

RESPONSE TO

Request for Proposal

Citywide Plan: Imagine Boston 2030

Boston Redevelopment Authority
July 20, 2015

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Ms. Teresa Polhemus
Executive Director/Secretary
Boston Redevelopment Authority
Boston City Hall
One City Hall Square, 9th Floor
Boston, MA 02201

Reference: Request for Proposals, Citywide Plan: Imagine Boston 2030

Dear Ms. Polhemus:

As Boston nears its 400th birthday, the city is looking forward to a new century with confidence and excitement. With its historic and walkable character, network of green space, and distinctive neighborhoods, Boston has the urban vitality that attracts economic growth and new residents in the twenty-first century. But growth and success also bring new challenges. Fifty years after the last citywide plan was created to reverse the city's decline, Mayor Walsh launched Imagine Boston 2030 by inviting residents to be part of the citywide plan that will guide Boston as it enters its fifth century, and by recognizing the challenges the city faces. "We don't just want to grow bigger. We want to grow smarter, more resilient and we want grow more equitably across the city. We need to make sure that while opportunity continues to grow, it needs to be shared."

Stantec's Urban Places Group is excited to submit our proposal to the Boston Redevelopment Authority to lead the Core Team for Imagine Boston 2030. The Urban Places Group (UPG) was created in 2014, when David Dixon, FAIA, and Larissa Brown, PhD, AICP, along with four colleagues, moved from Goody Clancy to Stantec to create a specialty practice with our multidisciplinary firm of more than 15,000 employees. The Urban Places Group, made up of forty professionals in Boston and around the country, focuses on urban and urbanizing places, working with both public and private sector clients. UPG members facilitate urban revitalization, smarter growth, sustainability and resilience through integrated planning for land use, urban design, transportation, economic development, housing, open space, and equitable community development. We have experience building consensus in complex planning environments and with diverse communities. Our work has been recognized by multiple national, regional, and state awards from organizations such as, the American Planning Association (APA), Congress for the New Urbanism (CNU), and American Institute of Architects (AIA)—and our plans get implemented.

David Dixon, FAIA, will be the principal-in-charge and Larissa Brown, PhD, AICP will be project manager. A Boston resident, David has shaped the urban character of Boston and many other cities across the country in a career dedicated to creating vital urban places. He is particularly known for promoting the advantages of well-designed density and an exciting public realm. Larissa leads the UPG comprehensive planning practice and has directed and managed award-winning comprehensive plans. Together, they bring many decades of successful planning and urban design experience at all scales and in Boston, the region, and around the country.

Joining us on the Core Team is a group of designers, a planning technology firm, and a group of public engagement specialists, many of whom we have worked with in the past:

- » **Stull and Lee:** a Boston firm with a distinguished track record of neighborhood planning and architecture in the city;
- » **Stoss Landscape Urbanism:** a Boston firm known for its innovative approach to nature in cities;
- » **Höweler + Yoon Architecture:** a Boston firm that has designed inventive public realm projects in the city;
- » **Speck & Associates:** the nation's expert on walkability;
- » **Manhan Group, LLC:** creator of the regional land use allocation model for MAPC;
- » **Consensus-Building Institute:** a national and international leader in facilitating solutions to complex issues;
- » **Regina Villa Associates:** a Boston based public engagement specialist;
- » **MORE Advertising:** an advertising firm specializing in reaching typically underrepresented communities; and
- » **Urban Interactive Studio:** a digital communications firm that specializes in digital public engagement for planning projects.

Our team is diverse in many ways. In addition to racial, ethnic, and gender diversity, we combine experienced and tested planning and urban design leadership with cutting edge design from the emerging generation of designers. We include the newest approaches to data-driven land use analysis and digital visualization with the warmth of hand-drawn renderings. Our community engagement specialists are experts in communications and face-to-face participation, and we also will have user-friendly and interactive digital participation to meet the needs of all citizens.

Our team is ready to build on Boston's successes and to work to make Boston a model of equity, resilience, livability, and prosperity for the next century. We look forward to presenting our qualifications and approach to you in person. If you have any questions or require additional information, please do not hesitate to contact David or Larissa at the contact information below.

Sincerely yours,



Larissa Brown, PHD, AICP
Principal
P: (617) 654-6070
larissa.brown@stantec.com



David Dixon, FAIA
Senior Principal
P: (617) 654-6069
david.dixon@stantec.com

Contents

1 Core Team

2 Quals and Experience

3 Process and Management

4 Public Engagement

5 Content/Approach

6 Resources and Schedule

7 Appendix A

Samples of Relevant Work

8 Appendix B

Exhibit E: Statement of Qualifications

9 Appendix C

Exhibits D, F, G



1: Description of Core Team

The Core Team will be led by **Stantec's Urban Places Group** (UPG), with Stantec serving as prime consultant and overall project manager. UPG focuses on urban and urbanizing places within our multidisciplinary firm of more than 15,000 employees. As a specialized practice, UPG maintains the focus and responsiveness of a boutique firm. As part of one of the world's largest design firms, we can call on field-leading experts in a broad array of disciplines ranging from architecture to environmental remediation and transportation planning to retail branding. With this clear focus and a unified interdisciplinary approach, the 40 professionals of the Urban Places Group help communities across North America develop visions and plans to chart a path to greater livability, equity, and sustainability.

UPG was created in 2014 and is led by David Dixon, FAIA and Larissa Brown, PhD, AICP, who joined Stantec with four other colleagues from Good Clancy. They have a long track record of national, state, and regional award-winning plans and recognition for excellence by the American Planning Association, the American Institute of Architects, the Congress for the New Urbanism, and other professional associations. *Perhaps most importantly, their plans get implemented.*

Our Boston-based group of planners, urban designers, architects, and landscape architects has long experience facilitating smarter growth, sustainability, and economic growth in communities around the country through integrated planning for land use, urban design, transportation, economic development, community revitalization, and green infrastructure and sustainability. We are experienced across scales, from multi-county regions to cities, neighborhoods, and specific sites. We are known for building consensus in complex planning environments and with diverse communities.

For the Imagine Boston 2030 project, **David Dixon** will be Principal-in-Charge and **Larissa Brown** will serve as Project Manager. Together, they bring many decades of successful planning and urban design experience at all scales and in Boston, our region, and around the country. They will be supported by Stantec planners, urban designers, architects, landscape architects, real estate and engineering specialists, in addition to key sub-consultants for design and engagement.

The members of UPG are committed to collaborative planning based on an interactive dialogue with community members and known for achieving successful outcomes in complex planning environments with multiple stakeholders. The numerous downtown, neighborhood, commercial district, corridor, and citywide plans we have created emphasize achievable visions based on community consensus, market realities, a strategic mixture of uses, a robust public realm, and an effective deployment of higher density uses to create a critical mass of activity. Our work embodies several consistent elements:

- » Visionary plans that get implemented;
- » Strategies that reflect interdisciplinary thinking and address public- and private-sector goals and needs;
- » A commitment to defining public places and destinations that can serve as catalysts for attracting investment;
- » Creative solutions that reflect economic, market, and financial realities;
- » Processes and visuals that attract and engage multiple stakeholders and produce solutions that have won wide public support and enthusiasm; and
- » Implementation strategies that use limited public resources in a highly efficient way to attract maximum investment.

Joining Stantec on the Core Team are two groups of firms; one group brings expertise in design and land use technology, and the other is focused on public engagement. Each of these firms brings special qualities to the team and to the project. The land use, design, and placemaking group includes three Boston-based design firms, and a Massachusetts technology firm:

- » **Stull and Lee**, a planning and architecture firm with a long track record of architecture and neighborhood planning in Boston;
- » **Stoss Landscape Urbanism (Stoss)**, a design firm known for its innovative approach to landscape in cities;
- » **Höweler + Yoon Architecture (HYA)**, designers and architects of inventive public realm projects in Boston and elsewhere;
- » **Speck & Associates**, whose detailed focus on walkability enhances the livability of dense urban spaces; and
- » **Manhan Group, LLC**, a planning technology firm that built the Boston region's land use allocation model.

The public engagement team includes three firms based in the region and a national digital specialist:

- » **Consensus-Building Institute (CBI)**, a national and international leader in facilitating and mediating solutions to complex land use issues;
- » **Regina Villa Associates (RVA)**, an outreach and engagement specialist with 30 years of experience in Boston and the region;
- » **MORE Advertising**, a media and communications firm focused on using media to help build community; and
- » **Urban Interactive Studio (UIS)**, a digital communications firm specializing in planning.

Members of Stantec's Urban Places Group have worked successfully in the past with Stull and Lee, Stoss, Höweler + Yoon, Jeff Speck, Regina Villa Associates, and Manhan Group, LLC.

A. Core Team Experience and Qualifications

The experience and qualifications of the Stantec Core Team project leaders, staff, and additional experts are summarized below. Firm profiles and resumes can be found in Exhibit E (Statement of Qualifications), Section 8. Recommended sub-consultants for the plan's themes are discussed in Section 5.

Lead Consultant: Stantec's Urban Places Group



David Dixon, FAIA, Principal-in-Charge. Well known for his work in Boston and our region, including the Civic Vision for Turnpike Air Rights, Mission Hill/Parcel 25 Transit-Oriented Development Vision and Strategy, Longwood Medical Area Long-Range Plan, Emanuel College Campus Master Plan, and the Eastern Cambridge Plan, David Dixon is also a national leader in planning and urban design. He speaks frequently throughout the country on a range of urban design issues, including smart growth, downtown revitalization, integrating a new generation of urban growth into historic urban environments, sustainable mixed-income neighborhoods, new downtowns for suburban communities, and innovation districts. He is especially known for initiating a national dialogue on density as an essential tool for revitalizing urban communities. A winner of multiple awards for his planning and urban design projects, David is co-author of *Urban Design for an Urban Century* (2nd ed. 2014). The American Institute of Architects (AIA) awarded him its 2007 Thomas Jefferson Award for “a lifetime of ... significant achievement in [creating]... livable neighborhoods, vibrant civic spaces, and vital downtowns.”



Larissa Brown, Ph.D., AICP, Project Manager. Larissa will be the day-to-day project leader and manager, responsible for the overall plan and process. She brings extensive experience as a comprehensive planner and a manager of complex interdisciplinary teams. She leads the UPG citywide long-term (comprehensive) planning practice. She is particularly skilled in integrating analysis and recommendations from a variety of disciplines, from infrastructure to urban design, into an implementable comprehensive plan that supports achievement of the community's vision. Recent master/comprehensive plans completed, adopted, and being implemented that Larissa has prepared and managed include plans for Tyler, TX; New Orleans, LA (post-Katrina); Shreveport, LA; Birmingham, AL; and Warwick, RI. She also prepared a citywide Parks and Public Spaces Plan for the City of Miami, FL. All of these plans were based on extensive public participation in diverse and complex communities, received state APA or AIA awards (and New Orleans also received a national award), and all are being implemented. The Shreveport and Birmingham plans were the first comprehensive plans in 50 years in their respective cities and the Tyler plan was the first ever comprehensive plan in that city. Larissa recently led a comprehensive plan process for Corpus Christi, TX, which is in the final adoption phase.

In addition to her work in other parts of the country, during her career Larissa has participated in or led eleven community plans for Massachusetts communities, such as Brookline and Wellesley, and has prepared district, neighborhood, housing, and tornado recovery plans for Massachusetts cities including Springfield, Lawrence, New Bedford, and Lowell. Larissa has also led a variety of plans for neighborhoods, park and open space networks, housing, economic revitalization, and community development, including an environmental justice plan for the Merrimack Valley Planning Commission. When needed, she has used her foreign language skills (fluent Portuguese, good Spanish) in interviews, facilitation, presentations, and public meetings.

