northeastern Vermont Development Association, area businesses, and the public. The plan's objective is to capture the momentum of the recently completed Lamoille Valley Rail Trail, US 2 reconstruction, and a surge in new local merchants and arts venues to make Danville and West Danville accessible to a greater variety of visitors and residents.

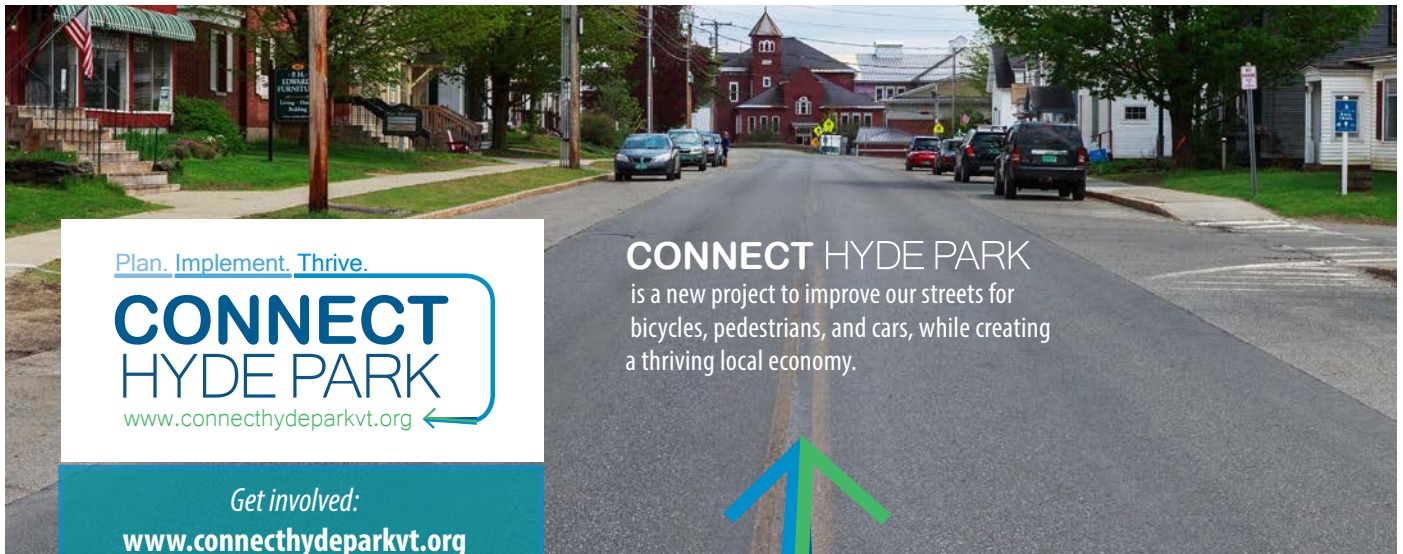
Focusing specifically on wayfinding improvements to new human-powered transportation and recreational amenities and redevelopment of the Danville Train Station building, the project is a community-focused effort to encourage trail users and others to linger longer and enjoy the scenic area, recreate, and engage local businesses while promoting nearby points of interest. D&K is engaging stakeholders through public meetings and activities; project websites; booths and community events; inventory, evaluation, and mapping of recreational amenities, landmarks, and infrastructure within the East-West Danville corridor; and preparation of a master plan.

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*\* Top photos: from community engagement events; (bottom) rendering by D&K*





## Transportation & Community Development, Hyde Park Main Street Action Plan

Hyde Park maintains the classic look, feel, and land use context of a small Vermont town. DuBois & King is helping the Village develop a plan to highlight Hyde Park as a passive and active recreational destination. The Village of Hyde Park is located on the recently reconstructed Lamoille Valley Rail Trail within 10 miles of Vermont's Long Trail, and is home to the 653-acre Green River Reservoir. The Village is interested in encouraging more visitors to frequent the area and evaluating opportunities to improve Main Street's hardscape amenities, wayfinding, multimodal facilities, and utilities. The plan will evaluate ease of use for alternate forms of transportation throughout the Town, local points of interest, aesthetics, streetscape improvements, landscape architecture, and socioeconomic data, including land use context and property values to inform the Village's action plan.

### CREATING AN ECONOMY OF PLACE

Community Workshop led the process to create and design pop-up placemaking projects, as well as youth and school engagement. Project paired economic and transportation studies with pop-up projects to test potential long-term solutions.

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[www.dubois-king.com](http://www.dubois-king.com)

*\* Top photo; project logo/information postcard by D&K, side photos community outreach event*



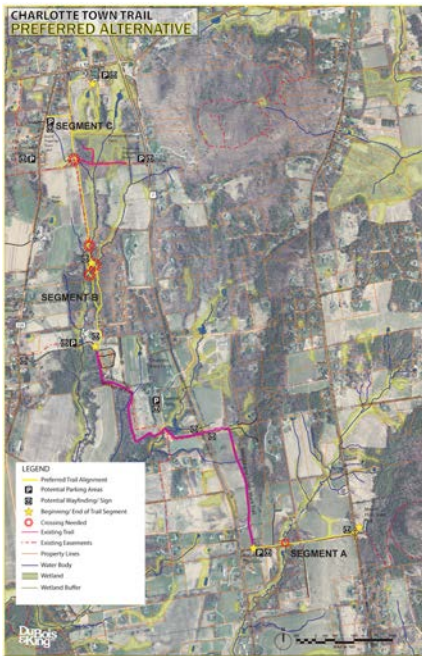
## Woodstock Village Revitalization Project Woodstock, Vermont

