

Town of Chester, Vermont

# Village Center Master Plan



## Proposal for Professional Services



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May 6, 2016

Ms. Julie Hance  
Town of Chester  
P.O. Box 370 | 556 Elm Street  
Chester, Vermont 05143

Dear Julie,

On behalf of SE Group, VHB, Wood & Wood and ConsultEcon, I am pleased to submit this proposal for consulting planning services for the preparation of a Chester Village Master Plan. In reviewing the Request for Proposal (RFP) and examining background conditions within the community, we have developed a work plan that we believe finds the appropriate balance of community engagement, economic development assessment, and design exploration needed to set a vision for Chester Village.

As the RFP addresses, while the intensity of interest in revitalization within Chester is growing, not everyone is focused on common goals. We see our primary role in support of the community to align goals towards a shared vision. To achieve this, we expect it will require considerable engagement and a broad consideration of the issues shaping the conversation. Our collective team experience in Vermont and around the country will help bring forward different perspectives and new ideas.

One of the hallmarks of our planning is an emphasis on action and implementation. As a multi-disciplinary firm with both planners and landscape architects, we pride ourselves on not being solely content with developing great visions, but helping to see them reached.

This Proposal provides you with an overview of our collective team members, our strengths and talents. We have also considered the four major tasks outlined in the RFP and have provided a suggested work plan to complete these tasks. In crafting this work plan we have emphasized areas of community engagement and tools that might make such engagement more interesting and effective. We have also addressed the market analysis task by including relevant case studies from other communities to help frame the issues/challenges found in Chester. We find case studies to be a helpful tool in discussing community challenges in the "real world." We have also included graphic and visual communication tools to take ideas forward and provide them in ways people can understand and relate to.

We think Chester is a wonderful community. We are confident that we can help you explore ways to both preserve what make this town so special and support its continued relevance in the face of change. If you have any questions regarding these materials or would like to talk with us more about our approach and process, please do not hesitate to call. I look forward to hearing from you.

Regards,  
SE Group

A handwritten signature in black ink that reads "Mark Kane".

Mark Kane, ASLA, APA  
Director, Community Planning & Design

## Introduction

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SE Group, in collaboration with VHB and ConsultEcon, is pleased to offer this proposal to develop a **Village Master Plan** for Chester, Vermont. Our team has reviewed the Request for Proposals (RFP) thoroughly and understands that a key objective of this effort will be to promote community alignment towards a vision.

The SE Group project team is uniquely prepared to help the Town of Chester in the preparation of this important plan. Over the past eight years, SE Group and VHB have assisted many communities in New England in revitalizing their downtown core. Often, this has been done by focusing on specific elements such as pedestrian amenities and enhancements, parking, streetscape, and wayfinding, exploring them and communicating their relevance to the broader vision of the community. One such example is the recent SE Group/VHB collaboration on the Waterville Valley Pedestrian Village Revitalization Study. Waterville Valley, New Hampshire, had never undertaken a community-wide visioning process prior to our efforts for them. It was the exploration of vision that brought the community together and has had continuing value to them.

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

SE Group recently worked with the Mad River Valley Planning District on the Mad River Valley Economic Study. This effort broke down the community into various economic sectors and explored them in both qualitative and quantitative ways. This effort then extended into the Vision/Vitality series where the economic underpinnings established in the study were woven into a more comprehensive community conversation about economic development strategy. This multi-year effort has created renewed focus and community commitment in support of local enterprise.

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

Another hallmark of our work has been effective communication and collaboration. Most recently, two of SE Group's comprehensive plans (Ridgway and Nederland, Colorado) were awarded honors at the Colorado Chapter of APA. Our work for the Mad River Valley Economic Study was recently awarded Project of the Year by the Vermont Planners Association. Our graphics-rich and "guidebook" approach to master planning makes them effective and relevant. We don't want them sitting on the shelf!

*"SE Group harnessed the energy, creativity and independent spirit of our community to develop a Land Use Plan that suits the individuals who live and work here. The SE Group Team was able to identify and highlight our community gems and values while presenting and exploring innovative land use concepts for the community to consider. I'm confident we now have an updated Land Use Plan that will serve the Ridgway community well into the future."*

- Jen Coates, Town Manager, Ridgway, Colorado

## Scope of Work

### GENERAL APPROACH

Our commitment in this project is to create a robust and effective climate in which community input can be collected and returned

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

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

**OPPORTUNITIES AND VISION** We want to explore through conceptual plans, illustrations and graphics how different improvements fit the character and qualities of Chester while remaining true to a vision statement and guiding principles crafted to help focus them.

**COMMUNITY CATALYSTS** Defining specific “catalyst” to propel the vision forward. This might take the form of specific design ideas for a pocket park, multi-use trail, wayfinding updates, etc. It might also include policy suggestions to strengthen existing regulatory tools to encourage or promote implementation. It might also include recommendations for forging public-private partnerships to help entice new investment that builds momentum. We want to prepare ideas of infrastructure that support the vision and can help catalyze other public and private investments.

Within each of these three elements we embed **economic thinking** and **community engagement**. Rather than just doing a baseline market assessment, our approach will be to make economic thinking an integral part of each step in the process. *How can the vision support economic vitality? How can a specific catalyst be funded? How does it contribute to the community’s economic base?*

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

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



## PROJECT TASKS

The general outline for the project provided with the RFP is a great starting point. The SE Group project team has taken this outline and reframed a few components to better support our general approach. For example, data collection for the Project is suggested in Task 1 so that it can inform subsequent market analysis and infrastructure analysis effort. Regardless, all of the required elements within the RFP are addressed in this proposal.

### TASK 1 : ESTABLISHING THE FOUNDATION

As the RFP suggests, an important first step for the project will be to “kick things off.” To do this we would first gather together the significant threads of information related to existing conditions. This will serve as the foundation on which the **Village Center Master Plan** can be crafted. During this first phase we see several important tasks.

#### Task 1A – Project Kick-off

Key members of the SE Group project team will setup a kickoff meeting with planning staff and community representatives. During this meeting we will review the overall project scope, timeline, anticipated deliverables, and community engagement approaches to develop final agreement and consensus. Will will also work to define the ideal composition of the focus groups who will be engaged. SE Group will create an online ONEHUB web portal for information exchange and storage of collected data. This will be connected to a “portal page” through which project information can be shared with the public. A specific project point-of-contact (POC) for the community will be designated.

#### Task 1B – Baseline Conditions Assessment

The SE Group team will conduct a “baseline” conditions assessments of key resources within the Village Center. This will be done through a combination of site visits, conversations with Town and Regional planning staff and state agencies, and document review. This step is will provide us with a foundation on which to do further analysis, shape engagement and make recommendations based on the important revitalization elements outlined in the RFP:

- Infrastructure including water, sewer, stormwater, telecommunications and electric systems based on existing mapping and our field review
- Roads and transportation infrastructure including roadway access, traffic volumes and noise issues
- Public transportation systems
- Bicycle and pedestrian facilities including sidewalks and multi-use trails
- Parks, open spaces and recreational areas
- Streetscape components including trees and lighting, ADA accessibility issues
- Cultural and arts resources
- Wayfinding and signage systems – gateways, directional and informational
- Natural resource and ecologic data including wetlands, riparian and fluvial erosion zones and identified habitats
- Existing housing and real estate market data from various local, regional and state sources including housing growth, distribution, and affordability
- Demographic and Economic baseline includign review of population and economic census data for the area. Review data from tax receipts (sales, food & beverage, etc.) from the State of Vermont.

- Existing business sectors, composition and health
- Review existing zoning regulations, Town Plan, Regional Plan and other policies and ordinances that relate to land use and development
- Review past studies and analyses

This baseline will provide an underpinning for the broader work of the **Village Center Master Plan**; helping inform the project team. The results of this task will be summarized into a “Foundations” document and will be posted to the ONEHUB web portal for review and consideration.

### **Task 1C - Revitalization Focus Groups**

An important part of this task is to conduct a set of focus group discussion with key community stakeholders discuss ideas and gather insight. We envision holding these focus groups over a two-day period, coordinated with the POC. Focus groups will be established for each of the following: art, culture, history, recreation, private business, beautification/streetscaping, transportation and wayfinding. Working from the “Foundations” document, the SE Group project team will craft a set of interactive questions for each focus group and using a keypad polling system, which will tabulate focus group responses. Ideally each focus group would consist of between 8 to 10 individuals. Each meeting will be approximately 90 minutes. We would suggest broadening the “wayfinding” element to be more “brand” focused. Key results from these meetings will be summarized and posted to the ONEHUB web portal.

### **Task 1D - Community Visioning Workshop**

The next step in this task will be to conduct a public engagement workshop to bring the community together to reflect on past efforts, review the results of our baseline assessment and explore the shared vision for the Village Center. The form of this meeting would be both informational (presentation) and interactive. Stations at the meeting would be setup to explore various themes (e.g., improved mobility, supporting local businesses, etc.) to get community feedback. SE Group project team members would be available to ask questions, discuss ideas and gather input. Visual preference surveys and/or key pad polling exercises could be conducted to hone in on the elements of a community vision.

We also propose to have a 4’x4’ ortho-photographic map of the Village Center (at an appropriate scale) printed onto durable mylar (i.e., you can walk all over it!). This map will be used as a focal point of the meeting, allowing participants to “walk around” the Village, place post-it notes and explore ideas on trace paper. A kids area would be setup at the meeting site to encourage commuting parents to come (kids can play with a large map and legos too!).

All engagement and outreach efforts would be coordinated closely with the POC, warned and advertised and results would be captured in a brief summary and posted on the project’s website and/or via Front Porch Forum.

❖ **Task 1 Deliverables:** *Project kick-off notes and public engagement plan, ONEHUB file sharing site documentation, meeting notes, project base data including GIS, assessment results (Foundations Document, data tables, etc.), Focus group polling materials and summaries in graphic and narrative form, Community Workshop #1 graphics and results summary, supportive photos, maps, tables, etc.*

## TASK 2: DEFINING THE MARKET

The next step in the project will be to expand our understanding of the underlying market conditions in the region.