Larissa's experience includes all perspectives of planning. As a member of the Cambridge Planning Board (all members are appointed) between 1998 and 2006, she served as the chairperson of the Board during a period of high development activity and permitting of hundreds of new multi-family units, and she led the board during the complete rezoning of the city's non-residential and mixed-use areas. She has served as a housing and neighborhood planner in Salem, MA, chief regional planner for the Northern Middlesex Council of Governments, and she was a founding member of the Massachusetts Smart Growth Alliance (representing the Boston Society of Architects).



Steve Kearney, Deputy Project Manager. Steve will serve as Deputy Project Manager, with special responsibility for the public engagement process. Steve has worked on comprehensive plans in Birmingham (AL) and Corpus Christi (TX), and has neighborhood planning experience in San Antonio, Columbus (OH), New Bern (NC), and Baltimore (MD), including several Choice Neighborhood Plans. He managed an arts and innovation district plan in Columbus that won an APA National Excellence Award. Steve's experience also includes the public sector, where he was the deputy director of planning for the City of Syracuse. While working for the city, he developed a fundamental knowledge of municipal planning and operational issues and gained significant experience in city/regional comprehensive plan development, design guidelines and land use planning, brownfield redevelopment, and effective implementation strategies.

Stantec staff support for the Core Team. Stantec's resources in Boston include additional experts who will be available to advise and the support the Core Team, including Tamara Roy, Drew Leff, and Joe Geller.

Tamara Roy, LEED AP, Principal is a member of our architecture group. The incoming president of the Boston Society of Architects, Tamara also served on the working group for Boston's 2014 housing plan, *Housing a Changing City*. Sometimes known as "the mother of the micro-unit," she led design of the recently-built MassArt residence tower and has experience designing housing (affordable and market rate), mixed use, office, and academic projects.

Drew Leff, Principal and real estate expert, has more than 40 years planning, developing, and managing various real estate and economic development projects, effectively bridging the private, institutional, and governmental sectors. His experience includes the development and expansion of numerous university-related research parks, redevelopment of historic properties, and planning the reuse and disposition of numerous surplus properties and dormant public facilities. He has also consulted with numerous government agencies and institutions in assessing, planning, and advising them on their real estate and economic development needs.

Joe Geller, RLA, FASLA, Vice President has over 30 years of experience working in and around the City of Boston. He has led planning and permitting projects for an array of projects types including institutional, commercial, residential, and healthcare. His years of civic and community experience have provided Joe the opportunity to hone his public engagement skills he now uses when facilitating public meetings, workshops, and design charrettes for projects in North America.

The UPG planning, urban design, and visualization staff will support the team leadership with planning, land use, urban design, and placemaking studies. Members of the staff include:

Alfredo Landaeta, urban designer has over 20 years of experience in architecture, planning, and urban design. From complex renovations of historical buildings to expansive and complex new city scale developments his extensive portfolio of work exemplifies his capacity to take on projects of all sizes and scopes ensuring that each project captures a strong vision rooted in the context and culture of the place.

Wei Jin, urban designer has experience on a wide range of architectural and urban design projects, ranging from campus planning and mixed-use development to residential planning and housing design. Her strong design skills and environmental sensitivities integrate physical design solutions with social aspects and natural systems.

Jeff Sauser, planner/urban designer focuses his work on the relationships between markets, community, sustainability, and urban form. Jeff has played a central role on a range of design and planning projects in cities and suburbs across the country, with particular focus on creating compact, walkable, mixed-use redevelopment in transitioning neighborhoods and emerging communities.

Nels Nelson, planner/GIS, is passionate about helping cities and towns become happier, healthier, and more resilient. He is able to optimize and find synergy between factors that influence the development of urban places, including quality of life, resilience, and economic development. He has unique experience working with smart urban systems, closing energy, and material cycles.

Chuck Lounsberry, is the **leader of our design visualization** group at Stantec. Chuck creates animations and 3D photosimulations to enhance the clients' and the public's understanding of the potential project. An extremely powerful visual aid, the level of accuracy attainable in photo simulations has allowed his work to be an effective tool in expediting the permitting, site plan approval, and zoning of client developments.



An Award Winning Team: Leadership from Stantec's Urban Places Group has received four national Planning Excellence Awards from the American Planning Association in the last five years!

Principal-in-Charge, David Dixon, has worked on numerous projects honored by national and regional awards including: three American Institute of Architects National Honor Awards for Regional and Urban Design Awards; four APA National awards; six Congress for the New Urbanism Charter Awards; and three International Downtown Association Downtown Awards

Project Manager Larissa Brown's work has been honored by a national award from the American Planning Association (APA); eight state APA chapter awards for comprehensive plans in the last seven years; one national and three regional awards from the Congress for the New Urbanism for regional and district plans; and other awards for district, corridor, and comprehensive plans from the American Institute of Architects and other organizations.

Deputy Project Manager Steve Kearney's work has been recognized by a national APA award and two state APA chapters awards.

Some of the awards our team has won include:

- »2014, APA Alabama Award for Outstanding Comprehensive Plan, City of Birmingham Comprehensive Plan
- »2014, National Planning Excellence Award, Innovation in Economic Development & Planning
- »2012, APA Louisiana Award for Comprehensive Planning, Shreveport-Caddo 2030 Master Plan, Shreveport, Caddo Parish Louisiana
- »2011, APA Louisiana Excellence Award, New Orleans Master Plan and Comprehensive Zoning Ordinance, New Orleans, LA

Core Team: Land Use, Urban Design, and Placemaking Sub-Consultants

Our team includes sub-consultants for the Land Use, Urban Design, and Placemaking tasks who add important planning, design, and technological expertise to our team.

Stull and Lee, led by M. David Lee FAIA, Principal.

Stull and Lee has more than forty years national and Boston experience as a leading architecture and planning firm honored with awards including the Presidential Design Award presented by the National Endowment for the Arts, and numerous awards presented by the American Institute of Architects, and its Boston and New England affiliates. Notable Boston projects include the Roxbury Strategic Master Plan, Boston State Hospital Site Development Plan, and Northeastern University Master Plan. Current projects include an expansion plan for UMass Boston; a new MBTA transit station at Boston College; new MassDOT rail stations at Northampton and Greenfield, MA; and the development of urban design and architectural concepts for multiple sites under a HUD Choice Neighborhoods Planning Grant for the Opa-Locka Community Development Corporation in Opa-Locka, Florida.

Stull and Lee's role in the project will include strategic advice on both planning and community engagement, participation in major public engagement events, and development of alternatives in collaboration with the rest of the team.

Stoss Landscape Urbanism, led by Chris Reed, Principal.

Stoss is an innovative design firm focused on landscape strategies for cities and the public realm that bring nature into the city and enliven social spaces. Stoss develops multidimensional solutions that can do many things at the same time, that are functional as well as beautiful, and that enrich people's lives and experiences. The firm has been recognized nationally and internationally—recently being awarded the National Design Award in Landscape Architecture—by organizations such as the American Society of Landscape Architects, the Boston Society of Architects, and the Boston Society of Landscape Architects.

Chris Reed is the founding principal of Stoss and Associate Professor in Practice of Landscape Architecture at the Harvard University Graduate School of Design. His interests include the impact of ecological sciences on design thinking, and city-making strategies informed by landscape systems and dynamics; he is co-editor of a recently published volume of research and drawing titled *Projective Ecologies*.

Stoss will participate in the citywide visioning event, development of alternatives and identification of open space and natural networks, public events around evaluation of the alternatives, and refinement of the preferred alternative and landscape strategies for the plan.

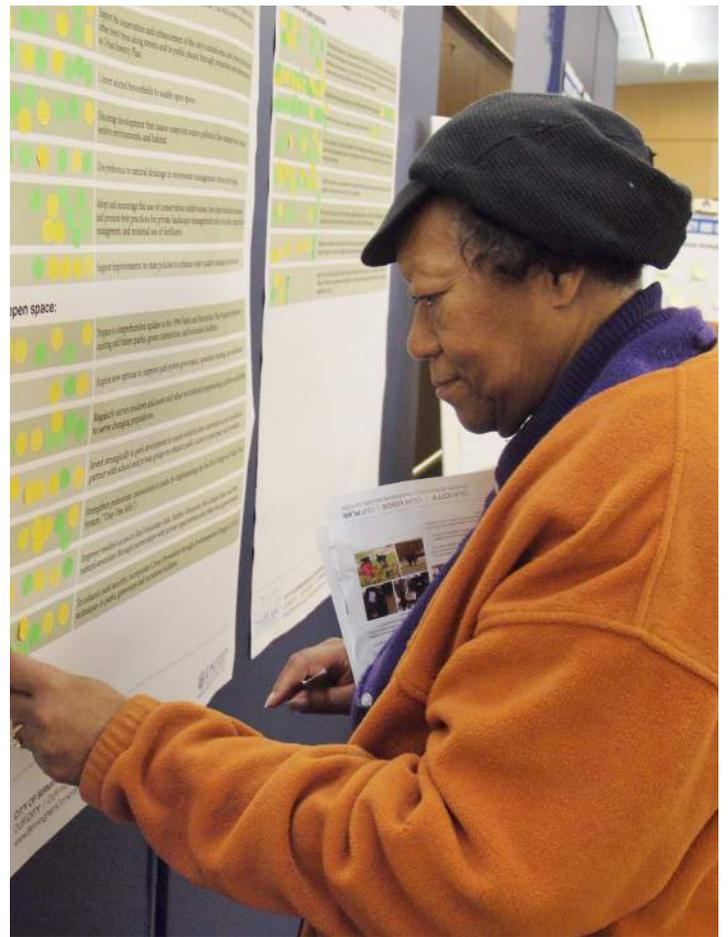
Speck & Associates, led by Jeff Speck, Principal. Jeff Speck is a city planner and urban designer who, through writing, lectures, and built work, advocates internationally for smart growth and sustainable design. His most recent book is *Walkable City*, and he consults on design solutions for vibrant urban places. As Director of Design at the National Endowment for the Arts from 2003 through 2007,



he oversaw the Mayors' Institute on City Design and created the Governors' Institute on Community Design, a federal program that helps state governors fight suburban sprawl. Prior to joining the Endowment, Jeff spent ten years as Director of Town Planning at Duany Plater-Zyberk and Co.

Jeff will participate in developing example design solutions for the plan alternatives and policy and regulatory initiatives to enhance walkability, as well as public events around the evaluation of alternatives.

Höweler + Yoon Architecture, led by Eric Höweler and J. Ming Yoon. Höweler + Yoon is a multi-disciplinary design studio working on projects at a range of scales, from the micro-unit to the master plan. Their work has a specific focus on the design of the public realm and its relationship to urban mobility, interactive technologies and active placemaking. Their projects include the *Swing Time* project at the Lawn on D, in South Boston, an interactive and illuminated large scale swing installation, and the architectural designs for the Union Square D2 parcel at the Union Square station of the Green Line Extension project, a 600,000 sf mixed use TOD project. They won the 2012 Audi Urban Future Award— a €100,000 prize — for a proposal to create a new kind of transportation platform in the Boston to Washington corridor for the year 2030, a “Shareway” that would merge many forms of transport into a shared platform, piggy-backing a new bundled high-speed rail infrastructural system on the existing interstate and proposing new interfaces for the future of mobility.