DuBois & King (D&K) is working with the Economic Development Committee of the Town of Woodstock to develop a conceptual plan for the Revitalization of Woodstock Village. D&K is evaluating existing conditions in the Village and conducting public outreach to facilitate the development a community vision for the future of the Woodstock Village streetscape. The project focus is highlighting safety concerns for pedestrians and cyclists and identifying opportunities for improvements. D&K held an open house to collect public input and concerns, and will provide alternative approaches to revitalizing the Village through design recommendations, associated costs, and phasing strategies. D&K will also identify design options that could be further evaluated for the project. This project is ongoing.



*\* Top photo; Rendering by Sophie Sauvé, PLA; side photos (top) map of project, (middle) invitation to community meeting, (bottom) D&K's Chris Sargent, AICP, hosting project information tabling at local Farmer's Market 2018*





## Town Link Trail Scoping Study Charlotte, Vermont

The Town Link Trail is a significant recreational asset of the Town of Charlotte—providing a safe route to travel throughout Charlotte, linking residences, businesses and public recreational opportunities.

DuBois & King evaluated the context, opportunities and constraints of the potential alignment of the multi-use paths. D&K designed alternatives, and described associated challenges and costs associated with developing the trail in a final report.

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

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& King** inc.

[www.dubois-king.com](http://www.dubois-king.com)



## Bicycle and Pedestrian Scoping Study Rochester, Vermont

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

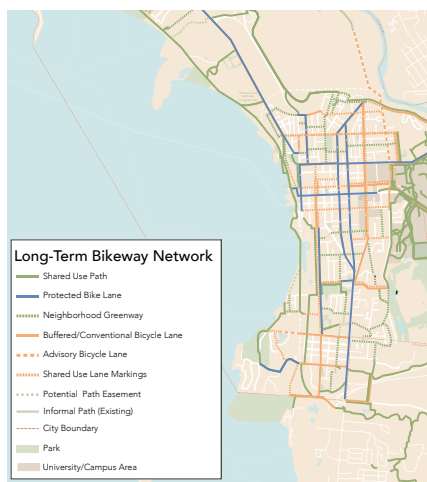
The study includes assessing the feasibility of re-imagining an important intersection in the Village, providing options for connecting key destinations within the Village to the sidewalk network and identifying opportunities for 'testing' the selected alternatives for further community input. The final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

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

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## Transportation and Multimodal Projects Burlington, Vermont

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

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

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

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

*\* Top image: concept plans for King Street Neighborhood; side photos (top) planBTV public outreach efforts including handlebar survey, (middle) Walk Bike Master Plan conceptual plan by D&K, (bottom) demonstration placemaking event*

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& King** inc.

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# DIY PLACE- MAKING RECIPE BOOK

2019-PRESENT

PARTNERS

AARP VERMONT

**COMMUNITY  
WORKSHOP**

## COOKING UP COMMUNITY IMPROVEMENTS

Placemaking is taking small towns by storm. All across America, communities are re-energized and making rapid progress as they experiment with low-cost projects like parklets, wayfinding, pop-up shops and bike lanes. But too often, communities are reinventing the wheel as they work independently to adapt them for use in rural areas and communities with smaller budgets.

Community Workshop is partnering with AARP Vermont to create a "recipe book" for DIY Placemaking projects -- small-scale projects that work for small-scale places. These quick, easy, and inexpensive projects can be adapted to nearly any place and created by teams of volunteers or towns with little to no staff or resources.

In addition to creating the book, Community Workshop has teamed up with AARP to offer free statewide placemaking workshops in Vermont and test out many of the recipes in the book in communities that want to try their hand at placemaking. Once finished, this free resource will be available to anyone across the United States, complete with how-to instructions, templates and downloadable resources, case studies, and information on materials and sourcing.

# ENGAGEMENT TOOLBOX

## OUR APPROACH

We believe that strong community engagement isn't about checking a box - it's one of the most important ingredients in any successful local project. It has the potential to build relationships and support for the project, gather critical input, address concerns and increase efficiency, and much more. Here's our approach.

### <GO TO PEOPLE WHERE THEY ARE>

In today's culture you can't expect people to come to you. We use a range of tools to reach people wherever we can find them -- online, at the coffee shop, at home, on the street -- and on their terms.

### <MAKE IT FUN AND DIFFERENT>

Would you rather attend a briefing or a block party? Yeah, us too. We aim to make engagement fun, surprising, easy, and different. We mix it up, combining a range of engagement tools and creating new ones all the time.

### <MAKE IT PERSONAL>

No two people are the same, no two communities are the same, and none of our engagement strategies are the same. We customize and create new tools for every community and situation we work in. And we work to make sure that every touchpoint reaches people on a personal level and addresses what matters to them.

## OUR TOOLS

## COMMUNITY WORKSHOP

Below you'll find just a sampling of creative engagement tools we've used or developed for recent projects, in addition to standard tools like websites, media, print advertising and surveys. What can we create with you?

### POSTCARDS



Postcards make it easy to both spread the word *and* gather input.