### Task 2A - Market and Sector Analysis

The goal of this task is to analyze and test the market potential for the Village Center area. Market assessments would be based on information gained during the site visit, focus groups, customer survey (detailed more below) and up to five interviews onsite or phone interviews with owners/operators of current businesses, real estate brokers, potential developers, economic development officials and other local market area participants, as appropriate.

The specific sub tasks will be as follows:

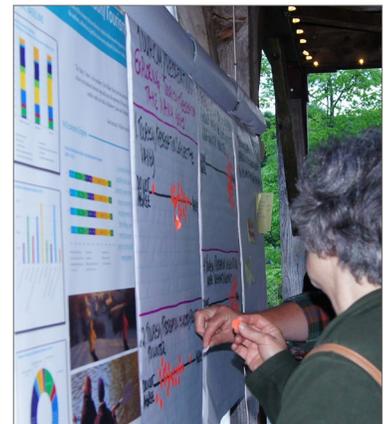
- Defining likely market/trade area for the downtown market areas, including segments of residents, seasonal residents and tourist markets.
- Profiling current and future trends in demand, based on demographics, retail trade expenditures, and other relevant characteristics of the market segments as data are available.
- Provide market data and observations of current business and land use mix, streetscape, public realm and visitor experience from a market perspective.
- Evaluate retail leakage based on market demand and the existing business mix.

### Task 2B - Customer Survey and Analysis

The goal of this task is to prepare and distribute a customer survey for local businesses. Using SurveyGizmo, the project team will craft a mobile-friendly web survey for targeted markets and capture zip code and other demographic information from survey respondents. The project team will work the Town of Chester to determine the most appropriate and cost effective way to distribute the customer survey and compile and analyze the results. The results will be compiled and analyzed to inform development of economic development strategies. Results will be compared with trends seen in other Vermont communities including recent data collected in the Mad River Valley area and the greater Brattleboro (Tri-Town Economic Plan).

Develop strategies to support local businesses as well as draw new businesses, such as tax stabilization, revolving loan fund programs and events.

❖ **Task 2 Deliverables:** *Market assessment materials including summary memorandum with meeting notes from interviews, statistical analyses, tables and supportive materials. Graphics and visual communication materials from analysis. Draft and final web survey, final survey results and analysis.*



### TASK 3: EXPLORING THE VISION

The ideas and vision discussed in Task 1 will be woven together in consideration of the marketing analysis into a conceptual Vision Plan. Built around specific infrastructure improvements, the project team will prepare conceptual graphics to help spur will now need to be more fully presented and prioritized within a series of engagement efforts.

Key catalyst ideas will be summarized based on their relative cost, the barriers to their advancement (physical, regulatory, environmental), their ability to be phased, and their ability to leverage outside resources. This will facilitate the later development of a roadmap for their implementation.

#### Task 3A – Developing Concepts

The SE Group project team will explore ideas for revitalization. As outlined in the RFP the list of ideas will include streetscape improvement, roadway and pedestrian circulation, branding and wayfinding plans, etc. Using a combination of 3D sketchup models, hand renderings and visual reference images, these ideas will be woven together in support of the vision statement of objectives for the **Village Center Master Plan**.

#### Task 3B – Community Walking Tour and Presentation

To help communicate the conceptual exploration of infrastructure investments the SE Group project team proposes to conduct a “Walking Tour” of the study area. Prior to the tour, and working closely with the POC, the project team would position **“REVITALIZE HERE”** signs in key locations. These signs would communicate a specific idea addressed in the conceptual plans prepared in Task 3A. During the walking tour, guides would bring groups of participants around to these **REVITALIZE HERE** points to get feedback. This will help people envision the conceptual framework of the master plan “on the ground” and to discuss priorities.

#### Task 3C – Refining Concepts

Based on the feedback from the above discussion, the SE Group project team will refine the conceptual ideas into a infrastructure-based master plan. This step will include identifying priorities from public engagement, summarizing each of the ideas including recommendations for regulatory and non-regulatory policy changes to address them. Suggestions on approaches for public-private partnership will be evaluated along with market alignment and brand support.

- ❖ **Task 3 Deliverables:** *Initial conceptual planning studies and plans (3D graphics, illustrations and supportive narratives), Walking tour and presentation materials, “Revitalize Here” signs, refined concept plans and associated graphics.. All results from the conceptual work and walking tour will be posted to the ONEHUB web portal for community review and comments.*



## TASK 4: SUPPORTING IMPLEMENTATION

The approach SE Group takes in developing its master plans is to “build them as we go”—construct the document as each phase of work is done so that at the end it’s mostly about finishing touches. We intend to do that here. Throughout this entire effort we want to remain focused on supporting implementation of ideas. This objective for this task is to communicate the ideas for revitalization along with the strategies and technique that can help move ideas into actions.

### Task 4A - Implementation Plan

The SE Group project team will consolidate the ideas and concepts explored in Task 3 into a workable implementation plan. Elements of this effort will include identification of land use policy changes to support outcomes, suggestions for capital improvement planning, tax policies and other fiscal tools to leverage opportunities and grant and funding options. A graphic “guide to implementation” will be established that brings these approaches together and considers phasing and priorities.

### Task 4B - Preparing the Master Plan

This task will bring together the various parts of this process into a robust **Village Center Master Plan**, graphic rich with just enough text to help tell the story. This document will summarize the foundation, explore the ideas and identify the actions and implementation approaches. Appendixes will be prepared that provide all the details (assessments, survey results, etc.) Given the need for graphics, we expect the plan document will be 11x17 in format (landscape).

The executive summary to the **Village Center Master Plan** will be “stand alone” and capable of communicating the project in its entirety. This will be designed like a marketing piece—something that can be shared broadly and tell the compelling story of Chester. Photos, elements of the plan, and crisp narrative will highlight the piece. SE Group will provide a draft version to the POC for review and comment and then finalize. All documents will be prepared in Adobe InDesign and delivered electronically as PDF files.

### Task 4C - Final Presentation

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

❖ **Task 4 Deliverables:** *Draft and Final Master Plan document with supportive appendixes and “stand alone” executive summary in PDF format. All final project materials, graphics, files and supportive elements. All project website materials will be provided to the Town for continued use.*

### Town Park Projects



**Challenge Course & Outdoor Climbing**

Cost: \$5,000,000 to \$10,000,000

**Project Description**

A challenge course at Town Park could be an important outdoor venue for both adventure and learning in Snowmass Village. Such facilities provide participants of all ages an opportunity to balance challenge with play, in a visually and physically stimulating environment. Typically, they include a range of courses of increasing difficulty, each containing a series of obstacles and activities, including both low and high elements.

Challenge courses provide opportunities for personal development and team building and can be a highly-programmable asset. A challenge course at Town Park could enhance existing camps and programs, as well as provide new opportunities for youth, adult and corporate programming. A challenge course could also provide an important “draw” to Town Park for visitors to Snowmass Village and the RVF as a unique (and affordable) outdoor experience. While there are many high-quality indoor and outdoor climbing experiences offered elsewhere in the valley,

no true challenge course, with its unique balance of adventure and learning, is available.

A challenge course at Town Park was also highly-rated by attendees at the public meetings and by respondents to both the community-wide and youth surveys.

**Implementation Strategies**

- Contract with challenge and aerial adventure course design/build firm
- Prepare site plan and construction documents
- Explore partnerships for programing and operation
- Implement complimentary program offerings (see program projects)
- Pursue Great Outdoors Colorado (GOCO) Grant Program funding

### Introduction

The Town of Snowmass Village (Snowmass Village or the Town) is a Home Rule Municipality in Pitkin County, Colorado nestled high within the Brush Creek Valley. The community is strongly associated with the world-class Snowmass Ski Area operated by the Aspen Skiing Company and has had a strong recreational identity since its incorporation in 1977. Encompassing 25-square miles, the Town boasts superior recreational opportunities, spanning everything from organized group sports to remote wilderness experiences to authentic weekly summer roadoc.

In addition to recreation, Snowmass Village’s natural setting is a key feature of the community, and a core reason for choosing to locate here. Mountains surround the community, including Burnt Mountain Ridge, Burnt Mountain, Baldy Mountain, Chapel Peak, Corral Peak, Clark Peak, Mount Daly, and Capitol Peak. Owl Creek and Brush Creek converge within the Town and then flow north into the Roaring Fork River. The geology and vegetation in the Town ranges from high desert to high alpine environments, and the expanses of exposed grey bedrock help inform the identity of the community. On south-facing slopes, the alkaline soil that develops from the Mancos Shale supports Gambel oak, sagebrush, serviceberry, and chokecherry. The north-facing slopes feature aspen, subalpine fir, Douglas fir, Engelmann spruce, and blue spruce. Wildlife is plentiful throughout the Brush Creek Valley.