Eric Höweler, LEED AP is Assistant Professor of Architecture at the Harvard Graduate School of Design and J. Meejin Yoon is head of the Department of Architecture at MIT. Awarded the Architecture League's Emerging Voices award and Architectural Record's Vanguard award in 2007, their work has been exhibited at the Museum of Modern Art in New York, the Los Angeles Museum of Contemporary Art, the Institute of Contemporary Art in Boston, the National Art Center in Tokyo, and the Museum of Contemporary Art in Chicago.

For the Boston 2030 project, HYA will participate in the citywide visioning event, development of alternatives and design opportunities and solutions, public events around evaluation of the alternatives, and refinement of the preferred alternative for the plan.

Manhan Group LLC, led by Colby Brown AICP. Manhan Group founder and principal Colby Brown specializes in the development and application of forecast modeling systems to support strategic transportation and land use planning and investment decisions. He is an internationally recognized technical expert in the Cube software platform, and has been involved with every major implementation of Cube Land in the United States. Using the innovative bid-rent framework on which this software is based, Colby developed integrated land use models for cities such as Boston, Minneapolis, Los Angeles, Louisville, and Bakersfield. In addition, Colby is an accomplished transportation planner who has developed advanced models for high-speed rail ridership forecasting, evacuation and disaster response management, traffic impact analysis, and toll revenue projections.

Colby created a regional land use model for the Metropolitan Area Planning Commission (MAPC) which is housed by CTPS (Central Transportation Planning Staff) of the Boston Regional Metropolitan Planning Organization (MPO). He is continuing to update and refine the model for MAPC. The model projects the distribution of future households and business establishments based on a variety of factors, including real estate supply and costs; accessibility to jobs, labor, and services; and neighborhood characteristics, such as open space and urban form. For the Boston 2030 project, Colby will refine and adjust the model, using inputs developed during the project, to create alternative scenarios for evaluation.

Core Team: Public Engagement Sub-Consultants

Consensus-Building Institute, led by Patrick Field, Managing Director. CBI is a nationally and internationally recognized nonprofit that provides strategic planning, organizational development, public engagement and outreach and high-skilled facilitation and mediation for state and federal agencies, cities and towns, non-profits, and international development agencies around the world. CBI's areas of expertise include:

- » In-depth experience and expertise in planning, land use, and land use conflict;
- » Highly skilled strategic process design capacity;
- » Talented meeting, workshop, and inter-agency and departmental moderation, facilitation and mediation;
- » Outstanding communication skills, especially in translating verbally, in writing, and through

electronic means complex ideas and plans into language for diverse audiences;

- » Train the trainer expertise in facilitation and engagement; and
- » A Boston presence with decades of experience working with and knowing the metro region and New England.

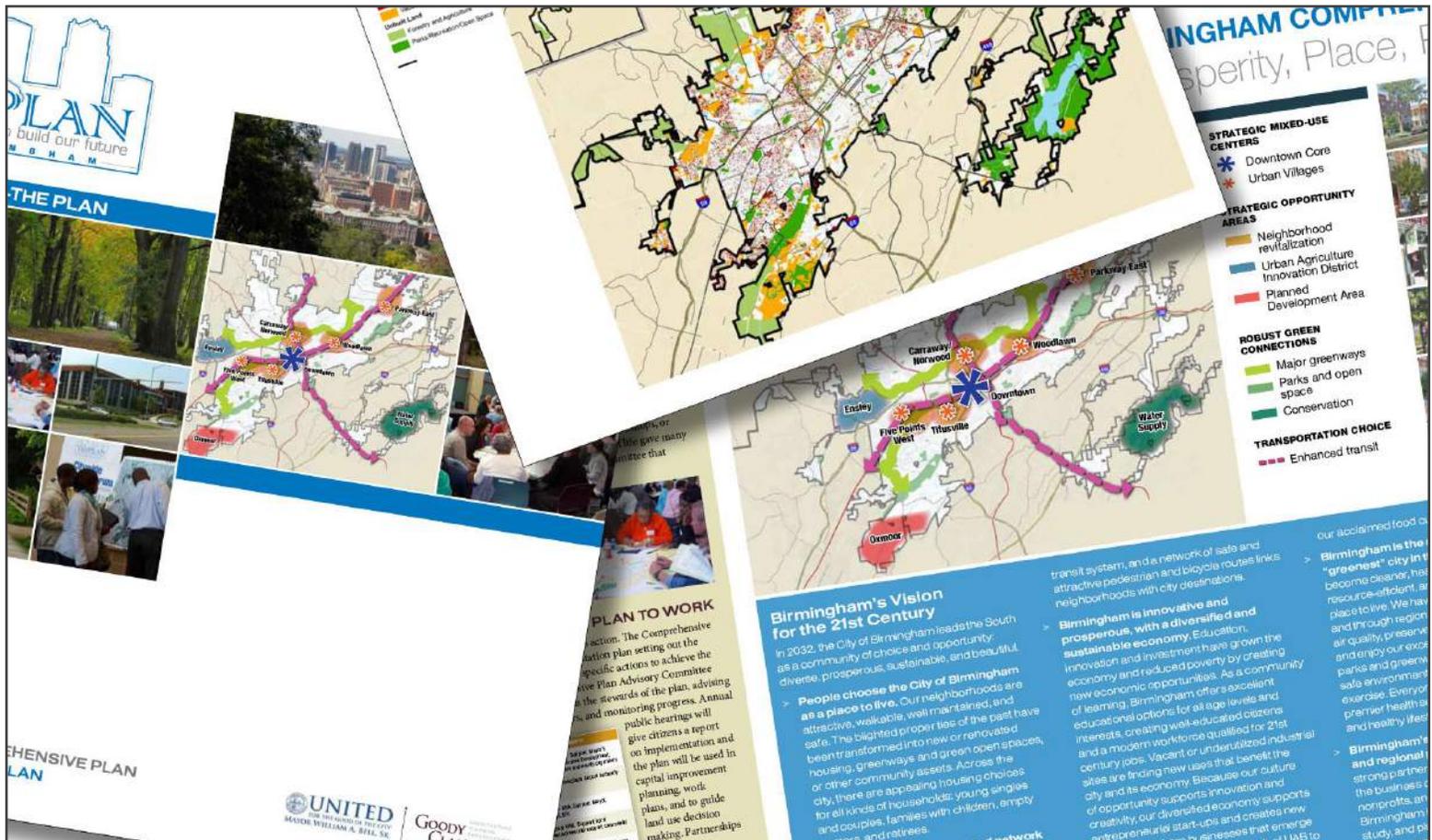
Patrick Field is a nationally recognized mediator, facilitator, and trainer on land use, environmental and natural resource challenges. CBI's role in the Core Team will be to work with other members of the team on strategic process design to develop and execute a multidimensional and inclusive outreach and engagement strategy to build consensus around a citywide vision and preferred alternative(s); to develop a platform for inter-departmental communication and coordination for implementation of the plan on the municipal level; to develop a system of enhanced coordination and cooperation with surrounding municipalities; and to work with Stantec in developing metrics across the plan.

CBI's recent work in Boston includes the ongoing District-Scale Sustainability Initiative, for the BRA to assess interest in, and potential commitment to, a district-scale sustainability initiative in the South Boston Innovation District, and ongoing co-facilitation of the Greater Boston Bus Rapid Transit (BRT) Study Group, a study group to assess the technical and political feasibility for high standard BRT in the Greater Boston Area, including stakeholder interviews, technical analysis, and community-level engagement in select corridors

Regina Villa Associates, led by Nancy Farrell, CEO.

Regina Villa Associates is a public affairs consulting firm specializing in public involvement programs for nearly 30 years. RVA engages the public with outreach programs, event management and public involvement using websites, email blasts, print media, surveys, and digital media. RVA has developed and implemented more than 100 public involvement and civic engagement plans for projects related to the environment, transportation, social marketing, public health, and infrastructure with clients including the Commonwealth of Massachusetts, other state agencies, emergency management planners, and corporate clients. The firm is committed to incorporating diverse interests and reaching out to members of the disability community, Environmental Justice populations and other traditionally underserved and underrepresented populations. RVA is experienced in outreach to typically underrepresented groups. The firm was responsible for statewide Environmental Justice outreach for MassDOT's *weMove Massachusetts* plan, reaching out to people of color, non-English speaking people, and elderly groups who were not usually well-represented in MassDOT's outreach programs. RVA conducted phone interviews and developed an on-line survey in five languages.

Nancy Farrell has more than 30 years of experience directing legislative, public interest, and public health campaigns. She manages civic engagement for the South Coast Rail Project, the South Station Expansion project, and other MassDOT projects and is an experienced facilitator, most recently moderating public meetings and hearings for the Green Line extension to Medford.



RVA's role on the Core Team will be to provide strategic advice, manage social media, outreach, events, logistics, and translation services. RVA will also work with the City and other team members to identify, recruit, and manage collaboration with community partners, organizations as well as individuals.

MORE Advertising, led by Donna Gittens, Principal.

One of the first minority- and woman-owned agencies in the Northeast, MORE Advertising is a full-service, integrated marketing firm. MORE develops communication strategies that increase awareness of an issue and/or change attitudes and ultimately behavior. MORE Advertising is an award-winning agency that has developed over 300 integrated, cross-channel marketing programs. MORE specializes in branding, video production, design, digital and social media advertising, direct marketing, mobile marketing, websites, and the development of collateral and event materials. They also offer market research, public and media relations, photography, radio production, community relations, event planning and management, social media planning and execution, SEO, and strategic planning and implementation.

MORE Advertising calls itself "The Agency of Change." Over the past decade, they have compiled an impressive record of effecting change in attitudes, preferences, and behaviors. For example:

- » In three weeks, they directed 6,400 prospective students to the UMass Dartmouth recruitment website.
- » Attracted 24,000 website hits for a mosquito and tick bite prevention campaign.
- » Encouraged 9.4% more smokers to make a quit attempt.
- » Helped a 90-year-old healthcare giant add diversity to its supplier group.
- » Rebranded a start-up IT firm to help it land new business within one month.
- » Inspired 45% of men who saw our cancer prevention campaign to call a doctor.
- » Helped the Boston Red Sox establish tight community ties in the Boston community for the past 13 seasons.

Donna Gittens, with experience as a Boston television executive before creating MORE Advertising, specializes in communications for building community. She has worked on community campaigns in the diverse neighborhoods of South Boston, Roxbury, Dorchester and Mattapan, as well as throughout the city. MORE provides support for the Ferdinand Building in Roxbury and has worked with Boston's Public Facilities Department.

MORE Advertising will provide strategic communications advice and develop and implement a targeted earned and paid media plan, working in conjunction with the rest of the communications and outreach team and the City. MORE can also provide video production services.

Urban Interactive Studio, led by Chris Haller, CEO. UIS specializes in public engagement software and consulting for public administration and planning, architecture, and engineering firms. UIS develops digital technology to build better places, combining planning expertise with extensive knowledge of digital technology to involve citizens in shaping

the future of their communities. UIS creates intuitive digital engagement solutions that translate complex information into accessible, interactive content that is easy to understand. Their innovative approaches are complemented by a passion for livable urban spaces and driven by the conviction that people—and their diverse perspectives—are the key to livable communities.

Chris is a nationally-recognized User Experience designer and Online Engagement strategist, with a broad background in local government, urban and regional planning and communication technologies. These skills, combined with many years of experience in consulting for urban planning projects, are what brings Urban Interactive Studio's mission – to give people a voice in shaping the future of their communities – to life. In April 2011 he was named one of the Top 25 thinkers in Urban Planning Technology by the urban planning magazine Planetizen.

Urban Interactive Studios will provide an integrated digital platform for Boston 2030 that includes parallel and unique participation opportunities.

B. Anticipated Time Allocation and Commitment

The Core Team's anticipated time allocation and commitment of key personnel can be found in Exhibit D, Staff Plan Worksheet. Senior staff will be involved in all aspects of the project.