### POP-UPS



Tables and info booths are a lot more fun when they're parks!

### STREET STENCILS



Chalk paint + stencils = fun + great visibility.

### KEYPAD POLLING



Keypad polling gives everyone an equal voice.

### POSTER SESSIONS



Posters let people read, comment and weigh in on their own time.

### IDEA WALLS



Public walls get people reading, chatting and thinking.

### CHALKBOARDS



Chalkboards make it easy to weigh in anywhere.

### TEXT POLLS



Mobile polling helps engage many who don't usually participate.

### GAMES



Planning games help people understand complex choices.

### KIDVISIONS



Kids' visioning activities give the next generation a voice.

### STORYTELLING



Storytelling events and activities honor the past while moving forward.

### WORLD CAFES



Structured dialogues help people hear and understand new views.





# BETHEL BETTER BLOCK

BETHEL, VERMONT  
2016 - 2018

## PARTNERS

Bethel Revitalization Initiative  
AARP Vermont  
Team Better Block

**COMMUNITY  
WORKSHOP**

## FROM POP-UP TO PERMANENT CHANGE

In the span of a weekend, nearly 100 volunteers came together to temporarily “transform” Bethel’s downtown in Vermont’s first full-scale Better Block Project. They built pop-up shops, a temporary bike lane, a beer garden and taco stand, village beautification, wayfinding and more.

Less than two years later, the project has led to major private investment in the historic downtown. The one-block Main Street has six new businesses and four historic buildings have sold. Bethel has brought in thousands of dollars in grant funding for permanent projects such as major public art initiatives and new municipal support for action, and thousands of dollars in grant funding for permanent projects. More importantly, the project built community support for change and municipal support for pop-ups and creative placemaking, while helping residents imagine what could be and work to make it happen.

CW worked closely with local, state and national partners to create the project and follow up outcomes.





# RE- IMAGINE LACONIA

LACONIA, NEW HAMPSHIRE  
2014-2016

## PARTNERS

City of Laconia, NH  
Orton Family Foundation

## HIGH TECH + HIGH TOUCH ENGAGEMENT

When Laconia, NH embarked on a community visioning and downtown master planning process, the City knew it wanted to do things differently. They didn't know that would involve everything from beer coasters to occupying parking spaces.

Re-Imagine Laconia set a new standard for creative community engagement, employing both high-tech and "high touch" approaches to reach a diverse range of stakeholders. The project emphasized going to people where they were -- in sometimes surprising ways. Community members could offer ideas for a new vision on beer coasters at local residents or send in a quick text message. They participated in storytelling events and met at pop-up parks. The resulting vision and master plan represented far more voices than Laconia had engaged through traditional means. The process also build extensive local capacity to continue doing things differently and boosting engagement in local planning.

Community Workshop designed and led this process as a pilot Heart & Soul Community Planning project.