**ICON LEGEND**

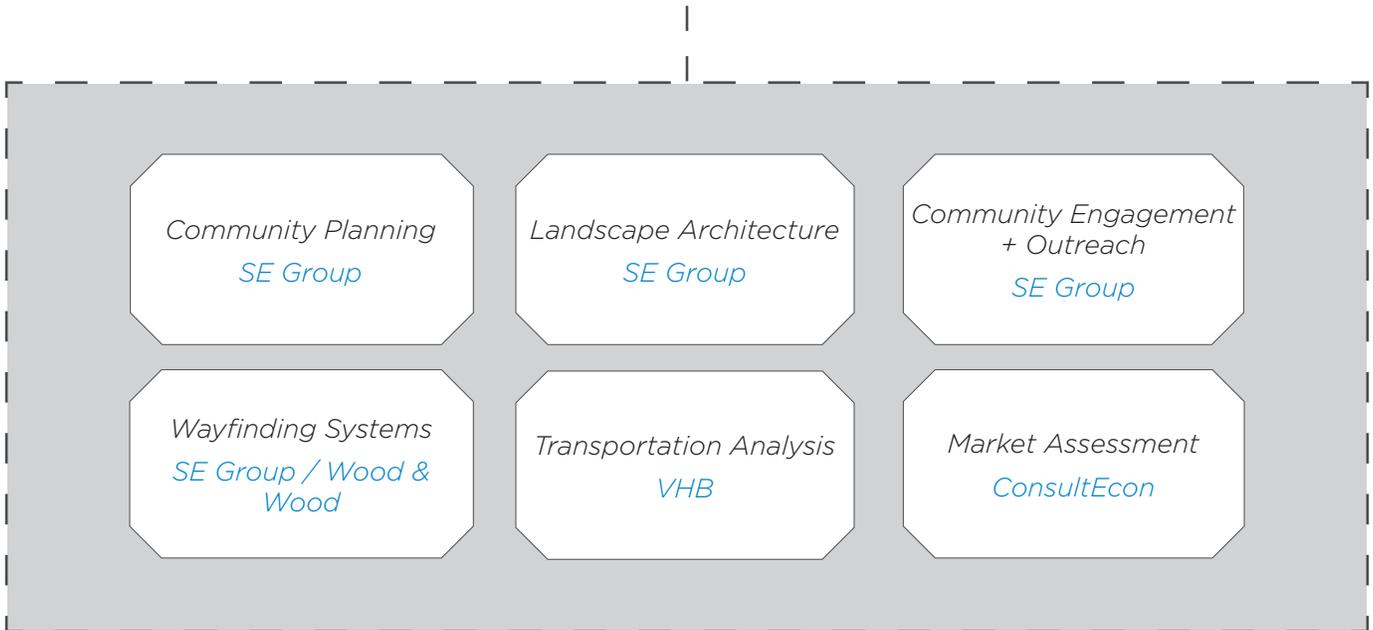
<ul style="list-style-type: none"> <li><span style="color: green;">●</span> Develop New Park</li> <li><span style="color: blue;">●</span> Future Regional Recreation Complex</li> <li><span style="color: red;">●</span> Future Kayak Park</li> <li><span style="color: green;">●</span> Town Green Event Space</li> <li><span style="color: blue;">●</span> Public Space</li> <li><span style="color: green;">●</span> Enhance Open Space</li> <li><span style="color: orange;">●</span> Upgrade Existing Park</li> <li><span style="color: blue;">●</span> Preserve Open Space</li> <li><span style="color: blue;">●</span> Blue River Trail Public Access</li> <li><span style="color: blue;">●</span> Blue River Trail Neighborhood Access</li> <li><span style="color: blue;">●</span> Alternative Blue River Crossing</li> <li><span style="color: orange;">●</span> Potential Highway Crossing</li> <li><span style="color: orange;">●</span> Improve Trailhead/Trail</li> </ul>	<ul style="list-style-type: none"> <li><span style="color: red;">●</span> Equipment Rental</li> <li><span style="color: red;">●</span> Existing Trailhead</li> <li><span style="color: red;">●</span> Potential Trailhead</li> <li><span style="color: red;">●</span> Serving Locals</li> <li><span style="color: red;">●</span> Serving Visitors</li> <li><span style="color: red;">●</span> Serving Both Locals and Visitors</li> <li><span style="color: green;">●</span> Implement Immediately</li> <li><span style="color: green;">●</span> Implement in Short-Term</li> <li><span style="color: green;">●</span> Implement in Long-Term</li> <li><span style="color: green;">●</span> Ongoing Implementation</li> <li><span style="color: green;">●</span> Future Implementation</li> <li><span style="color: red;">●</span> Multiple Unknown Variables; Can Not Determine Accurate Cost</li> </ul>
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# Organizational Chart

## TOWN OF CHESTER

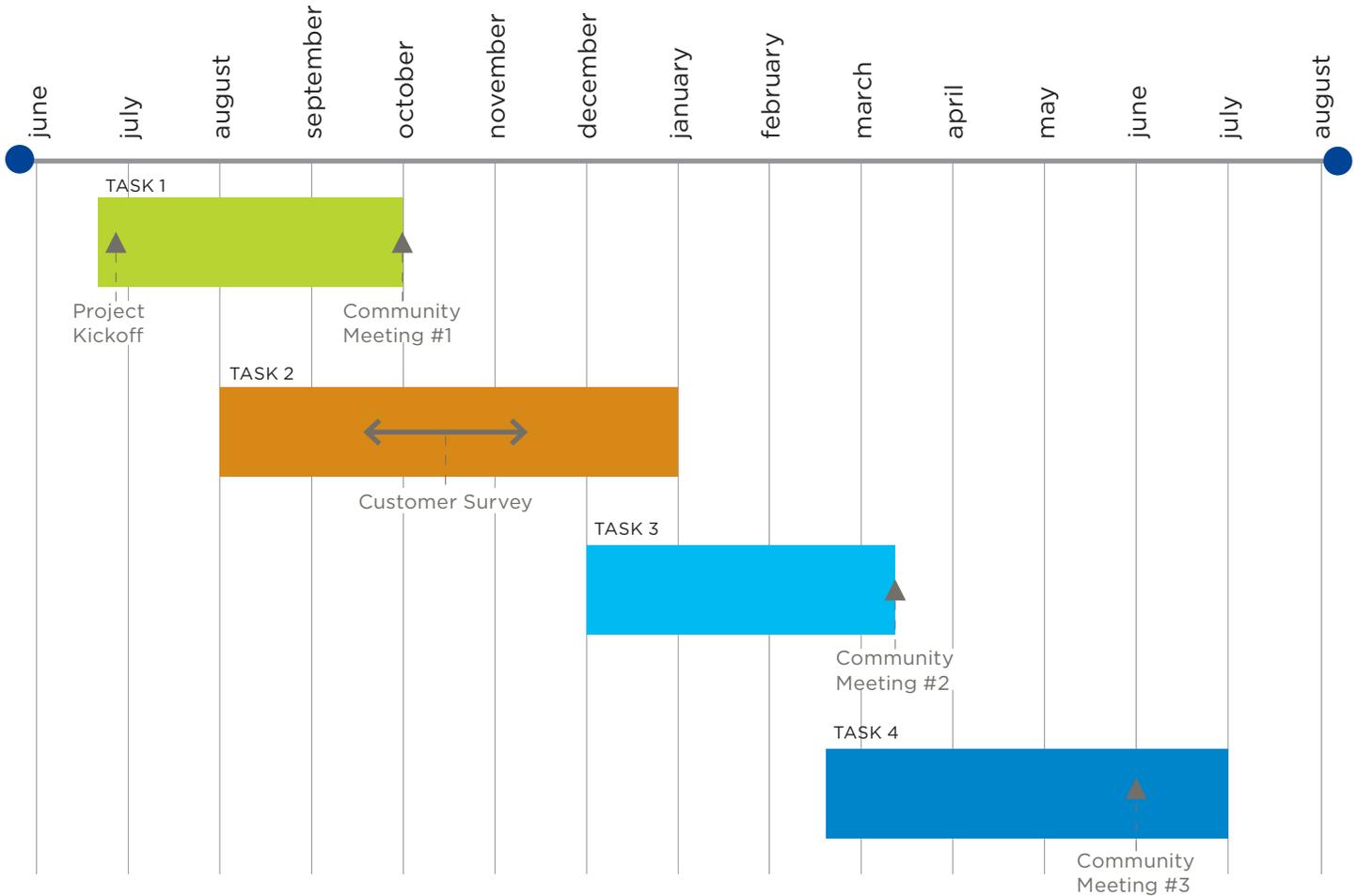
### PROJECT MANAGEMENT

Mark Kane, *Principal in Charge*  
Drew Pollak-Bruce, *Project Manager*



# Proposed Project Schedule

As outlined in the proposed Scope of Work, the Project Team has identified four tasks of work to be completed within the allotted time specified in the RFP. We fully expect that at the onset of the project we will work closely with POC to revise and refine this schedule to assure that it meets the needs and objectives for the project.



# Cost Proposal

This matrix provides the anticipated hourly commitments by staff during the project. Labor rates by staff person are below. Team overhead rate multiplier are provided in the range indicated. During the execution of the project additional support staff may be used to complete some tasks.

Expenses are in addition to this fee. For this project the maximum upset limit will be **\$70,000 INCLUSIVE** of all expenses (mileage, printing, etc). Expenses will be billed at cost (mileage at standard governmental rate).

TASK	DESCRIPTION	STAFF								TOTAL HOURS	FEE
		MK	DB	GV	TH	LG	JS	DS	SP		
<b>1. ESTABLISHING THE FOUNDATION</b>										<b>150</b>	<b>\$17,130</b>
1A	Project Kickoff	4	4							8	
1B	Baseline Conditions Assessment		8		8	22		20	8	66	
1C	Revitalization Focus Groups	8	8			8	20			44	
1D	Community Workshop	8	8			16				32	
<b>2. DEFINING THE MARKET</b>										<b>130</b>	<b>\$17,990</b>
2A	Market and Sector Analysis						80			80	
2B	Customer Survey	2	4			24	20			50	
<b>3. EXPLORING THE VISION</b>										<b>244</b>	<b>\$21,760</b>
3A	Developing Concepts	2	4	8	20	80	8	8	10	140	
3B	Community Walking Tour	8	8			8				24	
3C	Refining Concepts	4	4	8	16	40			8	80	
<b>4. SUPPORTING IMPLEMENTATION</b>										<b>120</b>	<b>\$11,700</b>
4A	Implementation Plan	4	12	6		16	8	4	4	54	
4B	Preparing the Master Plan	2	8	4		40				54	
4C	Final Presentation	6	6							12	
<b>TOTAL STAFF HOURS AND PROFESSIONAL FEES</b>		<b>48</b>	<b>742</b>	<b>26</b>	<b>44</b>	<b>254</b>	<b>136</b>	<b>32</b>	<b>30</b>	<b>644</b>	<b>\$68,580</b>

#### Staff Key and Hourly Rate (\$):

##### SE GROUP

MK = Mark Kane (\$145) / DB = Drew Pollak Bruce (\$100) / GV = Gabby Voeller (\$90) / TH = Tom Hand (\$85) / LG = Liz Grades (\$75)

##### CONSULTECON

JS = James Stevens (\$150)

##### VHB - Overhead Rate

DS = David Saladino (\$185)

##### WOOD & WOOD - Consultant

SP = Sparky Potter (\$75)

*Overhead and fee are generally a multiplier of 2.9 - 3.2 of direct costs*

## Team Qualifications

### TEAM INTRODUCTION

SE Group, in collaboration with VHB, ConsultEcon, Inc., and Wood & Wood Sign Systems (herein “the Project Team”), are well poised to assist the Town of Chester with the development of the **Village Center Master Plan**.