C. Involvement of Firm Principals

As principal-in-charge, David Dixon will have an active presence in the Boston 2030 process, participating in key engagement events and Steering Committee meetings, providing guidance and leadership in the development of alternatives, and available for consultation with the BRA. Project Manager, Larissa Brown, will be active throughout the planning process, working closely with the BRA and the Steering Committee, and involved in public engagement, managing sub-consultants, creating content for the process and the plan, performing quality control, and will have overall responsibility for the process, deliverables, and the final plan. Sub-consultant firm principals are committed to this project and will participate in strategic discussions, major events, brainstorming, select BRA and Steering Committee meetings, and creation of content.

15+
Number of comprehensive plans our Stantec Core Team members have completed

D. Strong Knowledge of Boston Planning, History and Context, Land Use, Urban Design, Community and Neighborhood Dynamics, and Real Estate

The Stantec Core Team brings deep knowledge of Boston's history, land use, urban design, real estate, and community and neighborhood dynamics. Over the years, members of our team have shaped the development and design of Boston. Selected examples of the Core Team's experience in Boston are below.



*Light Drift,
Philadelphia, PA
(HYA)*



*Seaport Square,
Autumn Lane, Boston,
MA (Stantec)*



*The Plaza at
Harvard University,
Cambridge, MA
(Stoss)*



*Blatchford
Redevelopment,
Edmonton, AB
(Stantec)*

Stantec

David Dixon has been active as a planner and urban designer in Boston since 1976 with a portfolio of projects including public sector projects such as the Southwest Corridor Urban Design and Development Plan, the North Allston Strategic Planning Framework, the East Boston Greenway Access Study, Mission Hill/Parcel 25 TOD Redevelopment Vision and Strategy, A Civic Vision for Turnpike Air Rights, Logan Airport Strategic Planning, MassPort East Boston Waterfront Planning, Longwood Medical Area Long-Range Plan, and the Parcel 24 Mixed-Use TOD Plan. Projects for institutions and non-profits include plans for Emanuel College, Wentworth Institute of Technology, and Berklee College of Music, and the Boston Sustainable Communities Partnership Brownfields Pilot: Talbot Commons and Morton Street Homes Mixed Use/TOD, for the Codman Square Community Development Corporation. Work on a Boston Public Realm Plan with A Better City and in conjunction with the GO BOSTON citywide transportation is expected to begin shortly. David also has extensive experience with planning and urban design projects in neighboring communities such as Cambridge, Somerville, and Quincy.

Larissa Brown also has Boston experience. She was the project manager and principal author of Boston's Newest Smart Growth Corridor, the award-winning 2006 vision document for the Fairmount Collaborative that helped launch multiple Fairmount/Indigo Line initiatives. Larissa was a member of a pro-bono team that prepared an Allston Main Streets plan, and worked as a consultant with Roslindale and Codman Square Main Street programs in their early years. She was also a member of the team that prepared the 2005 North Allston Strategic Planning Framework. In addition, she was involved in Boston-focused activities as a founding member of the Massachusetts Smart Growth Alliance, representing the Boston Society of Architects.

In addition, the Stantec team will have access to the advice of firm leaders with long experience in Boston including Drew Leff, Tamara Roy, and Joe Geller.

Sub-Consultants

Our Core Team sub-consultants are all active in Boston and the region. M. David Lee of Stull and Lee has a long history of professional and civic engagement in Boston. HYA has designed interactive public spaces in Boston, including Swingtime 1.0 + 2.0 at the D Street space near the BCEC, and Crisscross Signal Spire for Dudley Square in Roxbury. They are currently designing the Millennium Tower Plaza at the former Filene's site. Speck & Associates, Stoss Landscape Urbanism, and Manhan Group know the region and have worked on local projects. Our public engagement sub-consultants all have been working in Boston and the region for many years and are familiar with people and issues in the city.

E. Diversity of Consultant Team

The Core Team includes five firms based in Boston, two MBEs (Stull and Lee; MORE Advertising), and two WBEs (MORE Advertising; Regina Villa Associates). Approximately 18 team members are residents of Boston. The team leadership and support staff overall is highly diverse, including women and members of racial and ethnic minorities.



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2: Qualifications and Experience

A. Comprehensive Urban Planning and Preparation of Citywide Plans

Members of the Core Team have extensive experience in comprehensive urban planning and preparation of citywide plans. Together, David Dixon and Larissa Brown led the preparation of a citywide master plan for post-Katrina New Orleans, which won both a state award and a national award from the American Planning Association (APA). In addition to the New Orleans plan, Larissa has prepared eighteen other city- or community-wide plans, six of which have won state APA or AIA awards in the last ten years – and all are being implemented. Recent citywide plans include Birmingham (AL); Shreveport (LA), including a portion of Caddo Parish; Warwick (RI); Mansfield (CT); and a plan for Corpus Christi (TX) is currently in the adoption phase. She also led a citywide parks and public spaces plan for the City of Miami, FL. Her experience includes leading or managing other large-scale and complex projects, such as the South Coast Rail Economic Development and Land Use Plan and growth centers planning for the State of Rhode Island's Sustainable Rhode Island project.

The comprehensive master plans identified above are notable for the use of visuals to enhance understanding of the policy recommendations and for the inclusion of illustrative concept plans for focus areas. These concept plans have often led to new investment. Based on extensive public engagement designed to create a constituency for the plan, our comprehensive plans integrate housing, economic development, open space, mobility, infrastructure, sustainability, and resilience goals and strategies. The New Orleans plan may have been the first one in the country to have a separate element on resilience. Moreover, in 2010 the Shreveport plan was chosen, as the first comprehensive plan project, for participation in the Sustainable Cities Design Academy sponsored by the American Architectural Foundation.



Lessons Learned: How is Boston Planning like New Orleans Planning



The leadership of the Stantec team led the development of a citywide plan for the City of New Orleans that began three years after Hurricane Katrina. While Boston and New Orleans are very different in numerous ways, some of the planning challenges in New Orleans resonate with and parallel the complexities of Boston.

Strong neighborhood identities. Like in Boston, New Orleanians identify deeply with their neighborhoods. While honoring those identities, we also had to explain how a citywide plan was not simply a set of neighborhood plans sewn together.

Planning fatigue and many previous and ongoing plans and initiatives. We began our work in New Orleans three years after Katrina when “planning fatigue” was rampant. Three rounds of recovery planning had already occurred; a regional plan had been prepared; there were numerous plans for individual neighborhoods prepared by residents with volunteer assistance from professionals, students, and others; capital programs were in process; controversial decisions for public housing demolition and redevelopment had just been approved...and many more. We had to review, understand, and identify common citywide goals and themes—and let residents know that the time and effort they put into these plans was not in vain.

Well-loved historic character. The city's historic character and neighborhood culture are jealously guarded by residents. Contemporary design for buildings and the public realm are carefully scrutinized.

Equity. The historic and ongoing racial, ethnic, and social disparities in the city made equity a central theme of the planning process, especially housing affordability, job creation, and workforce development.

Sustainability and resilience. New Orleans was focused on “building back better.” Bringing long-term resilience and enhanced sustainability to the city was a critical goal.

B. Leading Interdisciplinary Planning and Policy Teams

David Dixon, Larissa Brown, and Steve Kearney work with interdisciplinary teams in almost every planning and urban design project they do. This is a reflection of our commitment to “achievable visions,” plans that are aspirational, but also implementable. Even when planning for neighborhoods and smaller areas, we use the expertise of market analysts and other specialists to help create a plan that has realistic market and financial opportunities. For citywide plans, interdisciplinary teams are essential. A typical comprehensive plan team may include specialists in housing and non-residential real estate potential, economic development, public-private partnerships, mobility, infrastructure, and media/public relations and outreach. Fiscal specialists are often added to provide cost of service studies and fiscal evaluations of alternatives. Downtown and commercial district plans may also include retail and parking experts. Since the specific expertise depends on the project, our teams have also included architects, landscape architects, engineers, zoning specialists, lawyers, and artists, among others. We develop individual scopes with our sub-consultants that are clear about expectations. We work individually with them, hold conference calls and meetings to share information and develop strategy, and organize internal charrettes at key moments during the planning process. In comprehensive plan projects, we ask all the sub-consultants to be present for major visioning events and often ask them to present results and recommendations to specific groups or the general public.

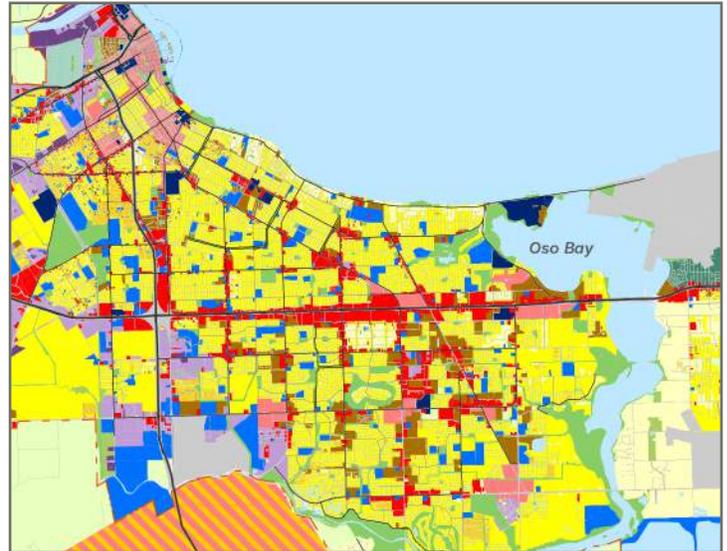
Working with municipal departments and state and regional agencies is always essential to comprehensive planning and to many other planning initiatives. They have deep on-the-ground knowledge of their areas of responsibility. We interview municipal department heads and staff, ask them to participate in working groups and review of draft documents, and organize multi-department reviews in order to discuss and resolve any disagreements about the vision, goals, and strategies. Since municipal staff will be asked to implement the plan, it is crucial that their experience and knowledge be part of the planning process, so that they understand and can shape the strategies to achieve the vision and goals. Similarly, the plan and its implementation strategies and actions must be aligned with the goals of state and regional agencies, or there must be a way to seek changes in the agencies’ approach that aligns with the municipal goals.

C. Expertise in Land Use, Zoning, Urban Design and Development, Placemaking, and Civic Engagement

The Stantec Urban Places Group (UPG) and all the members of the Core Team bring recognized and award-winning expertise in land use, zoning, urban design and development, placemaking, and civic engagement.

UPG’s leadership and staff has prepared plans for cities and regions, existing and new downtowns, neighborhoods, transit corridors, innovation districts, revitalization districts, waterfront districts, public housing sites, park and open space networks, and so on. We have prepared citywide and localized future land use plans. We have analyzed zoning regulations and unified development codes and written new zoning regulations. (As noted earlier, Larissa Brown was a

member and chair of the Cambridge Planning Board during non-residential rezoning of the city; Stull and Lee’s senior architect Kevin Benjamin served on the board at the same time). Our plans have a track record of implementation and development.



Zoomed section of future land use map, Corpus Christi Comprehensive Plan

The Core Team’s strengths in urban design are evident in Stantec’s and Stull and Lee’s experience with a broad range of project types; Jeff Speck’s focus on walkability as the foundation of urban vitality in the public realm; Höweler + Yoon’s interactive public spaces; and Stoss’ public realm landscape designs that incorporate ecological function.

We have the Experience:

Our Core Team is highly-recognized and award-winning for our work in urban design and development, land use, placemaking, and civic engagement.