**COMMUNITY  
WORKSHOP**



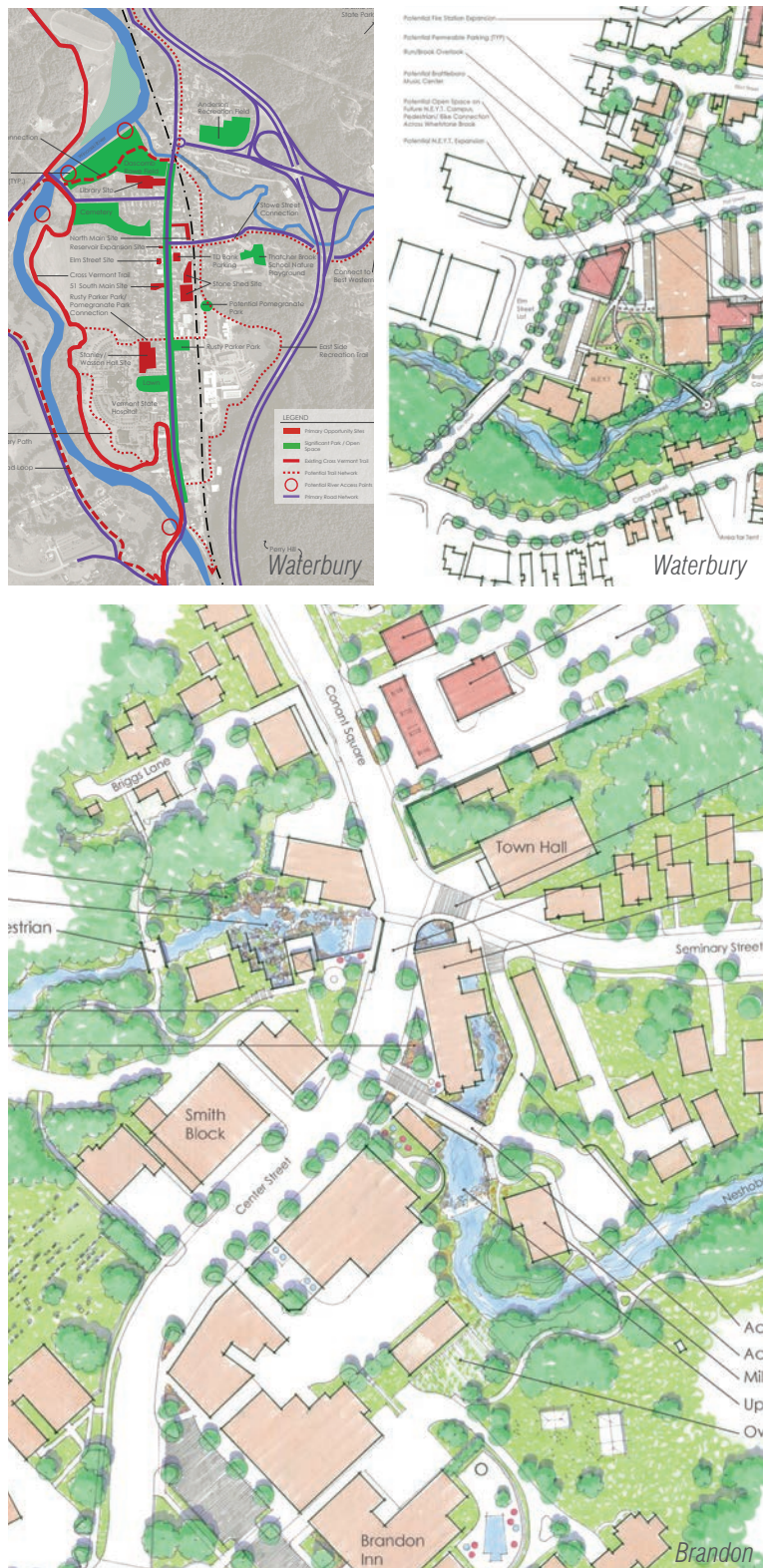


## VERMONT ECONOMIC RECOVERY

### *Various Towns & Villages throughout Vermont*

Arnett Muldrow led the Vermont Downtown Action Team (VDAT) in partnership with Mahan Rykiel and Community Design Solutions to work with the Vermont Downtown Program to develop plans for eight downtowns impacted by Tropical Storm Irene. The VDAT conducted intensive charrettes in each community, working with public and private stakeholders to give direction on and identify partnerships for economic development, marketing and physical improvement initiatives to strengthen their downtowns.

Each of these eight communities were riverfront downtowns. The VDAT team explored opportunities for continued downtown development connecting the communities to their rivers while recognizing the environmental impact from potential flooding. We were sensitive to build upon, rather than reinvent, initiatives that the communities already had underway and assisted them in consensus-building and prioritizing recommendations. A significant component of the effort included developing implementation plans for each community and working with them in securing grant funding for initial projects. The team's focus included public realm enhancements, private sector investment opportunities, development/redevelopment strategies, and partnership development.





## Christopher Sargent, AICP, CFM

Project Manager/  
Senior Planner

### EDUCATION

M.S., Resource Management & Administration  
Antioch New England Graduate School, 2001  
B.A. Johnson State College, 1993

### CERTIFICATIONS

American Institute of Certified Planners  
Certified Floodplain Manager  
National Charrette Institute Certified

Mr. Sargent has 17 years of experience in community planning with expertise in municipal planning and government, zoning regulation, permit analysis, facilitation and public process. He has extensive experience working with communities to engage the public, having worked with over 20 communities to develop their own municipal vision for the future. Chris has overseen the development of long-range regional planning policy including land use, natural resource protection and energy. He has assisted multiple municipalities with local planning including zoning, flood hazard, and subdivision regulations, and assisted state agencies with the development of land use and energy planning policy that guides regional and municipal renewable energy planning. As a Community Planner, he has a firm understanding of planning, permitting and public process for the development of transportation and planning projects for local, state and federal clients.

### PREVIOUS EMPLOYMENT

Two Rivers-Ottawaquechee Regional Commission

**Main Street Action Plan, Hyde Park, VT.** Project Manager for a plan evaluating the ease of use for alternate forms of transportation throughout the Town, local points of interest, aesthetics, streetscape improvements, landscape architecture, socioeconomic data, including land use context and property values to inform the Village's action plan. Responsible for public outreach, engagement, facilitation and (when necessary) mediation. Developing outreach and engagement materials, including project-specific website.

**Danville East-West Activity Connections Activity Center Master Planning, Danville, VT.** Project Manager for a master plan to make Danville and West Danville accessible to a greater variety of visitors and residents. The plan includes wayfinding and redevelopment of the Danville Train Station building. The project is a community-focused effort to encourage visitors to enjoy the scenic area, recreate, and engage local businesses while promoting nearby points of interest. Responsible for public outreach, engagement, facilitation and (when necessary) mediation. Developing outreach and engagement materials, including project-specific website.

**Tri-Park Master Plan, Brattleboro, VT.** Project Manager responsible for developing a master plan and approach to moving more than 40 mobile homes located near or inside a floodway to other areas within the Park. Located at the confluence of Whetstone Brook and two other waterways homes within Tri-Park have encountered damage and in some cases have been removed as a result of flooding in 2005 and 2011. Tri-Park is the largest manufactured housing cooperative in Vermont with 323 homes located on site. Responsible to work with Tri-Park and Town officials, complete a large-scale public engagement initiative to gather input, and to oversee concurrent economic analysis and hydraulic and hydrologic analysis as part of the project. Developing a narrative and graphical report that summarizes existing conditions, steps forward, costs, and coordination with funding and regulatory officials to remove homes from hazardous areas within the park.