### SE GROUP

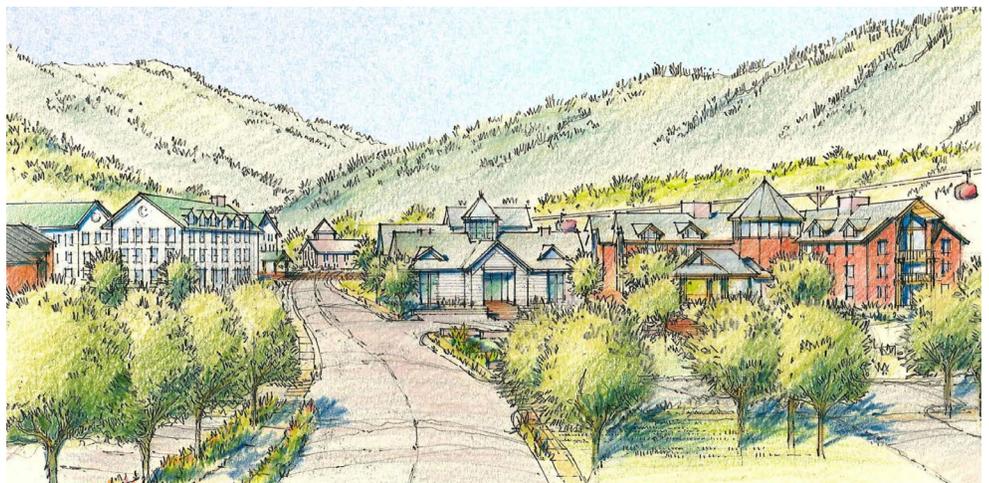
SE Group’s Community Planning team works with communities to envision and articulate their essence, thereby unlocking potential and maximizing opportunities. Our community planning work includes:

- Land use planning
- Comprehensive master planning
- Environmental planning
- Project management
- Community engagement & visioning
- Landscape design and architecture

As part of SE Group, we benefit from more than 50 years of experience working with, creating and sustaining some of the world’s most beautiful places. We primarily work in locations that have stunning natural environments, tourism-driven economies, and rich heritages. Through the years, we’ve become leading experts in working with communities in fragile environments where short-term choices have profound long-term effects. We bring that experience to our clients, and to every community planning project.

Community planning is a complex, intensive, and sometimes contentious process. A planning process sets the tone for civic engagement in the long-term, and how effectively a plan is embraced and set into motion once it is completed. This is particularly the case in smaller communities whose residents are highly engaged, creative and passionate.

Working with these distinctive communities and places calls for a thoughtful, intuitive, creative and skillful melding of process and perspective. SE Group has proven itself as a leader in doing just that, and in creating outcomes that honor both people and place.



SE Group recognizes and promotes profound value (both qualitative and quantitative) in a community. We:

- Are advocates for our clients: we listen, adapt to changing needs, and provide solutions—large and small—throughout the planning process
- Establish collaborative and constructive public engagement during the planning process and in the long-term
- Uncover new opportunities for communities to meet their vision
- Confidently lead complicated processes
- Develop enduring policy solutions that are grounded in pragmatism and reality

Our experience has taught us that:

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

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

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

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

We've done this recently for:

- Town of Waterville Valley, New Hampshire
- City of St. Albans, Vermont
- Town of Silverthorne, Colorado
- City of Burlington, Vermont
- City of South Burlington, Vermont
- Town of Milton, Vermont
- City of Lebanon, New Hampshire

Since 1958, SE Group has had the pleasure of working with and building deep relationships with clients, who turn to us over and over again for guidance. We believe in candor, honesty, collaboration, and an open-door with our clients.

## VHB

VHB provides integrated planning, transportation, land development, and environmental services and has more than 1,000 employees throughout New England, New York, New Jersey, Maryland, Virginia, North Carolina, Georgia and Florida. VHB staff includes an experienced complement of registered professional engineers, planners, transportation engineers, environmental scientists, land surveyors, urban designers and landscape architects, who are committed to achieving project excellence.

Since 1979, VHB has partnered with private- and public-sector clients to provide high-quality technical skills in each of their practice areas through a seamless, integrated team approach to collaboration. To address clients' dynamic needs, VHB has continued to grow and hone a diverse workforce that delivers personal service, value, responsiveness, and excellence.

VHB's unique method for solving transportation problems in the built environment focuses on integration of our service offerings coupled with their deep understanding of the full context of projects. This integrated services approach gives VHB the ability to create bold and visionary outcomes while incorporating the technical skills required to plan sensitive and complex projects. VHB's engineers, planners, scientists and landscape architects work closely together to provide detailed analyses that ensure proposed planning and development scenarios are based on contextual realities. With this integrated skills base, VHB is poised to lead and implement creative planning solutions that help shape more livable and sustainable communities.

Since opening in 2008, VHB's Vermont Office has been the fastest growing office in the company. The result of this growth is a group of over 50 engineers, scientists, and planners currently staffing the Vermont office. The VHB team is dedicated to clients and projects that improve mobility, enhance communities, and make Vermont a better place to live. Having goals that consistently align with those of VHB's clients makes for a more collaborative working environment and enjoyable experience.

VHB has diversified technical, management, economic, and social issue experience that is applied with vigor and responsiveness to meet clients' goals. VHB has a proven record of providing resources and services in a timely and cost-effective manner, and is committed to expeditious completion of project tasks through collaboration with our clients and VHB experts company-wide.

VHB experience includes:

### Transportation

- Transportation Planning, Engineering and Operations
- Traffic Engineering
- Highway/Bridge Design
- Parking Facilities
- Bicycle and Pedestrian Facilities
- Transit and Rail Planning and Design
- Airport Planning and Engineering
- Intelligent Transportation Systems

### Planning

- Master Planning
- Zoning
- Urban Design
- Community Planning
- Affordable Housing
- Public Outreach
- Visioning
- Visualization
- Funding

## **CONSULTECON, INC.**

ConsultEcon, Inc. was founded in 1991 and provides economic, feasibility, management and planning services for a wide range of private, non-profit and governmental clients. ConsultEcon assists clients develop and refine plans and project concepts that can be successfully and profitably implemented. They work with clients through project concept development to project implementation.

The operating philosophy of the firm has remained consistent since its beginning. ConsultEcon strives to provide the most objective, achievable and useful results for clients worldwide. They are committed to bringing the most reliable information, research and judgment to bear on each assignment. ConsultEcon is active in many professional organizations and supports research on topics of interest to clients. Their services are custom designed to meet each client's unique needs whether in determining concept definition and refinement, establishing market proof of plans and concepts, determining financial viability, supporting project funding or creating sustainable operating strategies. They work individually with clients or as part of multi-disciplinary teams providing a wide range of business and economic development services.

## **WOOD & WOOD SIGN SYSTEMS**

Founded in 1972, Sparky Potter Design Group and Wood & Wood Sign Systems is a unique, full service, custom design house dedicated to the fine art of designing attractive logos and crafting innovative design/build sign solutions. With over forty-two years of experience, Wood & Wood has honed their processes, receiving accolades for their ability to translate corporate, commercial and institutional brands into comprehensive exterior and interior sign systems. By integrating wayfinding systems, pedestrian friendly streetscape programs, interpretive sign systems, storefronts, architectural millwork and displays Wood & Wood is able to assist clients with their diverse and individual needs.

The idea that a sign system can be handsome, effective and memorable has been an ongoing quest of the Sparky Potter Design Group and Wood & Wood. They are well known for our ability to marry old-world hand craftsmanship skills with cutting edge technology. The company is always eager to take on projects that require transforming one-dimensional art into three-dimensional concepts with an innovative mix of materials, fabrication techniques and creative lighting.

Wood & Wood's mission is to closely collaborate with clients in creating custom products that have a strong and memorable visual appeal, and believe aesthetics paired with longevity provide the satisfaction of a great investment.

Wood & Wood is proud to be the recipient of over sixty international, national and industry design awards. Founder, Sparky Potter is also a regular contributor of articles to national and international trade publications as well as a member of the Sign of the Times advisory board.