Images Above: Union Square Redevelopment Plan, Somerville, MA (Stantec, HYA)

Documents and Other Materials

A comprehensive citywide plan has to serve two audiences: the public and other stakeholders, and the city departments and staff who will be asked to implement the plan. For the public, concise documents that are highly visual, written in everyday language, and emphasize the vision and principles, the goals, and the broad strategic path to achieve the goals and the vision are most suitable. Charts and tables, infographics, maps and diagrams, photographs, drawings, and simulations are all part of our toolkit to convey data and information. At the same time, it is important to include sufficient text to help people understand the visuals and to communicate with the visually-impaired. It is important to provide a picture and a thousand words. We often use posters or mini-posters—one piece of paper or simple digital documents—as summary documents for the public. Magazine layouts can also be effective. For Imagine Boston 2030, we will also provide an interactive digital document as part of the Urban Interactive Studio bundle of digital apps.

For implementation of the plan, a document that provides more background and technical support for proposed strategies and actions will be needed. While technical reports can be bundled as appendices to the plan, the more detailed document for staff will be important to show how cross-cutting strategies will require coordination and collaboration among departments and staff. Our comprehensive plans include an implementation matrix keyed to the goals that provide the what, how, when, and how much for each suggested strategy and action in the plan.

E. Working with Public Sector Clients and Community-Based Organizations in an Intensive Public Participation Process

The Stantec Core Team has worked with hundreds of public sector clients from federal and state agencies to regional agencies, counties, municipalities, municipal departments, public housing authorities, downtown and business improvement districts, and so on. We have worked with community development corporations, neighborhood associations, faith-based groups, advocacy groups, medical and educational institutions, and non-profits. We have organized and facilitated hundreds of interactive workshops and charrettes; interviewed and collaborated with hundreds of neighborhood groups and other community-based organizations. Because of this long experience, we are skilled in working in a context of multiple client groups and interests and multiple stakeholders.

F. Developing and Implementing Novel, Imaginative Strategies to Engage Diverse Communities Across Multiple Outreach Platforms, both for Major City Plans as well as Other Initiatives

We have used a wide array of strategies to engage communities, and we tailor our engagement program to each client. The broad principles that guide our approach include:

- » Make it interactive;
- » Create opportunities for people to speak to one another as well as to the planners;



*Roxbury Master Plan,
Roxbury, MA (Stull and Lee)*



*Station Area Plans,
Somerville, MA (Speck & Associates)*



*Downtown + River Edges,
Grand Rapids, MI (Stoss)*



*Images Above: Swingtime 1.0 +2.0,
Boston, MA (HYA)*



Sample fliers from various planning efforts (Birmingham Comp Plan, Dayton Mall Master Plan, and Delhi Pike Redevelopment Plan. Enlarged documents can be found in Section 7.



At a Glance Information Sheet, Corpus Christi Comprehensive Plan. Enlarged documents can be found in Section 7.

- » Provide opportunities for people to give their individual ideas;
- » Provide opportunities for people to discuss their individual ideas and work together to identify priorities;
- » Use multiple platforms and be redundant; and
- » Demonstrate that we are listening by documenting and showing how public participation and comment has been incorporated, questions answered, principles and, adhered to.

In our decades of public engagement work, we have used a broad selection of engagement strategies including:

- » Charrettes involving the public and charrettes in which planners and designers work in teams with visits by the public and interim and final presentations for public comment and review;
- » Walk shops (walking site tours and discussions with members of the public);
- » mySidewalk (formerly MindMixer) – digital town hall discussion sites connected to project sites in which the public can respond to questions and discuss issues among themselves;
- » Scientific surveys designed to insure geographic or other types of representation of community characteristics;
- » Digital surveys;
- » Drop-in open houses for the public to speak one on one with members of the planning team and view proposals;
- » Dot exercises that ask members of the public to identify priorities, sometimes by asking them to distinguish between the issues that are most important to them personally and the issues that they think are most important to the community;
- » Analog and digital mapping exercises;
- » Interactive mapping exercises with allocation of land uses, allocation of building types, and so on;
- » Games asking people how they would allocate funding e.g., between acquisition and maintenance of open space;
- » Meetings in a box;
- » Interviews and focus groups;
- » Radio and TV interviews, including in Spanish;
- » Outreach through faith-based organizations, community groups, schools, and cultural groups;
- » Activities for school children;
- » Food and performances at public meetings (food from local restaurants in a “taste of...” event);
- » Incentives and door prizes; and
- » Novelty handouts such as refrigerator magnets with the project name and website to promote participation.

We are always looking into new methods of public engagement. For example, we are currently investigating technology that would allow the public to use their cell phones on site to see a model of proposed changes inserted into the location around them.

G. Proven Track Record of Engaging Minority and Low-Income Constituents who Traditionally have not been Engaged by Conventional Outreach Methods

The Core Team, especially Stantec, Stull and Lee, Regina Villa Associates (RVA), and MORE advertising have led many projects in cities and neighborhoods with large minority and low-income populations—for example, New Orleans, Shreveport, Birmingham, Columbus (OH), Baltimore, Washington, DC, as well as Boston, Lawrence, New Bedford, other New England communities. MORE Advertising has a specialty in targeted communication to underrepresented groups in Boston. RVA’s work with transportation agencies has included successful Environmental Justice outreach efforts.

We know that to engage minority and low-income members of the community we need to go to their communities and seek them out in order to ensure that the participation program is inclusive. Strategies can include working with community leaders, outreach through organizations in the neighborhood (visit organization meetings, telephone interviews), displays and outreach workers in places where people go in their daily lives (shopping areas, transit locations), door hangers and fliers, targeted media, outreach in foreign languages, and meetings with immigrant groups in their own languages.

H. Analyzing Alternative Scenarios and Associated Trade-Offs and Explaining those Analyses to Multiple Audiences

The Stantec Core Team has provided alternative scenarios in previous citywide and district planning projects, and Stantec experts have also used CommunityViz mapping software to test alternatives in large regional transportation planning projects. From the very beginning of a planning project, we encourage stakeholders to be aspirational and visionary—but also to be strategic and practical about implementation that can advance achievement of the vision. This means an iterative process that includes asking stakeholders to express priorities and negotiate them in small groups, and providing analysis and information to show the implications of different choices. A typical situation that we have encountered many times is that community groups express a desire for small-scale independent retailers, but also worry about density. Helping them understand that a block of “main street” style retail requires at least 1,000 housing units to survive, and how higher density development can be designed to create attractive and vibrant urban environments is an essential part of the planning process.

I. Evaluating and Using Economic and Demographic Data Analysis and Projection

All of our plans are grounded in analysis of existing economic and demographic data, trends, and projections. In smaller projects, we collect and analyze much of that data ourselves. In larger projects, some of the data collection and analysis is performed by specialist sub-consultants. However, we are also careful not to stay hostage to projections that tend to be based on an assumption that past trends will always continue into the future, taking into account changing trends and the potential impacts of implementing new strategies.

J. Demonstrated Ability to Achieve Goals On Time and Budget

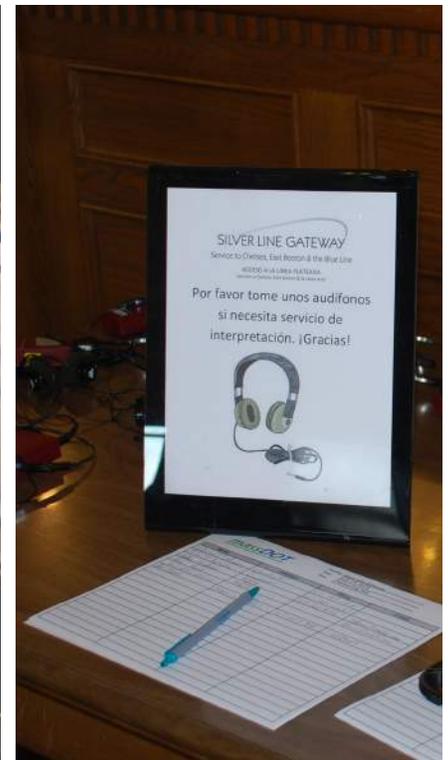
We work closely with our clients to meet their time and budget goals. Comprehensive plans typically take 18 months to prepare a final draft ready for public review and adoption hearings, with another six months until adoption and production of the final plan. Because of the nature of comprehensive planning, issues sometimes emerge that may require adjustments or reprogramming of time and budget. We understand the need for flexibility, but encourage keeping to the schedule as much as possible in order not to lose momentum and public interest in the project.

K. Supplemental Firms and Staff

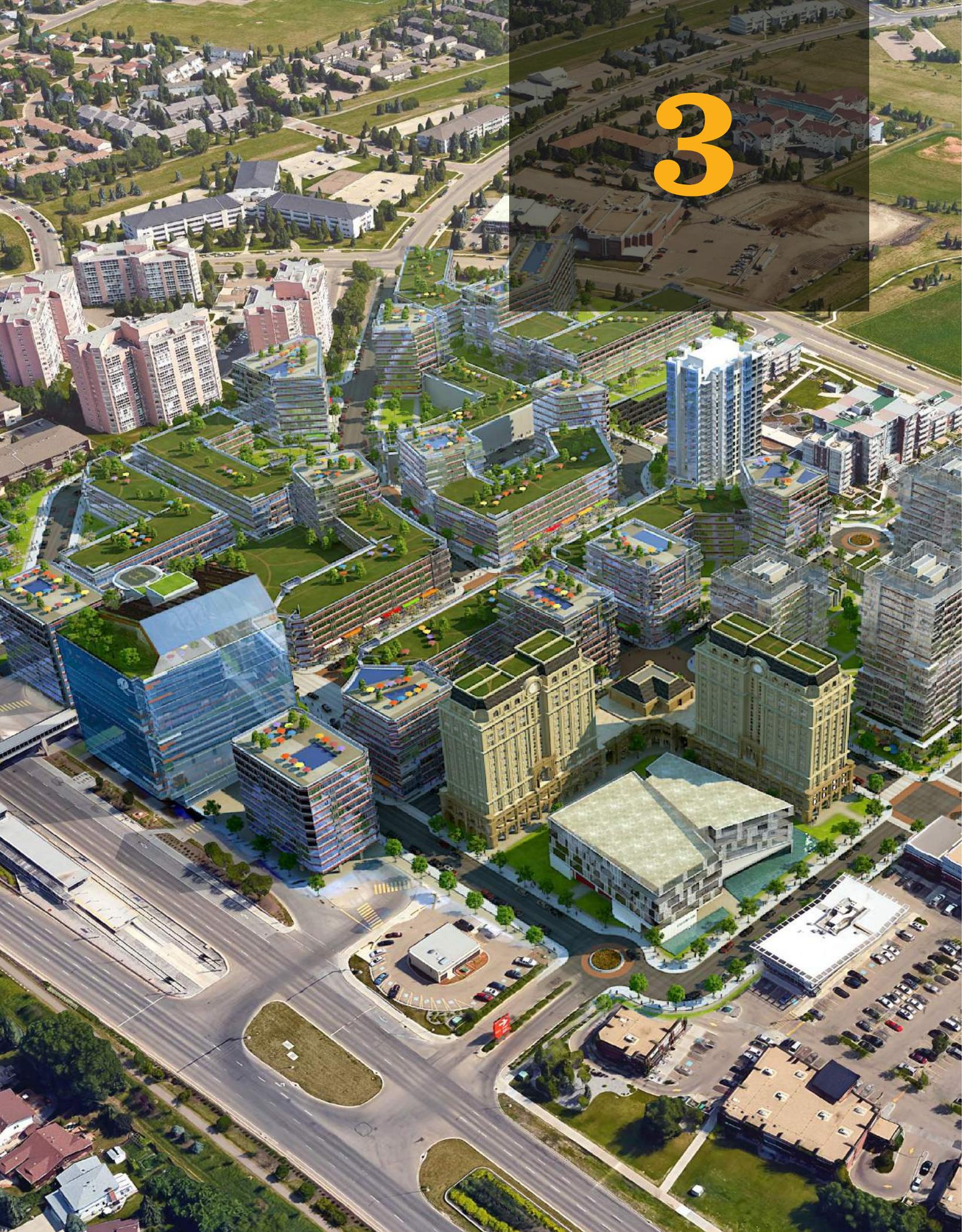
The Core Team has sufficient staff to complete this project. As part of the public engagement process, we expect that Regina Villa Associates will hire a group of young adults from neighborhoods such as Roxbury, Dorchester, and Mattapan to assist in outreach to those neighborhoods and to be trained as facilitators. Section 5 contains our recommendations for firms to provide services under the supplemental speculative scopes.