**Commercial District Planning, Jericho, VT.** Project Manager for District Master Plan and amendments to Jericho's Commercial District Zoning Regulations. Using a variety of public engagement techniques, including one-on-one interviews, public forums, listening sessions and hands-on evaluation of existing conditions, and coordination with stakeholders, D&K is bringing diverse community opinions and views together to develop a Master Plan that will inform future land use development in the commercial district. The conceptual master plan will be the framework for a set of regulations that the Town can rely on; the regulations will shape the look, feel, and function of the Town's commercial district while meeting the needs of landowners and the community. Responsible for public outreach, engagement, facilitation and (when necessary) mediation. Developing outreach and engagement materials.

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

**Woodstock Village Revitalization Project, Woodstock, VT.** Senior Planner supporting D&K services through an analysis of existing conditions, development of a base map, and final report of suggested design elements to revitalize Woodstock Village throughout the seasons identifying elements that make the Town unique, and challenges to the streetscape that need to be addressed, including accessibility, wayfinding, amenities.



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

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

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

**Right Side of the Tracks, Windsor, VT.** Senior Planner for a planning and design project, funded through the Better Connections grant program to enhance the streetscapes and multimodal connectivity of Windsor's Riverfront Industrial Area. Responsible to develop plans, review floodplain information, support public engagement programming and attend meetings.

**Addison County Regional Transportation Plan, Addison County Regional Planning Commission.** Senior Land Use Planner for a project that focused on revising the Regional Planning Commission's Transportation Plan to meet the challenges presented by changing demographics, climate and water quality policies and complex municipal transportation issues in a 21-town region. Developed planning policy and actions that will allow the Regional Commission to encourage sustainability, resiliency, asset management, multi-modal transportation and reduce greenhouse gas emissions over the life of the plan. Analyzed information provided by stakeholders to ensure that regionally significant municipal issues were adequately addressed.

**Policy & Planning Consultant Services, VTrans, Various Locations, VT.** Senior Planner serving an ongoing on-call contract for transportation planning and research for the Vermont Agency of Transportation. Specific work assignments include:

- **Vermont Electric Vehicle Fueling Infrastructure Plan, VTrans.** Worked with project manager to develop a plan written in partnership with the Vermont Energy Investment Corporation for the Vermont Agency of Transportation, which provides planning tools necessary for building an electric vehicle charging station network. Specific details include, existing charging stations, types of electric vehicles registered in the state and their locations, potential locations, costs associated with installation, maintenance and operation of charging stations and potential business plans associated with implementation.



## EDUCATION

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

## REGISTRATIONS

Professional Landscape Architect License No :  
125.0133712

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

Ms. Sauv  is an accomplished landscape architect and community designer with 12 years of experience in private practices and public agencies throughout North America. While her passion is in developing more walkable and bikeable communities, she has collaborated on projects of scales varying from regional plans and new community developments, to landscape designs for resorts and streetscape revitalizations. Sophie's strengths include landscape architecture, community design, urban planning, project management and written and graphic communication. Sophie's expertise also includes using state-of-the-art computer graphic design applications and tools for creating compelling and high-quality visualizations in support of plans and presentations.

**Woodstock Village Revitalization Project, Woodstock, VT.** Project Manager/Landscape Architect leading D&K services through an analysis of existing conditions, development of a base map, and final report of suggested design elements to revitalize Woodstock Village throughout the seasons identifying elements that make the Village unique, and challenges to the streetscape that need to be addressed, including accessibility, wayfinding, amenities. Sophie is serving as primary point of contact for the Town, manages D&K staff and the schedule of deliverables.

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

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

**planBTV Walk Bike, Burlington, VT.** Landscape Planner for a team developing a bicycle/pedestrian plan to enhance Burlington as a city with an extensive and safe bicycle infrastructure. Recently awarded Silver status by the League of American Bicyclists, the City is interested in "going for Gold" and upgrading existing facilities to welcome additional cycling demographics that may be interested in cycling, but are intimidated by the speed and proximity of existing vehicle traffic. Prepared base plans and cost estimating.

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

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

**Right Side of the Tracks, Windsor, VT.** Landscape Architect for a planning and design project, funded through the Better Connections grant program to enhance the streetscapes and multimodal connectivity of Windsor's Riverfront Industrial Area. Developed graphics and renderings to present concepts to neighborhood and public. Designed the wayfinding program.

**Downtown Streetscape Improvement Plan, Fair Haven, VT.** Landscape Architect and project manager for Fair Haven's Downtown Streetscape Improvement Plan. The project is a three-part study of traffic, economic development and beautification in the Designated Village of Fair Haven. D&K has identified priority areas to evaluate for traffic circulation and safety challenges and is developing options to calm traffic and identify opportunities to improve safety for motorists, pedestrians and cyclists of all abilities. Improvements will combine traffic calming measures with streetscape enhancements that better define public spaces in the commercial area and invite visitors and residents to linger; supporting Fair Haven's economic vitality and sense of place.



## EDUCATION

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

## REGISTRATIONS

Engineer Intern: VT 017.0118848

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

## PREVIOUS EMPLOYMENT

Vermont Agency of Transportation

**Danville East-West Activity Connections Activity Center Master Planning, Danville, VT.** Project Engineer providing design and community engagement support for a master plan to make Danville and West Danville accessible to a greater variety of visitors and residents. The plan includes wayfinding and redevelopment of the Danville Train Station building. Responsible for public outreach, engagement, mapping for report, facilitation and (when necessary) mediation.