## KEY PERSONNEL & EXPERIENCE

We have assembled a seasoned team for the Village Center Master Plan project, and includes:

- Community Planners
- Landscape Architects, and Civil Engineers
- Business and Operations Analysis Experts
- Public Engagement and Participation Process Specialists
- Transportation Planners and Analysts
- Market and Real Estate Analysts

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

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

Team Member	Firm	Project Role
Mark Kane, ASLA <i>Director of Community Planning &amp; Design</i>	SE Group	Principal in Charge/Planning/Engagement
Drew Pollak-Bruce <i>Associate Planner</i>	SE Group	Planning/Economic Analysis/Engagement
Gabby Voeller <i>Associate Planner</i>	SE Group	Planning/Engagement
Tom Hand <i>Associate Planner</i>	SE Group	Landscape Architecture/Detailed Design
Elizabeth Grades <i>Staff Landscape Architect</i>	SE Group	Landscape Architect/Graphic Design
David Saladino, PE <i>Director - Transportation Engineering</i>	VHB	Transportation Analysis
James Stevens <i>Senior Associate</i>	ConsultEcon	Market Analysis
Sparky Potter <i>Principal Designer</i>	Wood & Wood	Signage and Wayfinding

**MARK D. KANE, APA ASLA****DIRECTOR OF COMMUNITY PLANNING & DESIGN**

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

**Areas of Expertise**

- Regional and Land Use Planning
- Aesthetics and Environmental Impact Analysis
- Permitting & Entitlement

**Affiliations/Memberships**

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

**Awards**

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

**Experience**

Mark has been with SE Group since 2000 and has nearly 25 years of experience in environmental and land use planning and analysis.

In addition, Mark often provides expert witness testimony and is a frequent speaker at conferences. He's also a pioneer in the use of GIS, computer modeling, and digital technologies for both analysis and engagement, using these extensively in his work.

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

**Representative Projects**

- Waterville Valley Village Master Plan, New Hampshire
- Waterville Valley Pedestrian Village Study, New Hampshire
- Town of Silverthorne Comprehensive Plan, Colorado
- Underwood Park Vision Framework, Vermont
- Mad River Valley MRV Moves Active Transportation Plan, Vermont
- Mad River Valley Economic Study, Vermont
- Milton Town Core Master Plan, Milton, Vermont
- Maidstone State Park Master Plan, Vermont
- Clear Creek County 2030 Comprehensive Plan Update, Colorado
- Town of Nederland Comprehensive Plan, Colorado
- Town of Telluride – Conceptual Land Development Study, Colorado
- Mt. Crested Butte Town Center Master Plan, Colorado
- Quechee Lakes – Long-Range Community Plan, Vermont
- GIS-Based Regional Open Space Study, Northwest Vermont
- Interstate 89/Exit 17 Growth Management Study, Vermont
- Girdwood Area Master Plan, Anchorage, Alaska

**DREW POLLAK-BRUCE**  
ASSOCIATE PLANNER



**Areas of Expertise**

- Community Planning
- Environmental Analysis
- Socioeconomic Analysis

**Affiliations/Memberships**

- American Planning Association - Member
- National Recreation and Parks Association - Member
- International Ecotourism Society - Member
- Congress for the New Urbanism - Member

**Awards**

- Honor Award for Sustainability and Environmental Permitting, Town of Nederland Comprehensive Plan 2013 Update, 2014
- Merit Award for Outstanding Project, APA Colorado, Town of Ridgway Land Use Plan Update, 2012

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

**Experience**

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

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

**Representative Projects**

- Mad River Valley MRV Moves Active Transportation Plan, Vermont
- Underwood Park Vision Framework, Vermont
- Waterville Valley Pedestrian Village Study, New Hampshire
- Estes Valley Recreation and Park District Comprehensive Master Trails Plan, Colorado
- Town of Snowmass Village Parks, Open Space, Trails and Recreation Plan, Colorado
- Clear Creek County 2030 Comprehensive Plan Update, Colorado
- Town of Nederland Comprehensive Plan Update, Colorado
- Hunter Creek-Smuggler Mountain Cooperative Plan, Colorado
- Town of Ridgway Land Use Plan - 2011 Update, Colorado
- City of Oneida Bicycle and Pedestrian Connectivity Plan, New York\*
- Town of Andes Trail User Survey and Analysis for the Andes Rail Trail, New York\*
- Village of Delhi River Park and Walk Master Plan, New York\*
- City of Kingston Greenline Trail Feasibility Study, New York\*
- Village of Clyde Lauraville Landing Canal Park Concept Plan and Recreational Needs Assessment, New York\*
- Schuyler County Comprehensive Plan: Recreation Destination 2030, New York\*

**GABBY VOELLER**  
ASSOCIATE PLANNER



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

### Experience

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

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

### Areas of Expertise

- Community Planning
- Transportation Planning
- Spatial Analysis + GIS
- Land Use + Transportation Modeling
- Community Engagement

### Professional Affiliations

- American Planning Association, Colorado Chapter
- WalkDenver (former Board Member)

### Presentations

- “Urban Sim,” APA Colorado conference, 2014

### Projects

- Town of Snowmass Village Parks, Open Space, Trails and Recreation Plan, Colorado
- Clear Creek County 2030 Comprehensive Plan Update, Colorado
- Diamond Peak Master Plan Approvals Process, Nevada
- Estes Valley Recreation and Park District Comprehensive Master Trails Plan, Colorado
- Town of Snowmass Village Parks, Open Space, Trails, and Recreation Plan, Colorado
- Town of Snowmass Village Community Connectivity Plan, Colorado\*
- City of Denver Protected Bicycle Facility Design, Colorado\*
- Wheat Ridge 38th Avenue Complete Streets Study, Colorado\*
- University of Denver Transportation Master Plan, Colorado\*
- City of Denver Brighton Boulevard Cycletrack Design and Pedestrian Signal Design, Colorado\*
- City of Cortez Access Control Plan, Colorado\*
- Denver Regional Council of Governments Metro Vision 2040 Scenario Analysis, Colorado†
- Denver Regional Council of Governments UrbanSim Land Use Model Development, Colorado†

\* Indicates projects completed while at Fehr & Peers

† Indicates projects completed while at Denver Regional Council of Governments

**TOM HAND**  
LANDSCAPE ARCHITECT



**Areas of Expertise**

- Site Planning and Design
- Project Permitting
- Construction Documentation and Administration

**Awards**

- Northbank Bridge and Parks Project, Boston, MA 2013 ACEC Honor Award\*

**Appointments**

- Development Review Board, Stowe, Vermont (2014-present)

Creative, versatile, and thoughtful, Tom’s love of the outdoors results in a design approach that ensures projects meld seamlessly into their natural surroundings. His passion and dedication are evident in each project, regardless of scale, as he coordinates all aspects and pays close attention to every detail—striving for outcomes that exceed client expectations and provide an incredible user experience.

**Experience**

Tom has over a decade of project experience including detailed design, construction documentation and administration. His breadth of experience includes public and private projects, both national and international in scope.

Tom has a Bachelor of Science in Landscape Architecture from the University of Massachusetts, Amherst. He is involved with the Vermont ASLA, and is an active alumni of his college department, frequently returning to guest critic and speak.

**Projects**

- Waterville Valley Pedestrian Village Study, New Hampshire
- Underwood Park Vision Framework, Vermont
- Waterbury State Office Complex, Vermont
- Spruce Peak Adventure Center, Vermont
- The Balsams Resort, New Hampshire
- Smugglers Notch Resort Development Masterplan, Vermont
- North Bank Bridge Pedestrian Bridge and Park Design, Massachusetts\*
- US Embassy Compound, Burundi\*
- US Embassy Compound, Suriname\*
- US Embassy Compound, Norway\*
- University of Connecticut Student Union Terrace, Connecticut\*
- Michael Capuano Early Childhood Education Center, Massachusetts\*
- Fitchburg State University Mara Village Residence Hall, Massachusetts\*
- Rochester Elementary School, Massachusetts\*

## LIZ GRADES

### LANDSCAPE ARCHITECT



#### Areas of Expertise

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

#### Affiliations

- Adirondack Powder Skier Association - Founding Board Member

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

#### Experience

Liz has extensive experience working within the realm of trail planning and design. Building upon her Fine Arts background, she has developed considerable graphic skills using a variety of digital and hand techniques which help illustrate the complexities of design in ways that both engage and inform.

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

#### Projects

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

## David Saladino, PE

Director – Transportation Engineering



Dave is the Director of Transportation Engineering in VHB's South Burlington, Vermont office. He has nearly twenty years of project management, transportation engineering, traffic engineering and transportation planning related experience in both the public and private sectors. His recent project experience includes transportation corridor planning, traffic impact studies, parking studies, transportation microsimulation modeling, and design of intersections, roundabouts, roads, sidewalks, and traffic signals.

*18 years of professional experience*

### Education

BS, Civil & Environmental Engineering, University of Delaware, 1998

### Registrations

Professional Engineer (Civil) VT, 2006

Professional Engineer NH, 2005

### Affiliations/Memberships

Institute of Transportation Engineers

American Planning Association

### CCRPC, Colchester-Essex Network Transportation Study, Colchester & Essex, VT\*

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

### CCRPC, I-89 Exit 12 & VT 2A Scoping Study, Williston, VT\*

Served as Project Manager for a comprehensive scoping study of the I-89 Exit 12 interchange and VT 2A corridor in Williston, Vermont. The technical analysis included a fully integrated microsimulation model developed in TransModeler that was used to test and validate several alternative roadway and interchange configurations. Project alternative designs included an expanded diamond interchange, a diverging diamond interchange, a new collector road with roundabouts, and a new grade-separated interchange with VT 2A. This study won an ACEC of Vermont Merit Award in 2014.

### CCRPC, I-89 Exit 14 Intermodal Intercept Facility Scoping Study, South Burlington, VT\*

Served as Project Manager for a Scoping Study of an Intermodal Intercept Facility and new I-89 Off-Ramp adjacent to I-89 Exit 14 in South Burlington, Vermont. The project involved significant analysis of transit operations, fiscal impacts, traffic impacts, and environmental impacts. The project involved a significant public and stakeholder outreach and facilitation component to work through an assessment of alternatives for the identified site.

### Town of Thetford, Thetford Inter-Village Trails Master Plan, Thetford, VT\*

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

### CATMA, Joint Institution Parking Management Plan (JIPMP), Burlington, VT\*

Served as Project Manager for the 2014-2019 update of the Joint Institution Parking Management Plan in Burlington, Vermont. The effort involved coordinating with the University of Vermont, Fletcher Allen Hospital, Champlain College, and the Campus Area Transportation Management Association to develop a comprehensive approach to managing parking for the next five years.