Right Image: Workshop for the South Boston Transportation Project (RVA)

Left Image: Table sign in materials and sign about Spanish interpreters being available (RVA)



3



3: Process and Management

A. Guiding Principles and Philosophy

Members of the Stantec Core Team have become known over the years for an exceptional investment in community engagement and consensus-building; a holistic and interdisciplinary approach; grounding in the realities of markets, culture, and landscape; effective visualizations that bring future potential to life; and an emphasis from the beginning on implementation. We are committed to pursuing equity, livability, and sustainability through creating great urban environments. Our combination of effective consensus building with plans built on platforms of realistic analysis gets results. We help communities create compelling visions that excite the public and generate a commitment to move them forward. At the same time, these visions are combined with hard analysis and rigorous strategies that demonstrate how the vision can be achieved, who should sponsor the strategies, how each can be funded, and how to get started on implementation. Finally, our experience working with government and public entities is matched by private-sector work that demonstrates our understanding of the perspective of property owners, developers, and other business owners.

The Imagine Boston 2030 citywide plan and process will be community-based, strategic, integrative, user-friendly, and implementation-focused.

- » **Community-based.** The implementation of Imagine Boston 2030 will depend on the understanding and support of stakeholders. Their vision and goals for the future guide the plan. A robust public participation and consensus-building process will build public awareness about the opportunities and constraints facing the city as well as about policy choices and their implications. We see the planning process as a partnership with the City and Boston residents and stakeholders.
- » **Integrative and interdisciplinary.** Imagine Boston 2030 will provide a comprehensive policy framework that effectively integrates the plan's elements and builds on existing planning, so that the implications of policy choices in specific elements are evaluated for their critical mass and combined strategic impact on achieving the vision and goals.
- » **User-friendly and visual.** The interim reports, associated materials, the alternatives, and the draft plan will be visually rich so that the public and City staff can envision the results of achieving the plan's vision and goals. We will illustrate concepts and alternatives to show how different strategies are integrated to create a sum greater than the parts. The planning process and products will include maps, diagrams, photos/photo-montages, drawings, charts, graphs, tables, and text.
- » **Implementation-focused.** We think about implementation from the beginning. Working closely with City staff, regional agencies, and other relevant implementers, we will develop metrics to

measure progress and systems to break down silos and enhance coordination. The plan will include an implementation and action plan that provides for early action items and will clearly relate the policy and planning directions to the everyday activities of decision makers and city government.

Today, Boston is in many ways a flourishing city. Over the last 50 years it has successfully navigated the crisis of disinvestment and declining population experienced by so many American cities in the second half of the twentieth century to emerge by 2015 as a growing powerhouse of innovation, urban excitement, and cultural diversity. To continue that trajectory, while providing opportunity for all its residents, the city needs to meet the challenges that come with success—such as the high housing costs that reflect high demand—and the new challenges of the twenty-first century, ranging from the squeeze on middle class incomes to sea level rise and climate change. The City also sees the Imagine Boston 2030 plan as an opportunity to modernize its approach to planning and development by creating the first citywide plan in fifty years. A consensus on goals and policies and physical development, with strategies to achieve the goals and measurable outcomes will guide public investments and services, and result in a more efficient and transparent development process.

We know a central concern for the Imagine Boston 2030 process will be where and how to create 53,000 new housing units while enhancing livability, mobility, opportunity, health, and culture. To support new population and housing, the city needs a framework for growth that consistently delivers great urban experiences, access to nature and outdoor activities, housing affordability and economic opportunity, and a sustainable and resilient future. The plan must provide both an integrated policy framework and a very robust and visually-compelling physical plan that shows how growth over the next fifteen years and beyond will support making Boston the world's best city for living, working, and playing.

One way to help establish the planning and policy framework for the city, especially in the context of a transparent public engagement process, is to use a tool like the STAR Communities Rating System to help structure the framework, the participation process, and the plan itself. STAR stands for Sustainability Tools for Assessing and Rating Communities (www.starcommunities.org). STAR was sponsored as a certification system for communities, similar in concept to the LEED (Leadership in Energy and Environmental Design) certification system for buildings and neighborhoods, by a group made up of ICLEI-Local Governments for Sustainability, the US Green Building Council, the National League of Cities, and the Center for American Progress. As an independent and transparent rating system, like LEED, it provides accountability and creates confidence. Cities such as Washington, DC, Phoenix and Tucson (AZ), and Indianapolis have used STAR in developing citywide plans. Over 85 communities in North America are using STAR. Certified cities include Seattle

(WA), Austin (TX), Portland (OR), Washington, DC, Atlanta (GA), Cleveland (OH), and Tucson (AZ). Other major cities pursuing certification or using STAR in planning include Baltimore (MD) and Philadelphia.

The STAR guiding principles and goal areas¹ are consistent with the City of Boston's planning directions as expressed in the RFP:

- » Think and act systemically
- » Instill resiliency
- » Foster Innovation
- » Redefine progress
- » Live within means
- » Cultivate collaboration
- » Ensure equity
- » Embrace diversity
- » Inspire leadership
- » Continuously improve

The system is organized around seven goal areas, with strategies, actions and measures of outcomes and actions:

- » **Built Environment:** Quality, choice and access where we live, work, and play
- » **Climate and Energy:** Increase efficiency, reduce impact
- » **Economy and Jobs:** Quality jobs, shared prosperity
- » **Education, Arts and Community:** Vibrant, connected, and diverse culture
- » **Equity and Empowerment:** Inclusion and access for all community members
- » **Health and Safety:** Strong, resilient, and safe
- » **Natural Systems:** Protect and restore the resources of life

We suggest using STAR in the baseline conditions phase to create a quick evaluation of existing plans and programs and as a foundation for the overall policy framework and development of metrics.

Our approach to the physical plan will include several ways to understand and evaluate alternatives. These will include using a land use model; integrating technical analysis on land use issues such as residential and nonresidential market potential and economic sector needs in alternative locations; transportation system support for new development; open space and recreation needs; and climate change/sea level rise vulnerability. Urban design and placemaking strategies, expressed in visual representation, will bring the technical information to life, showing how the intersection of goals and potential creates urban places. More information on the approach to land use, design, and placemaking can be found in Section 5.

B. Proposed Work Plan to Meet Plan Goals and Milestones

Please note: Although the tasks are presented below in a series, activities may be undertaken and pursued simultaneously. An estimated schedule is provided in Section 6.

Project Meetings

Steering Committee. Although the work of the Steering Committee is yet to be defined, we assume for the purposes of this proposal that the Steering Committee will meet approximately once a month during the course of this project, with the Stantec project manager in attendance and other members of the team attending as needed.

BRA project meetings. We expect that on average, we will have weekly meetings, in person or by phone, with the BRA project managers.

Phase I: Kickoff Activities and Baseline Conditions

A. Plan kickoff meetings

The team will hold kickoff meetings with BRA staff and with the Steering Committee to refine and agree on the work plan.

B. Public engagement strategy and plan

In collaboration with the BRA, the Mayor's Office, the Chief of Civic Engagement, the Department of Neighborhood Services, and other relevant City departments, the team will develop and refine the public engagement strategy for the various phases of the planning process. This will include identifying a range of potential synergy opportunities in conjunction with public engagement activities of ongoing planning processes such as *Go Boston 2030* and *Boston Creates*, as well as city events and partnerships with institutions, nonprofits, and civic and business groups.

The team leadership group will work with the Consensus-Building Institute (CBI), Regina Villa Associates (RVA), MORE Advertising (MORE), and Urban Interactive Studio (UIS), to develop a multifaceted public engagement program and create a Public Engagement Plan that the team and the BRA will use as the foundation of the program over the course of the planning process. The public engagement plan will include a media and communications plan; an integrated plan for face-to-face and digital engagement; targeted outreach to typically underrepresented communities, including a group of young adult project "ambassadors;" pop-up and meeting in a box outreach; and organizational and logistics information.

C. Graphic design identity and layout

The team will develop a graphic design identity and layout for use during the planning process, for interim deliverables, and for the final plan, in collaboration with the BRA.



D. Public kickoff event and awareness campaign

We suggest that approximately six to four weeks before the Phase 2 visioning begins, that a public announcement and kickoff of the Imagine Boston 2030 project occur with the inauguration of an awareness campaign such as an "I am Boston" campaign asking residents to answer the question "What does it mean to be a Bostonian?" They will be asked to respond through social media and the project's web and mobile presence, and through other opportunities such as civic association meetings. At the same time, through earned media, such as media stories and talk show interviews, the campaign can draw people to the website and social media to find out why Boston needs a citywide plan and how they can get involved with the planning process.

¹ For an introduction to STAR see www.starcommunities.org/wp-content/uploads/2014/05/STAR-Slide-Deck-Jan-2015.pdf

E. Establish digital platform

UIS will work with the BRA and the city to refine and modify, as needed, the existing Imagine Boston 2030 website to be compatible with the UIS EngagingPlans interactive platform and associated apps. (Please see Section 4 – Public Engagement for more information)

F. Collection, review, analysis and synthesis of data and previous plans

We understand that the BRA and other city departments are collecting and organizing socio-economic and land use data, and compiling policy and planning directions from existing and ongoing plans to help provide a foundation on which to build the Imagine Boston 2030 plan. The team will review and analyze this information as well as any additional data, regional, and independent plans and reports, and similar materials. The team will work with the BRA's Research Department, Urban Design Technology Group, Office of Digital Cartography and GIS, and regional agencies such as MAPC and MassGIS, to collect and analyze data, regulations, and other relevant information. We expect to review all of this information through several lenses, potentially using the STAR system, including equity (issues such as housing affordability, income and educational disparities, and employment opportunities); livability (mobility, urban design, open space and recreation access, arts and culture, health); and sustainability and resilience (resource-efficiency and vulnerability to climate change).

G. Interviews and focus groups

The team will conduct interviews and focus groups with City staff in relevant departments; with regional agencies; and with civic, neighborhood, business, and cultural leaders.

H. Baseline Conditions Report and associated materials for public engagement

The team will produce a baseline conditions report, and exhibits and materials for public engagement based on the baseline conditions information. Exhibits will include materials such as analytical maps, infographics and charts, and photos. There will be a handout on the purpose and process of the citywide plan, and a summary of conditions and trends (Boston At A Glance or a similar name). Parallel materials will be produced for use in digital outreach.

Phase 1 deliverables: Graphic design for plan products; Public Engagement Plan; refined website and web-based tools; Baseline Conditions Report; exhibits and materials to raise public awareness about conditions and trends, such as a “Boston At A Glance” handout, analytical maps, matrix of goals and strategies associated with previous plans, charts, infographics, diagrams, and so on.