**Main Street Action Plan, Hyde Park, VT.** Transportation Engineer and Planner assessing the Village's transportation the needs to improve the multimodal connectivity within the Village and beyond. Responsibilities include identifying opportunities for traffic calming and multimodal safety, coordinating vehicle, pedestrian, and bicycle data collection to use as the basis of an alternatives analysis, and creating maps and graphics that are compelling to the public.

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

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

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

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

**Salisbury Village Lighting & Sidewalk Study, ACRPC, Salisbury, VT.** Staff Engineer providing support for GIS mapping, design of alternatives, and final report production.

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

**Design of 5 Corners, CCRPC, Essex, VT.** Staff Engineer for traffic modeling and bicycle and pedestrian level of service analyses, as part of an implementation plan for the highly successful Design Five Corners project, that explored the benefits of reconfiguring the five way intersection as a four way junction to improve traffic flow for people driving through, and reduce crossing distances and exposure to traffic for pedestrians. The project included documenting parking utilization throughout the Village to determine the community's parking needs and how to best accommodate them. The project also included a detailed step-by-step implementation plan, and development of language to modify the village plan to set the project on a path for implementation. Public engagement included hosting a booth at the local farmers market and community presentation held at an art gallery.





## Michael Hildenbrand, PE

Senior Engineer

### EDUCATION

M.A. Public Administration, Norwich University, 2013

B.S. Electromechanical Engineering, Vermont Technical College, 2008

### REGISTRATIONS

Professional Engineer: VT 102409, NH 15872  
NCEES

### CERTIFICATIONS

Nuclear Moisture/Density Equipment

40-Hour OSHA HAZWOPER Certification

8-Hour Confined Space Entrant &

Attendant Program

Lock-Out/Tag Out Program

Entry Confined Supervisor Program

Vermont Natural Shoreland Erosion Control

Certification (received 2018)

Stormwater Management Certificate, University of New Hampshire, 2018

Mr. Hildenbrand has 18 years of experience in the design and permitting of site/civil engineering for commercial, civil, recreational, and governmental facilities. Michael has significant expertise in stormwater management and permitting and is thoroughly knowledgeable of updated Vermont stormwater regulations. He regularly provides Act 250 permitting support (VT ANR) and annual permitting for construction projects.

**Stormwater Permitting and Compliance, Various Communities, VT.** Project Engineer to secure stormwater permits for projects including roadway design and reconstruction, Vermont Agency of Transportation railroad crossing and state airport.

**MS4 Design Implementation, St. Albans, VT.** Stormwater Engineer supporting the implementation of stormwater best management practices associated with a municipality-wide MS4 plan. Services included the preparation of project design plans including existing and proposed conditions plans, profiles, and details for the redevelopment of existing stormwater treatment ponds. Responsible for the quality assurance review of the design deliverables and stormwater discharge permit applications to be submitted for each project site.

**Stormwater Asset Management Plan, Milford, NH.** Stormwater Engineer to evaluate existing stormwater assets and building a stormwater infrastructure asset management plan to assist the Town of Milford with prioritizing and budgeting for drainage system maintenance and operational upgrades and repairs. Services include developing an asset management system specific to the Town's needs, an implementation plan based upon needs and available funding, and funding research and coordination at a level suitable for completion of the plan. The project includes a stormwater communications plan including town-specific communication techniques such as mailings and online content. Responsible for leading day-to-day project development.

**Fales, Summer, Franklin and Salisbury Street Reconstruction, Randolph, VT.** Project Engineer to support reconstruction of four municipal streets including municipal utilities. Prepared stormwater permitting. Working closely with Town to develop a single stormwater treatment location to handle all future stormwater treatment needs within the municipal stormwater collection system.

**Road and Utility Reconstruction, Maple Street, Randolph, VT.** Stormwater Engineer for the design of water/sewer/stormwater utility improvements and road reconstruction for 2,900 LF of roadway in a mixed-use area, including Gifford Hospital and various residences. Led stormwater design and coordination with applicable regulatory agencies.

**Gravel Wetland, Essex Junction, VT.** Project Manager for the implementation of a Best Management Practice to support Flow Restoration Plan within the Indian Brook Watershed. Overseeing the design and construction of a subsurface gravel wetland. The project is federally funded and follows the VTrans MAB Guidebook. Coordination with archaeological subconsultant (Hartgen) and VT ANR Wetlands, and stormwater subconsultant (UNH Stormwater Center).

**FEMA Buyout Parks (3), Bethel, VT.** Project Manager for final design, bid and construction phase services of three public parks following the post-Irene buyouts of flood-damaged properties. The parks include access from Town roadway, parking areas, signage, informational kiosks, park benches, a picnic shelter, sites for rented toilet facilities, pedestrian trails, river overlooks and boat launch access. The properties are partially within the floodway and the floodplain of the White River, requiring design in conformance with Town Flood Hazard Area and River Corridor regulations. Services include attending public and selectboard meetings.

**Depot Street Stormwater, Charlestown, NH.** Project Manager to evaluate a failing municipal stormwater system. Prepared hydraulic analysis of system using AutoCAD's Hydraflow Storm Sewer Extension. Developed recommendations for the Town to advance the reconstruction of a new subsurface stormwater storage system that included two 8-ft diam. x 70-ft-long pipes.