### City of Burlington, Burlington Waterfront/College Street Access Design (STP 5000(17) C/3), Burlington, VT\*

Served as Project Manager for \$6+ million waterfront improvement project involving roadway enhancements, new sidewalks, bus and vehicle circulation improvements, utility burial, boathouse improvements, parking enhancements, and significant aesthetic improvements. Coordinated work with over ten subcontractors and provided a first line of contact for City staff. Oversaw development of final designs, contract plans, and bid documents.

\* Project Completed with Previous Employer

**James Stevens**  
Senior Associate

**ConsultEcon, Inc.**



Mr. Stevens has over a decade of experience in market analysis, business planning, financial modeling, and economic planning and development. Areas of expertise include commercial revitalization strategies, downtown and commercial area planning, land use economics, financial feasibility analysis, and economic and fiscal impacts due to real estate developments and business operations.

Mr. Stevens also specializes in the planning and development of cultural facilities, heritage sites, parks, visitor attractions and other recreation-oriented uses, and has completed business and operating plans, and management studies for a wide array of public and private organizations. His clients include private developers, non-profit organizations and city, town and county governments.

Mr. Stevens has a master's degree in city planning from the Massachusetts Institute of Technology. He received a bachelor's degree in history from Cornell University and is a member of the American Planning Association.

Examples of Mr. Stevens' assignments include:

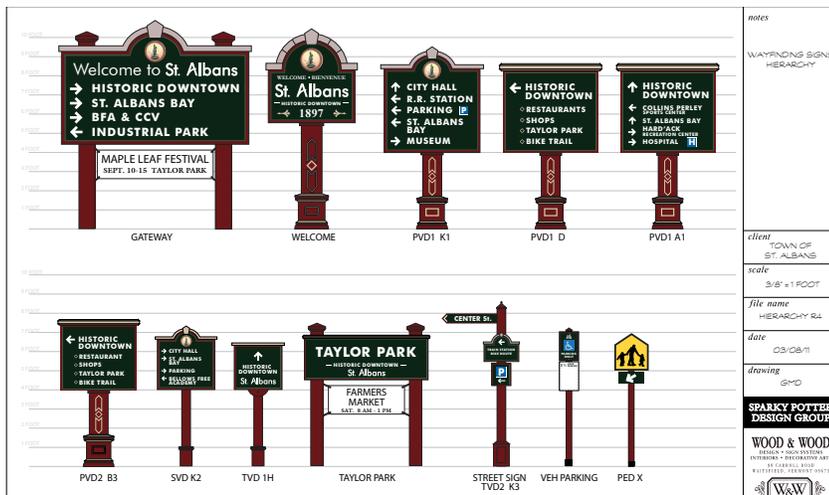
- ◆ **Downtown / Commercial Area Plans:** completed economic analysis of business, employment, resident and tourist markets as part of economic development plan for downtown Oneonta, NY; conducted a business mix and commercial market analysis for a streetscape master plan in Oak Bluffs, MA; analyzed retail and office markets in Davis Square, Somerville, MA, a daytime office and nighttime restaurant and entertainment destination; developed market analysis and action plan for commercial revitalization in downtown, Salamanca, NY; provided market and economic analysis for the Virginia Aquarium and Owls Creek Area Master Plan in Virginia Beach, VA; developed tourism strategies downtown Paducah, KY; recommended redevelopment for the harbor area in Hyannis, MA; conducting market research and identifying redevelopment opportunities for downtown master plans in Silver City and Las Vegas, NM; developing retail market profile and revitalization plan for the Hyde Park business district in Boston, MA; evaluating redevelopment opportunities for nine neighborhood Main Street commercial districts in Birmingham, AL; and researching market conditions and developing an implementation strategy for downtown retail plan in Salem, MA.
- ◆ **Real Estate and Adaptive Use Projects:** analyzed multi-family apartment and condominium housing markets for pre-development study, Braintree, MA; evaluated the feasibility of community event uses at historic farm property, Acton, MA; evaluating the market segments for new hotel in Paducah, KY; testing the economic feasibility of a new event center in Owensboro, KY; and identifying opportunities for commercial redevelopment at a downtown transit center in Tucson, AZ.
- ◆ **Economic and Fiscal Impacts Evaluations:** evaluated the economic impacts and community benefits of re-watering and revitalizing the Smoky Hill River, Salina, KS; estimated linkage fee charged to new commercial developments to fund affordable housing demand created by new employment in commercial developments in Cambridge, MA and in Somerville, MA; analyzed the potential fiscal revenues of alternative waterfront uses, including hotel, residential, and cultural uses in Alexandria, VA; assessing the impact of a proposed "lifestyle center" on retail businesses in downtown Dedham, MA.
- ◆ **Visitor Attractions / Tourism Projects:** evaluating the market and operational feasibility of a new wine and culinary center in Blowing Rock, NC; evaluating alternative locations and developing project parameters for the construction of a new visitor center in San Antonio, TX; reviewing market potential for new heritage tourism project in Cedar Park, TX; assessing the potential of a mixed-use development to include a new Route 66 attraction in Tulsa, OK; testing the feasibility of alternative scenarios for a new interpretive and educational attraction in Scottsdale, AZ that is planned to incorporate environmentally sustainable features; and, conducting a market analysis and operations plan for a visitor center at a Frank Lloyd Wright-designed synagogue near Philadelphia, PA.

**SPARKY POTTER | Principal Designer**  
**WOOD & WOOD SIGN SYSTEMS**

Sparky Potter’s passion for craftsmanship began at an early age as he stood alongside his next door neighbor, a Italian stonemason, learning with his son how to do masonry. The experience rubbed off later in life. The skiing itch as a kid in the 50’s and 60’s brought him to Sugarbush Resort in Waitsfield, VT, as a full time ski patroller after graduating from St. Lawrence University with a history degree in 1970. In his spare time during his senior year he taught himself the art of woodburning and painting on scraps of wood—mostly imitating album covers. Throughout it all, his penchant for “just creating things” was pervasive as the family art genes began to rise to the surface. Before he fell into his current career of hand-carved sign making, he ran a hippie-ish multimedia collective called Dream On Productions, which attempted such outrageous feats as plastering a 4-acre U.S. flag across New York’s Verrazano bridge for the 1976 bicentennial. In 1972 he started crafting custom-made signs under the name of Wood & Wood Sign Systems, Inc at his home. Every time Sparky wanted to start a new venture, he would just construct a new building for it, until “Potterville” enclave turned into this multiple-house setting for the creation of art and music. Sparky’s background as a history major has made him ideally suited to solving the design challenges with relation of integrating the architecture or natural surroundings into a client’s project. He is regular contributor of articles in national trade publications and on the editorial advisory board for *Sign of the Times*.

His business of forty-three years has gained a reputation nationally for their ability to marry old-world craftsmanship with innovative cutting edge technology using a variety of materials in the sign system master planning arena, including numerous municipal and residential communities as well as college campuses, hospitals and resort projects. The company is proud to be the recipient of over 60 national and international design awards as well as recognitions of excellence. Sparky Potter firmly believes that a product succeeds or fails "by design." His entire staff of 10 full time employees also shares the passion for design and takes an active role in conceiving memorable identity graphics, sign systems, displays and artistic furniture.

A portfolio of Sparky Potter’s work can viewed at [www.woodandwoodsigns.com](http://www.woodandwoodsigns.com).



## Relevant Experience

The SE Group project team has broad and relevant experience that will be essential to complete the **Village Center Master Plan**.

These project examples highlight some of the firm's long-standing efforts to establish master plans that enable action. For example, our planning efforts for the City of St. Albans has resulted in a new urban core parking garage, relocated state office building and the pending development of a downtown hotel. The recently constructed streetscape improvements have transformed the economic model for the community—encouraging private-sector investment and spurring new opportunities in the historic downtown setting.

Many of these project examples address the work of multiple team members. In addition, specific and relevant market assessment studies by ConsultEcon are provided for reference.

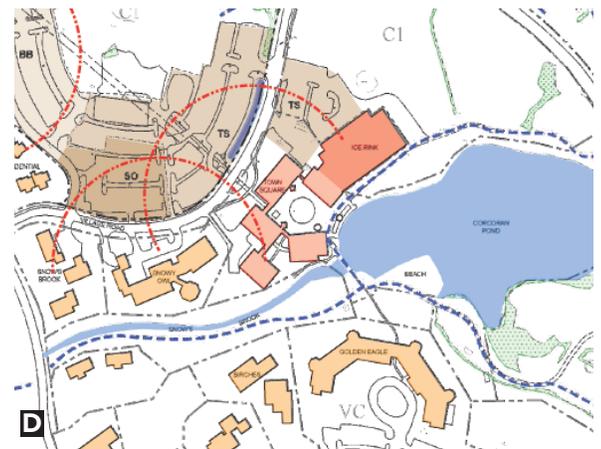
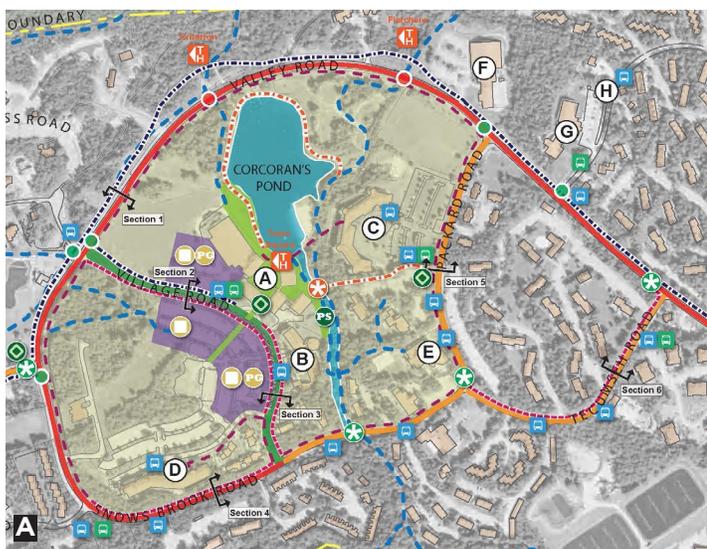