Phase 2: Vision, Principles, and Goals

Creation of a citywide vision, principles for the process and the plan, and goals will require an intensive outreach campaign and interactive opportunities for participation, both face-to-face and digital.

A. Promotion of visioning events and digital visioning

The public engagement team will promote visioning events and opportunities to participate through the website, through earned media and potentially targeted paid media, through community partner organizations, and through Imagine Boston Ambassadors. The Ambassadors will be a group of young adults, from typically underrepresented

neighborhoods and populations, who will be trained in outreach, facilitation, and on project issues by the Engagement Team to promote participation.

B. Vision open houses and meetings-in-a-box

The team will organize and implement a set of drop-in vision open houses in various locations and times around the city, for example, holding lunch time open houses as well as weekday evening open houses. As the focus is on the city as a whole, activities held in different areas of the city will not necessarily be directly aligned with neighborhood boundaries or identities. Exhibits and handouts on the project, existing conditions and trends, the “I am Boston” campaign, and the visioning process will be provided at each event. Team members will be present to answer questions. Participants will be asked to provide their personal visions for the city, identify high-priority goals, and submit any questions they have about the project. At the open houses, they will be able to submit their ideas through the website or by mobile phone or tablet, or on paper. Where needed, foreign language summaries and translation will be available.

The team will also offer meetings-in-a-box to community partners for use at their meetings and events. The materials will include those made available at the visioning events and instructions on how to proceed and how to submit results. Imagine Boston Ambassadors may facilitate these meetings.

C. Citywide forum and digital visioning

The team will organize and implement an interactive citywide forum to be held on a Saturday. Participants will be seated randomly in small groups in order to encourage discussion among people who did not arrive together. Map and other exhibits will be available for viewing and each participant will receive a folder with summary handouts on the citywide plan purpose and process, existing conditions (“Boston At A Glance” or something similar), results of the I am Boston campaign, and materials for exercises.

The forum will begin with brief presentations to set the context for the planning process and the challenges and opportunities that face the city. Keypad polling exercises will give participants the opportunity to see real-time responses by the group as a whole to questions about the characteristics of the group, about their priorities for the future, and their visual preferences. Most of the meeting will be taken up with a series of small group activities around a table with a map, and working with facilitators. Each participant will be asked to write his or her personal vision for the city, share with their table-mates, and then the group will be asked to discuss and agree on priority vision elements and goals. The small groups will present their priority results to the whole and then all participants will have the opportunity to indicate their top priorities from among all the small group results. The results of this meeting will range from personal visions in individuals’ own words to the keypad polling results. Submission of results by smartphone or tablet is an option to be considered, but seeing hands-on tactile work in scanned documents also has value.

Digital visioning will be structured to provide the same types of results as the events. The website and mobile versions will provide the information in the exhibits, handouts, presentations, and exercises to the user. To facilitate conversation among digital participants, a discussion room or virtual town hall area will be created.

C. Draft Imagine Boston 2030 Vision, Principles, and Goals

The team will prepare a report on the visioning process and a draft Vision, Principles, and Goals statement based on the results of the public engagement process. After review by the BRA and Steering Committee, the report and draft will be condensed into a mini-poster in the form of an 11 x 17 one-page document with graphics showing the statement on one side and summarizing the process that led to the statement on the other side of the handout. Hard copies of the document will be made available in libraries and other suitable locations with opportunities for comment. A version of this will also be available on the website for comment. Eblasts, social media and other means will be used to promote public review and comment on the draft Vision, Principles, and Goals.

D. Possible endorsement of the Vision, Principles, and Goals by the BRA Board

The BRA may wish to present the draft Vision, Principles and Goals to the BRA Board for endorsement as the official guiding framework of Imagine Boston 2030 and the planning process.

Phase 2 deliverables: Communication and outreach about visioning opportunities; visioning open houses; meeting in a box; digital visioning and online discussion forum; draft Vision, Principles, and Goals report and mini-poster; possible presentation of Vision, Principles, and Goals to the BRA Board for endorsement.

Phase 3: Plan Framework and Alternatives Document

A. Preliminary Plan Framework and policy working groups

Building on the Baseline Report, previous and ongoing planning, interviews with City staff and community stakeholders, the Vision, Principles, and Goals developed in Phase 2, and technical analysis by the team and from the thematic sub-consultants, the team will create a policy framework for the Boston 2030 Plan. The preliminary policy framework will be organized by theme and may also be organized by type of place. As part of this process, the team expects the following activities:

- » **Working Groups.** Working with the BRA, city departments, and regional agencies, consultants involved in ongoing plans, thematic technical sub-consultants (under separate contracts), and possible non-governmental experts from outside the process, the team will set up Policy Working Groups to serve as advisors over the remaining course of plan development. The working groups will be multipurpose. On the one hand they will bring their experience and knowledge to the plan themes that are expected to structure the plan--housing, economic development, mobility, open space and recreation, and sustainability and resilience—as well as additional themes such as historic preservation, urban design, and infrastructure and services. On the other hand, the working groups will provide an excellent opportunity to discuss cross-departmental and cross-agency coordination, collaboration, and cooperation.

During Phase 3, the working groups will review the Vision, Principles, and Goals in thematic context, and advise the consultant team on issues and opportunities relevant to creating the thematic framework.

- » **Refinement of the Land Model.** In preparation for the alternatives development task, Manhan Group will refine the Land Use Model for the City of Boston.
- » **Framework evaluation criteria for alternatives.** Building on previous work and using the STAR tools, the team, in collaboration with the BRA and the working groups, will develop evaluation equity, livability, prosperity, and sustainability and resilience criteria for the alternatives that will help structure internal and public evaluation of the alternatives.

B. Cross-department and cross-agency coordination meetings

As noted above, the working groups will provide an initial approach to the development of a system to encourage collaboration and coordination for implementation of the plan. Team member Consensus-Building Institute will take the lead in organizing meetings and conversations with relevant staff during this phase of the planning process.

C. Alternatives development

The team will develop alternatives based on the intersection of thematic Goals, the Vision, and Principles, and the criteria derived from the preliminary plan framework. The alternatives will be focused on accommodating at least 53,000 new housing units (predominantly workforce, affordable, senior) and student housing, providing expected expansion space for the city's critical economic sectors, and providing land for economic and infrastructure support activities, while integrating mobility, livability, and sustainability/resilience needs. The visual alternatives will be designed to convey the quality of urban experience from both the aesthetic and functional point of view.

Preliminary alternatives will be developed through use of a land use model and then evaluated through the criteria as well as on-the-ground visits and research. Three to four major alternatives will then be chosen for further study and elaboration. These alternatives will then be developed, possibly with internal sub-alternatives, with planning and urban design studies to create visualizations linked to mobility, urban design, sustainability, and so on. The team will brainstorm and develop alternatives through internal charrettes and charrettes with BRA staff.

- » **Land Use Model.** The team will use a data-driven land use model to generate alternatives to be considered for further evaluation, evaluated, and refined as needed with on the ground information. Core Team member Manhan Group developed a socio-economic land use model covering the Boston Region for the Metropolitan Area Planning Council (and which MAPC has confirmed would be available for use by our team). Manhan Group will improve and customize the model to support detailed land use scenario analysis incorporating different assumptions based on the thematic goals and criteria, for example, mobility goals and strategies from *Go*

Boston 2030, changes in land use regulations, and market conditions. These scenarios could be used, for example, to determine the market “pull” of transit-oriented development (TOD) along with selected transit service improvements, or to understand the impact of alternative zoning regulations and taxes or subsidies on housing markets, or simply to find untapped infill opportunities within already developed areas.

The customized Boston sub-area model will be delivered to the City and will remain available as a resource for future planning efforts. Manhan Group will provide a users’ guide and training to City GIS staff in the maintenance and operation of the model to support continued in-house work as desired.

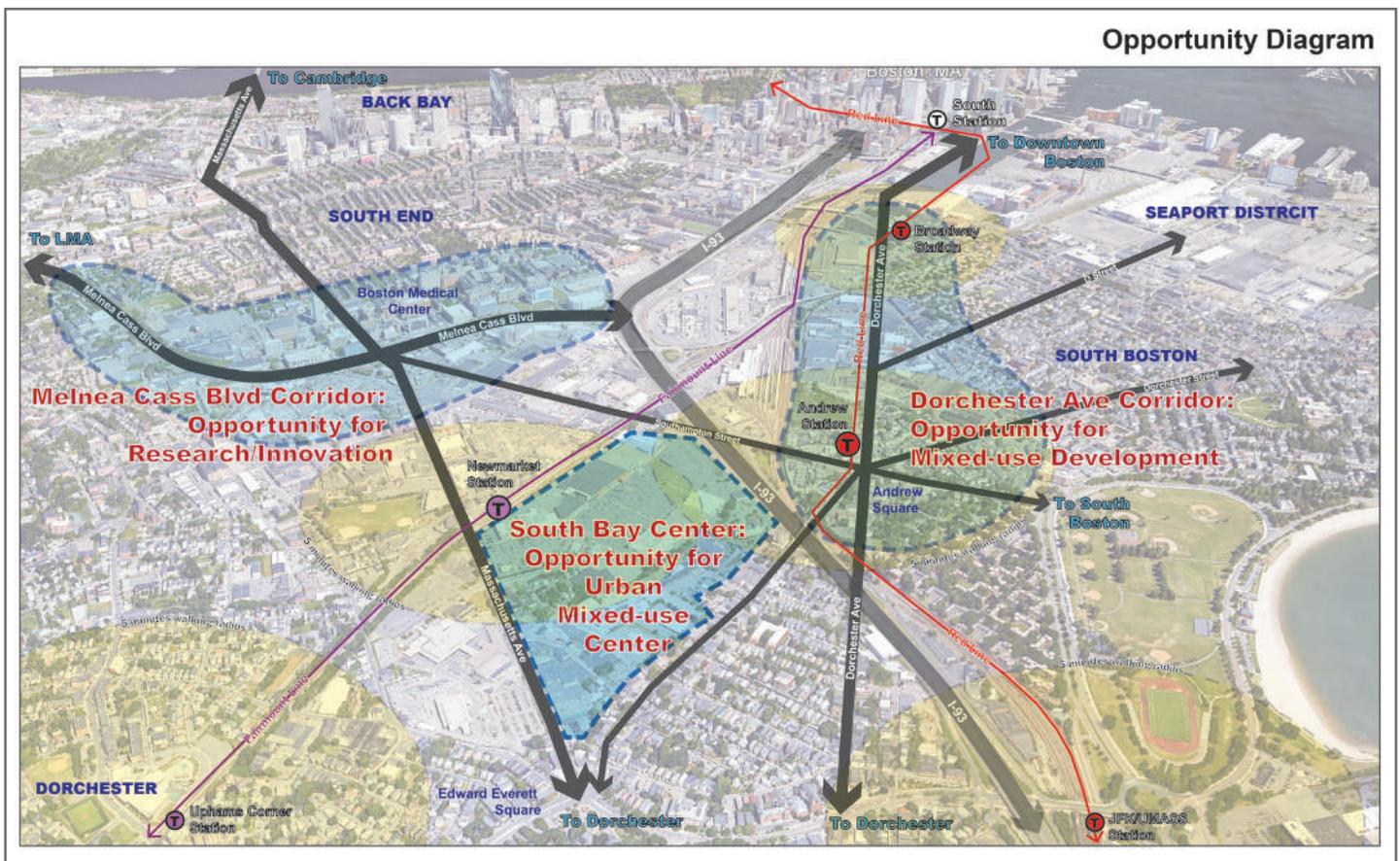
- » **Planning and urban design studies.** After identification of land use options for study, they will be scrutinized further as potential alternatives. Boston’s land use history and conditions suggest several likely types of alternatives: intensification of existing and new high-density spines, like the Committee for Civic Design’s 1961 High Spine plan from downtown along Boylston Street and Huntington Avenue; high density TOD, accompanied by investment in non-automotive mobility systems; multiple mid-rise and mixed-use developments in neighborhood commercial districts; and identification of all the vacant and underutilized properties for intensive infill development. The model may suggest other alternatives the team will investigate innovative models, such as successful

combinations of light industrial and residential space found in some European cities.