## Christopher Rivet, PE

Project Engineer

### EDUCATION

B.S., Civil Engineering, Norwich University, 2010

### REGISTRATIONS

Professional Engineer: VT 109341

### CERTIFICATIONS

Nuclear Moisture/Density Equipment: Active

40-Hour OSHA HAZWOPER Certification

10-Hour OSHA Construction

Mr. Rivet has eight years of stormwater engineering experience. His project expertise includes the design, construction, and compliance inspection for stormwater projects throughout Vermont. He also brings experience performing stormwater modeling for renewable energy projects.

**Route 5, Vermont Agency of Transportation, Brattleboro, VT.** Project Engineer to evaluate and design stormwater, support Act 250 permitting, and account for right-of-way impacts caused by redesign of a 1.25-mile section of US 5. The project includes four roundabouts and private property access points. Providing engineering and analysis for stormwater treatment practices.

**Berlin Town Offices Gravel Wetland, CVRPC, Berlin, VT.** Project Engineer for the implementation of a gravel wetland to treat stormwater runoff from the town office site. Responsible for the preparation of design plans including existing and proposed conditions plans, profiles, and details, stormwater calculations, design report, and contract documents for the project.

**MS4 Design Implementation, St. Albans, VT.** Project Engineer supporting the implementation of stormwater best management practices associated with a municipality-wide MS4 plan. Assisted in the preparation of project design plans including existing and proposed conditions plans, profiles, and details for the redevelopment of existing stormwater treatment ponds. Responsible for the preparation of the stormwater discharge permit applications for the projects.

**Stormwater Permitting, One Taylor Street Multi-Modal Transit Center, Montpelier, VT.** Project Engineer for a transit and welcome center project located to the east of Taylor Street in downtown. The Transit and Welcome Center is planned to support public bus operations and include a State of Vermont Visitors Center, traveler and parking accommodations, green space, and residential units. Additionally, the project incorporates the extension of the Montpelier Bike Path. Responsible for revising the stormwater discharge permit due to design changes made during construction of the project.

**Gravel Wetland, Essex Junction, VT.** Project Engineer for the implementation of a Best Management Practice to support Flow Restoration Plan within the Indian Brook Watershed. Supporting conceptual plan production for the project according to the VTrans standards. The project is federally funded and follows the VTrans MAB Guidebook.

**Hartford High School District Parking Improvements, Hartford, VT.** Project Engineer responsible for the preparation and submission of the stormwater discharge permit application for the stormwater treatment system design with focus on incorporating a new inlet structure with connections to existing storm trunk systems. Permitting submittal assistance includes preparation of civil site plans in support of Site Plan Review, Construction General Permit for Stormwater and ACT 250 Minor Amendment (including development of narrative responses to Civil and Stormwater design Schedule B questions and associated design development drawings).

**Stormwater Permitting, Crescent Connector, Essex Junction, VT.** Project Engineer responsible for revising the stormwater treatment system based on design revisions to the \$6.5 million FHWA funded Crescent Connector roadway, an 1,800 LF bypass around the Five Corners intersection. The project included coordination of five traffic signals and five railroad crossings. Project included use of porous pavement in parking areas to promote groundwater recharge. An underground sand filter was used to treat stormwater runoff due to extremely limited space and flat grades within the project area. Also, responsible for the preparation and submission of the stormwater discharge permit amendment application.

**Depot Street Stormwater, Charlestown, NH.** Project Engineer to evaluate a failing municipal stormwater system. Services included a hydraulic analysis of the system using AutoCAD's Hydraflow Storm Sewer Extension and developing recommendations for the Town to advance the reconstruction of a new subsurface stormwater storage system that included two 8-ft diam. x 70-ft-long pipes. Responsible for preparing preliminary plans for the project and coordinating with the manufacturer regarding specifications and drawings for the proposed stormwater system.

## COMMUNITY WORKSHOP



# REBECCA SANBORN STONE

PRINCIPAL  
COMMUNITY WORKSHOP LLC

### PROFILE

Community builder, problem solver, inventive communicator and social entrepreneur. Passionate about helping communities and organizations find creative solutions to local challenges, engage people in doing good and creating great places, and make big things happen. Frequent writer, speaker and trainer on community resilience, placemaking and community development.

### EDUCATION

**MASTER OF ENVIRONMENTAL SCIENCE**  
Yale University School of Forestry & Environmental Science | 2006

**BACHELOR OF ARTS**  
Williams College | 2001

### AFFILIATIONS

**MEMBER**  
Northern New England Chapter of the American Planning Association

## FEATURED PROJECTS

**DIY PLACEMAKING RECIPE BOOK**  
WITH AARP VERMONT | 2019-PRESENT

Rural communities are quickly realizing the power and energy of urban placemaking solutions, and they're looking for low-cost, DIY ways of making them fit into small towns and grassroots efforts. This recipe book is the first of its kind, offering how-to instructions and case studies for how small towns can use projects like parklets, wayfinding and public art to create big change.

**BETHEL BETTER BLOCK**  
BETHEL, VERMONT | 2016-2018

Tiny Bethel, Vermont has become an unlikely model for rural community development, thanks to a series of creative and experimental pop-up and placemaking projects. Bethel Better Block was Vermont's first full-scale downtown tactical urbanism demonstration. Outcomes include \$15,000 Animating Infrastructure funding for downtown public art, first-in-Vermont pilot of traffic calming pedestrian bulb-outs, and a wave of private reinvestment.