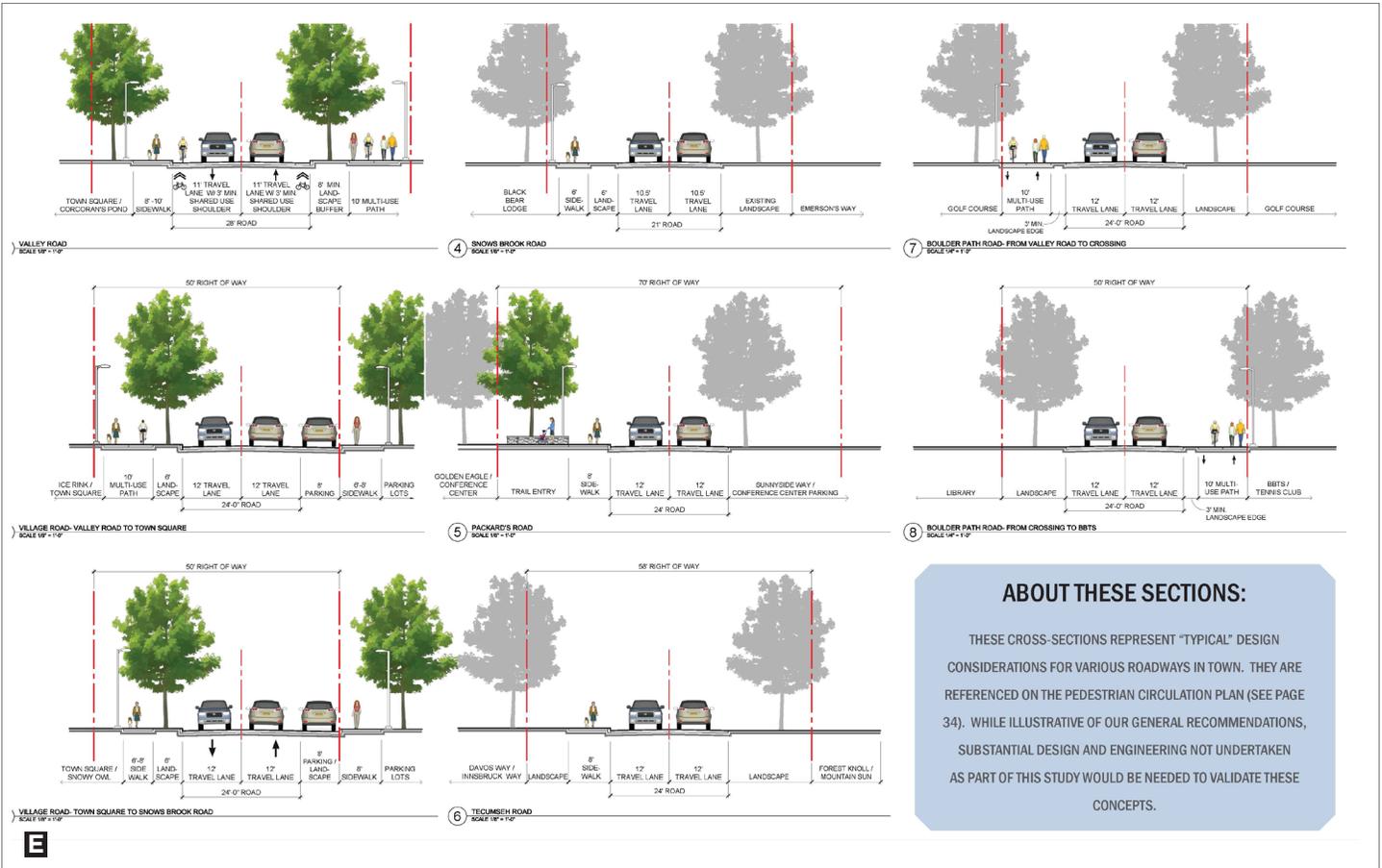
## Waterville Valley Pedestrian Village Revitalization Study Waterville Valley, New Hampshire

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

Working in collaboration with VHB, SE Group conducted a detailed assessment of the underlying issues and developed broad themes for new/revised opportunities. We worked in a highly engaged public environment—“going to the people” where and when we could. We explored a variety urban design ideas and dovetailed them with policy recommendations.

The end result has been a comprehensive road map for continued progress. In fact, one of the key recommendations of the study was the formation of new working group to move plan elements forward, which has since convened and is now moving ahead with new design planning for wayfinding improvements.





**ABOUT THESE SECTIONS:**

THESE CROSS-SECTIONS REPRESENT "TYPICAL" DESIGN CONSIDERATIONS FOR VARIOUS ROADWAYS IN TOWN. THEY ARE REFERENCED ON THE PEDESTRIAN CIRCULATION PLAN (SEE PAGE 34). WHILE ILLUSTRATIVE OF OUR GENERAL RECOMMENDATIONS, SUBSTANTIAL DESIGN AND ENGINEERING NOT UNDERTAKEN AS PART OF THIS STUDY WOULD BE NEEDED TO VALIDATE THESE CONCEPTS.



*SE Group has been responsive to the Town's needs and the end product has been well received as a guide to shaping the outcome of future development within our town and in particular our town core. SE Group did a terrific job of encapsulating the community attitudes and opinions in ways that illustrated unique challenges and opportunities for the community.*

- Mark Decoteau, Town Manager  
Waterville Valley

- Image Key:**
- A=opportunities concept
  - B=public meeting
  - C=chowderfest event
  - D=parking analysis
  - E=Typical complete street sections
  - F=concept master plan graphic

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

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

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

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

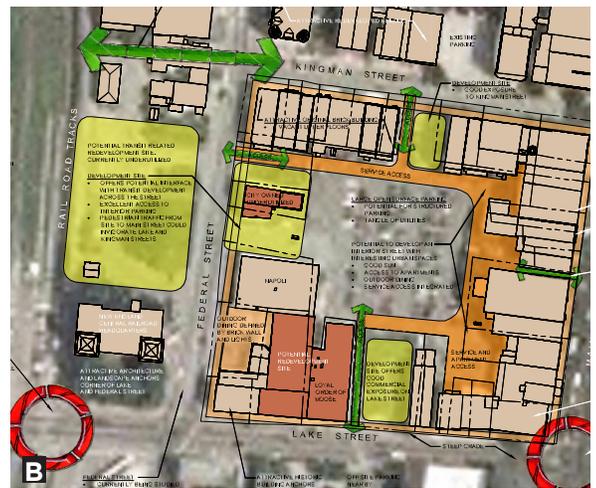




Image Key:  
 A= early streetscape study  
 B= master plan opportunities  
 C= Taylor Park concept  
 D= downtown parking and infill study  
 E,F,G&H = built streetscape and wayfinding system

*The result of the efforts that SE Group helped create has been transformative for St. Albans. These strategic community investments, deployed in creative ways that build upon the City's historic character, have been well-received and have spurred renewed community spirit and vitality."*

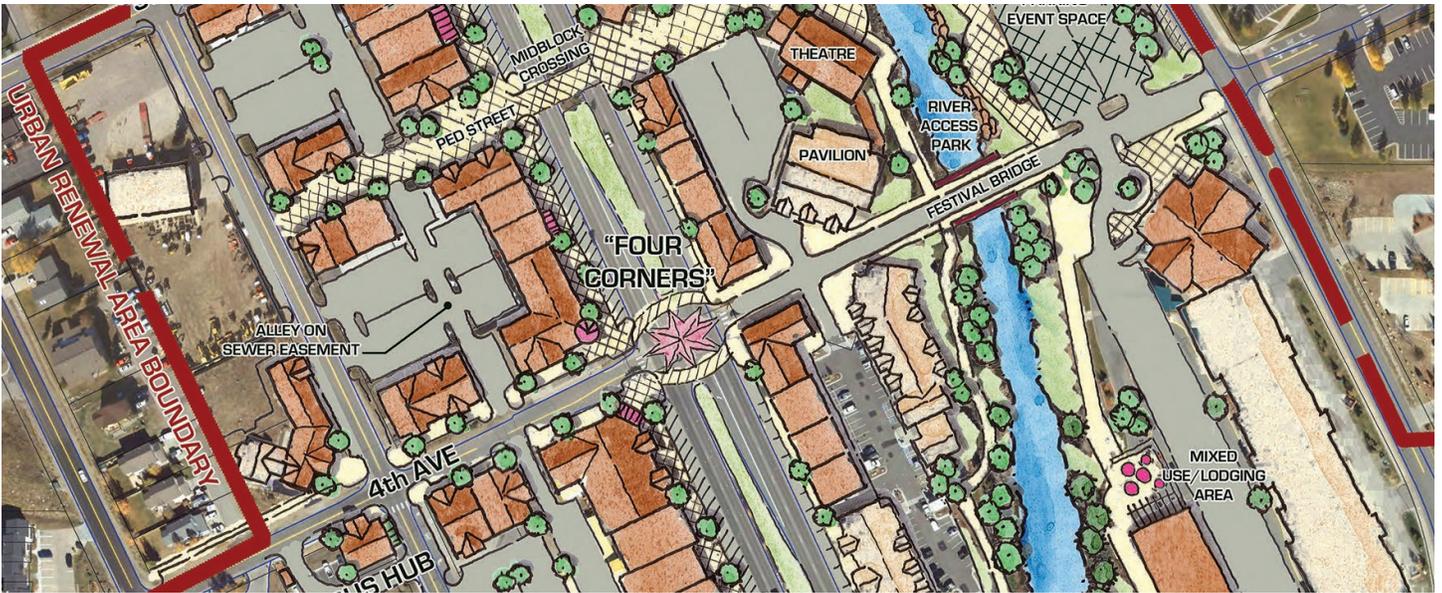
- Dominic Cloud, City Manager  
 City of St. Albans, Vermont

## Town of Silverthorne Comprehensive Plan “Blueprint Silverthorne” Silverthorne, Colorado

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

The Blueprint Silverthorne framework has enabled significant public input and established parameters for next steps, including updates to zoning and determination of community inputs (infrastructure) to support the nascent downtown. The plan was finalized and quickly adopted in May 2014. Recently, the Town approved use of public monies for development of the Dillon Theatre Company’s new performing arts venue located along the Blue River.