## OTHER PROJECTS

- Our Woodstock, Our Future (VT), 2019-present
- Connect Hyde Park (VT), 2018 - present
- Vermont State Hazard Mitigation Plan, 2017-present
- Tri-Town Community Spaces & Places (Randolph, Braintree and Brookfield, VT), 2018-2019
- Hartford (VT) Town Plan & Energy Plan, 2018
- Bethel (VT) Operator's Manual, 2017-2019
- KaBoom! Play Everywhere Challenge (Pop-up Theater), 2017
- High Meadows Fund Watershed Collaboration, 2016-2018
- EPA Local Foods, Local Places - Dallas and Memphis, (2016-2017)
- Mad River Valley (VT) Ridge to River Project, 2016-2017
- Richmond (VT) Our Town, Our Future, 2015-2017
- Citizens' Institute on Rural Design (National Endowment for the Arts), 2012-2014
- Damariscotta (ME) Heart & Soul, 2008-2010
- Envision Victor (ID), 2008-2010
- Manchester (VT) Youth Engagement, 2007-2009

## SELECTED AWARDS

**2018 PRESERVATION TRUST OF VT HISTORIC PRESERVATION AWARD**  
Bethel Better Block

**2017 VERMONT PLANNERS ASSOCIATION PROJECT OF THE YEAR**  
Bethel Better Block

**2017 KABOOM! PLAY EVERYWHERE CHALLENGE**  
National Challenge Winner - Pop-Up Theater





Tripp Muldrow is an accomplished urban planner with seventeen years experience in a broad range of areas in the planning profession. Tripp's focus has been linking planning and urban design projects with successful economic development and community revitalization strategies in small and medium sized communities.

Tripp has authored downtown market studies, neighborhood master plans, tourism development plans, economic development strategies, and community marketing plans for over 100 places in eighteen states. He has also worked "on the ground" implementing these plans as an urban economic developer working for cities, redevelopment authorities, and Main Street programs. Tripp is a skilled public facilitator and talented writer. He is equally comfortable conducting public meetings, facilitating community groups, writing technical reports, and distilling complex technical information for general audiences..

Tripp has served on the faculty of the South Carolina Mayor's Institute for Community Design and has lectured at Clemson University, the University of Georgia, and conducted sessions for the South Carolina Advanced Symposium for Economic Developers. Tripp is passionate about the communities where he works and stays involved in his own community where he is a past president of the South Carolina American Planning Association chapter, a former vice-chairman of the Greenville City Planning Commission, and as a member of the Board of Regents for Leadership Greenville.

## PROJECT EXPERIENCE

**Downtown Market Study and Branding Plan**  
*Aiken, SC*

**Belize City Economic Development Plan**  
*Belize City, Belize*

**Ellensburg Downtown Master Plan**  
*Ellensburg, Washington*

**Swift Current Downtown Master Plan**  
*Swift Current, Saskatchewan*

**Landrum Economic Development Plan**  
*Landrum, SC*

**Downtown Master Plan**  
*Greenwood, South Carolina*

**Greenville West End Master Plan**  
*Greenville, South Carolina*

**State College Downtown Master Plan**  
*State College, Pennsylvania*

- PA Chapter of the American Planning Association "Great Place in PA" Award

**Mississippi Main Street Communities**  
*Communities throughout Mississippi (18)*

**Vermont Downtown Plans**  
*Communities throughout Vermont (8)*

**Downtown Economic Development Strategic Plan**  
*Lancaster, Pennsylvania*

- Lancaster Economic Development Strategic Plan Honor Award, MD ASLA & the Pennsylvania Chapter of the American Planning Association.

**Jonestown Vision Plan**  
*Baltimore, Maryland*

**Pigtown Business District Master Plan**  
*Baltimore, Maryland*

## PROFESSIONAL BACKGROUND

Arnett Muldrow & Associates  
*2002-Present*  
MCA Urban Planning  
*2000-2002*  
LDR International, Inc.  
*1998-2000*  
City of Greenville, South Carolina  
*1995-1998*

## PROFESSIONAL ORGANIZATIONS

American Planning Association  
American Institute of Certified Planners  
National Trust for Historic Preservation

## EDUCATION

Master of City and Regional Planning,  
Clemson University (1996)  
Bachelor of Arts, English,  
Clemson University (1993)

## LECTURES/JURIES/PUBLICATIONS

Universities and Colleges  
*Xavier University 2016*  
*Universidad de San Carlos de Guatemala 2016*  
*University of Oklahoma 2015*  
*Clemson University 2014*  
*University of Georgia 2012*

**National Main Street Conference**  
*Atlanta 2015*  
*New Orleans 2013*  
*Baltimore 2012*  
*Des Moines 2011*  
*Chicago 2009*  
*Seattle 2007*  
*Baltimore 2005*

**State Main Street and Preservation Conferences**  
*Washington 2016, 2014*  
*South Carolina 2016*  
*Vermont 2015, 2013, 2011*  
*Colorado 2014*  
*Destination Downtown 2013, 2010, 2008*  
*Maine 2010*  
*Virginia 2007*

**Other**  
*International Downtown Association 2016*  
*Interamerican Development Bank 2016*