The plan has set the framework for the Town to craft the Silverthorne District Design Standards, which will now enable us to regulate and encourage the development of our downtown.

Now that the plan has been formally adopted, my staff and I use the document nearly every day.

- Mark Leidal, AICP  
Assistant Town Manager

## College Street/Waterfront Access Project Burlington, Vermont

The College Street/Waterfront Access project was the first phase of a multi-project effort to improve access to and on Burlington's Waterfront. The purpose of this project was to identify transportation investments that will improve traffic circulation and access around the waterfront for all modes with particular emphasis on enhancing the safety and clarity of pedestrian travel. Supporting this purpose are the objectives of unifying the aesthetic themes within the waterfront area, maintaining the parking supply within the area, reducing the visual clutter caused by the overhead power/utility lines, minimizing the impacts of vehicles on the waterfront area. Another important part of this project was to design an innovative way to handle the on-site stormwater. SE Group created several rain gardens that can be utilized by the neighboring ECHO Science Center as teaching and learning examples of stormwater management. The connection to the waterfront is vital to the City's sustainability and its historical background. SE Group worked together with the City and design team members to create a sustainable design that meets all of the communities goals.



## City Center/Market Street Planning and Design

### South Burlington, Vermont

SE Group is working in collaboration with VHB on the planning and design of “Market Street,” the central vehicular and pedestrian avenue for the long-planned City Center project. Working in close coordination with the City and its form-based code team, SE Group has crafted innovative site design solutions to deal with some of the substantial challenges within the development; complex stormwater management needs, flexibility in handling parking, accommodation for pedestrian space and uncertain final development forms

Additionally, SE Group has been working closely with the City on graphics to help communicate the new form-based code regulations. Using 3D models and graphic design techniques, SE Group crafted illustration that provided support in communicating the complexities of the code and reinforced the over arching design objectives sought.



## Milton Town Core Master Plan/Milton Square Streetscapes

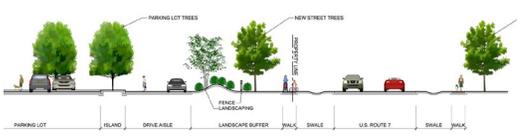
### Milton, Vermont

In 2000, SE Group began working with the Town of Milton to craft the Town Core Master Plan. This broad planning document established a solid foundation for managing growth within the (eventually) designated growth center. The Master Plan provided the framework for eventual zoning changes that encouraged a streetscape presence, provide safe pedestrian and vehicular circulation, promote connectivity between uses and reinforce the identity of the Town Core.

In 2004, SE Group developed a Master Plan for the expansion of Milton Square, an early-1970s vintage commercial plaza within the Town Core. The plan balanced the need for a strong streetscape with the parking and circulation needs of commercial uses. It introduced pedestrian scale along a major arterial highway dividing the Town Core. It established a pattern of design details that unify the plaza within the broader Town Core. To aid in the communication of the plan, SE Group developed 3-dimensional models and renderings depicting the buildout from this Master Plan. This effort ultimately resulted in a collaborative private-public process resulting in a final development plan that is now successfully operating.



PROPOSED STREET EDGE ALONG ROUTE 7



# Project Sheet

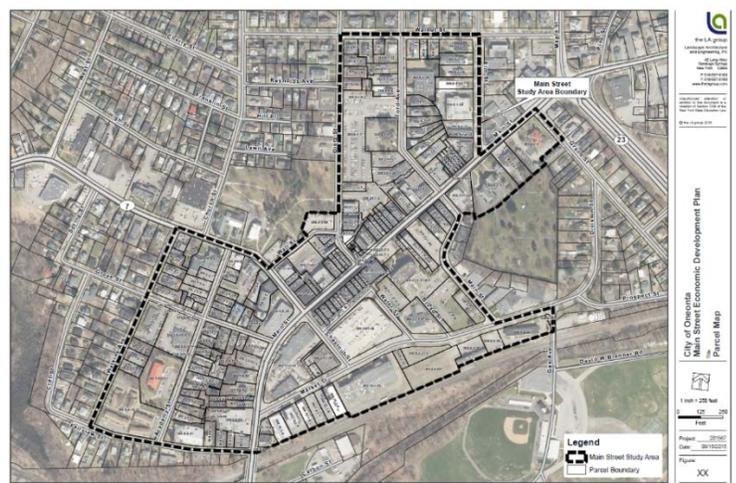
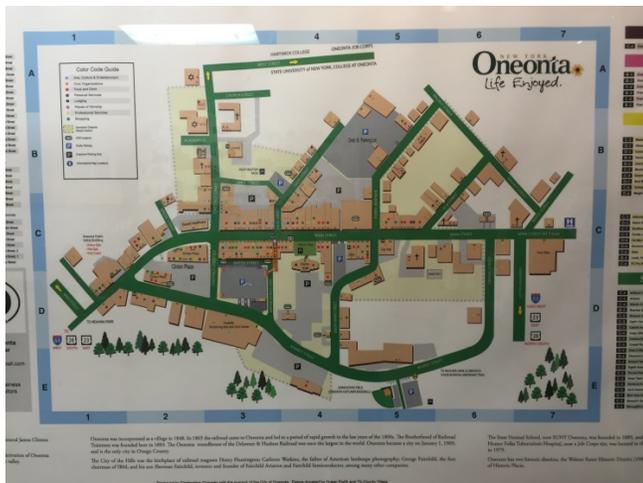
**ConsultEcon, Inc.**  
Economic and Management Consultants

## Oneonta Main Street Economic Development Planning: Oneonta, New York

Provided market and economic analysis of Oneonta’s Main Street and Downtown area as an input into to a comprehensive economic planning and development strategy for the downtown commercial and residential area of the City of Oneonta. The goal of the study was to develop short, middle, and long range plans for a sustainable economic strategy for Downtown Oneonta by concentrating on its assets—both existing and potential. The market and economic analysis encompassed market research, a community wide consumer survey, and community visioning and outreach, including stakeholder interviews, focus groups with businesses, property owners and downtown residents.

**Reference:**

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Source: ConsultEcon, Inc., LA Group

# Project Sheet

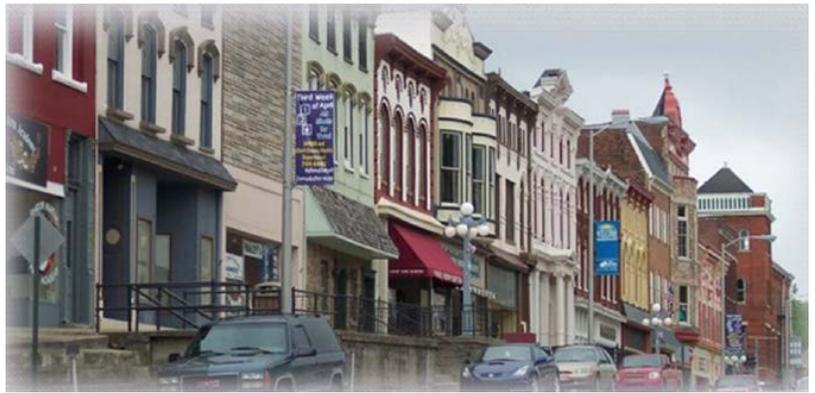
**ConsultEcon, Inc.**  
Economic and Management Consultants

## Downtown Master Plan: Winchester, Kentucky

Provided an assessment of the market for commercial and residential space in Downtown Winchester as an input into the downtown master planning process. ConsultEcon was a part of a multidisciplinary team. CEI’s work included an analysis of the downtown business mix, storefront occupancy, resident and tourist demographics and spending patterns, and the market for commercial and residential real estate. CEI recommended strategies for improving the business mix and economic vitality of the downtown to support physical improvements to the downtown and improve the downtown’s “sense of place.”

**Reference:**

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Source: CityVisions, Gamble and Associates and ConsultEcon, Inc.

## References

Client + Project	Contact
<i>City of St. Albans Urban Redevelopment Planning/ Streetscape Revitalization</i>	Dominic Cloud, City Manager City of St. Albans, Vermont (802) 524-1500 x. 253 d.cloud@stalbansvt.com
<i>City Center/Market Street Planning and Design Underwood Property Vision Framework</i>	Paul Conner, Director of Planning + Zoning City of South Burlington (802) 846-4123 pconner@sburl.com
<i>City of Burlington, Vermont Numerous Projects</i>	Kirsten Merriman Shapiro, Special Projects Manager City of Burlington - CEDO (802) 865-7284 kmerriman@ci.burlington.vt.us
<i>Town of Silverthorne, Colorado Town of Silverthorne Comprehensive Plan</i>	Mark Leidal, AICP Assistant Town Manager Town of Silverthorne, Colorado (970) 262-7362 mark.leidal@silverthorne.org

*“Thank you for the work you and your team at SE Group did to successfully help our community develop a Vision Framework for the city’s recently-acquired Underwood Property. Your team navigated all of the project’s complex parameters in an extremely open, professional, and creative manner. Your leadership in meetings allowed the Task Force members to share their perspectives in a welcoming, structured manner.*

*The project was extremely well received in the community from start to finish.”*

*-Paul Conner, AICP, MCIP, Director of Planning & Zoning  
City of South Burlington*