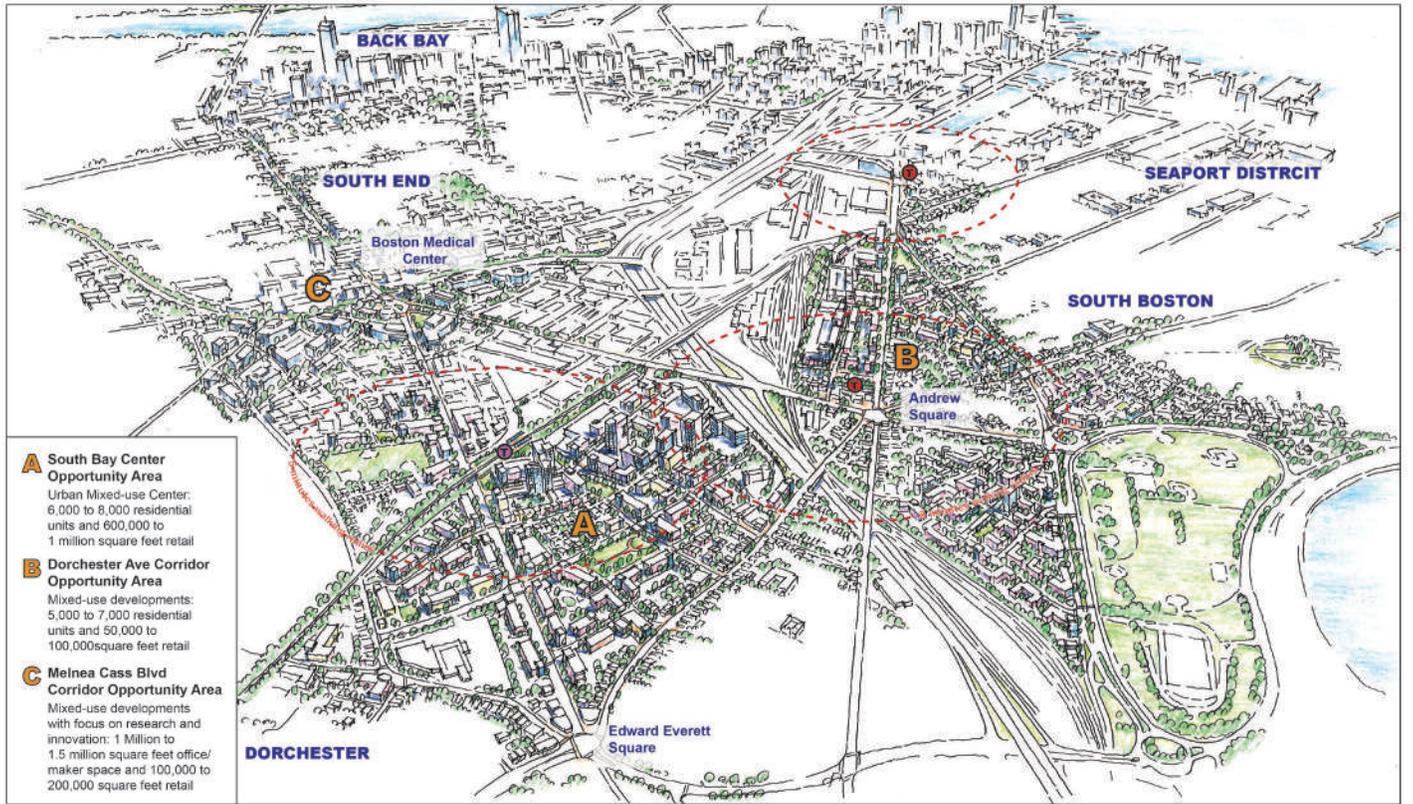
Studies will include land use analysis and diagrams; vacant and underutilized sites; development capacity under current zoning; 3-D massing studies; walkability studies; open space and public realm networks; existing and needed mobility and infrastructure capacity; sustainability and vulnerability assessments; and design standards. Illustrations will be generated to show what the urban experience would be like around newer development including innovative approaches to open space and the public realm that integrate with natural systems, provide functional benefits, and provide exciting and interactive environments.

Please see below and on the following pages an example prepared for this proposal of land use and massing studies and concepts. In addition to hand-drawn studies and illustrations, the team will also provide photo-simulations for the alternatives studies, including animation.

- » **Alternatives performance evaluation and matrix.** Each set of alternatives will include information on how the alternative performs in relation to the citywide vision and goals, both quantitative and qualitative, trade-offs, and implementation costs and difficulty. A matrix will then compare all the alternatives to one another.



Aerial Concepts



Massing Studies



Existing 3D model using data downloaded from the BRA website.



3D massing study scenario 1 - Housing focused mixed-use redevelopment infills at south of the shopping center, integrated with the existing neighborhoods and providing choices of affordable and workforce housing unit types.



3D massing study scenario 2 - Increased density mixed-use redevelopment at the Newmarket Station with most of the shopping center remain.



3D massing study scenario 3 - High density urban mixed-use center, redeveloping the entire shopping center into a district with retail, office and housing.

C. Public engagement around alternatives

As in the visioning public engagement activities, we expect to provide multiple opportunities, digital and face-to-face for the public to review and comment on alternatives. The public will also be asked to choose and explain a preferred alternative, which could be a composite or one of the team's alternatives. Materials from the earlier phases of the planning process will be made available; so that people who may not have participated up to this point will have access to the "I am Boston," existing conditions, and visioning summaries. The team will use the performance criteria information sheets and charts to structure materials using the previously developed evaluation criteria of equity, livability, prosperity, sustainability and resilience to structure public review, while also encouraging additional suggestions and comments.

The Engagement Team will promote these opportunities for face-to-face and digital review of the alternatives as in previous project phases, including provision of summary translations.

- » **Alternatives citywide workshops.** The team will organize up to two citywide workshops to present the alternatives for public review and comment in an interactive setting. Because these are citywide workshops, they will provide a strong opportunity for cross-neighborhood dialogue and discussion. The team will present and explain the alternatives and how they perform, followed by small-group discussions at tables. One possible approach is to provide the small groups with maps and "game pieces" representing various kinds of residential buildings and numbers of units and other land use types (including open space), so they can see how the team's alternatives relate to the rest of the city and whether they can find other options that perform well.
- » **Alternatives open houses.** In addition to the citywide workshops, drop-in open houses will be organized in different locations and times of day where participants can view information from the previous phases, the alternatives and the performance matrix, and provide their comments. Members of the team will be present to answer questions.
- » **Alternatives digital comment.** The alternatives and performance matrix will be prepared for digital review and comment, most likely using the Interactive Plan and trade-off apps. In addition, a discussion forum on the alternatives will be made available.
- » **Alternatives at public libraries.** Hard copy materials on the alternatives and performance matrix will be deposited at public libraries for public review, along with comment sheets for written comments. Library patrons will also be encouraged to go online to submit comments through the website by library computers or through their phones or tablets.

D. Plan Framework and Alternatives Report

After the public comment period on alternatives, the team will compile and review the public comments with the BRA to develop a preferred alternative with refinements based on public comment. The team will also circle back to the working groups, as needed, to review the preliminary plan

framework in light of the alternatives development and public comment. This will result in identification of the preferred alternative's implications for regulatory changes, capital investments, operational funding, private investment and public subsidy.

The team will then produce the Plan Framework and Alternatives Report. This will include a discussion of the process, evaluation criteria (including the STAR system), Plan Framework, the Land Use Model and how it was used, the Alternatives, the performance matrix, public comment, and the preferred Alternative, with the rationale for the choice. The Plan Framework and Alternatives Report will be posted online in Interactive Plan format and deposited in public libraries.

Phase 3 deliverables: Preliminary framework and working groups; cross-department and cross-agency meetings; land use model output; alternatives and performance matrix; public outreach and engagement activities around alternatives; summary of issues and outcomes of the engagement process; Plan Alternatives and Framework Report, including posted online in the Interactive Plan format.

Phase 4: Draft Plan Development

A. Write plan elements

Based on the previous work, the Stantec Core Team will develop all the elements of the plan. Typically, we use a system for the plan elements similar to the Ian McHarg layered approach to regional analysis, from the natural and cultural elements we wish to sustain and steward, to housing and economic development as our main activities on the land, to the mobility and infrastructure systems that sustain our neighborhoods and workplaces. The way we wish to live on the land is then translated into the land use, zoning, and urban design plans for the future. The final chapter of the plan focuses on stewardship of the plan—how to keep it flexible and up to date and how to implement organizational and management improvements to implement the plan across city government and its partners—and on implementation, with a matrix keyed to the What, How, Who, When, and How. Much of goals, strategies, and actions.

Very important at this stage is the development of a Future Land Use Map (FLUM). The FLUM designates broad land use categories (not zoning). After adoption, zoning regulations should be revised to be consistent with the FLUM. All requests for rezoning should require consultation of the FLUM and the citywide plan's goals and policies for that area. Consensus on the FLUM will provide a foundation for reform of the city's planning, zoning and permitting practices.

Activities during this task will include:

- » Finalize plan organization and layout with the BRA;
- » Incorporate the results of recent or ongoing plans such as *Go Boston 2030* and *Boston Creates*;
- » Incorporate the results of technical studies done by the additional thematic sub-consultants; and
- » Develop the Future Land Use Map (FLUM) and recommended regulatory changes to be consistent with the plan. Review draft plan elements with the BRA.

B. Develop metrics and review draft elements with the working groups

The team will develop and refine measurable outputs and actions for the plan elements, using the STAR system as a foundation. The draft elements with metrics will be sent to the working group members for review, to be followed by meetings to discuss the drafts and make any adjustments necessary.

C. Cross-department, cross-agency, and regional coordination system

CBI will take the lead in developing organizational and management improvements targeted at implementation of the Imagine Boston 2030 Plan.

D. Implementation/action plan

The team will develop an implementation matrix for the plan, circulate it to BRA and other relevant city staff, and refine it for inclusion in the plan.

E. Complete Draft Plan

The team will produce the complete draft plan including visuals and other graphics for posting on the website and depositing in public libraries.

F. Summaries and setup of digital review

The team will produce summary documents, including translations, for use at events and online. The Draft Plan will be published on the website with the Draft Review app. The online copy will be prepared using the UIS app Draft Review. The Draft Review app allows users to explore the plan interactively, jump to specific sections, and offer feedback adjacent to the content. The app can be customized to feature concepts separately or to compare differences across a project or plan. All input can be easily downloaded, sorted, and analyzed.

In addition, an online discussion forum will be set up for the plan review process.

Phase 4 deliverables: Draft plan elements and metrics; working group meetings; cross-department, cross-agency, and regional coordination system; implementation/action plan; complete draft plan; summaries (including translations); digital setup using the Draft Review app.

Phase 5: Draft Plan Public Review

A. Promotion of events/digital review

The team will promote face to face and digital events using the same or similar methods as in previous phases.

B. Events, video, and digital review

The Draft Plan will be made available for public review for four to six weeks.

- » The Draft Plan will be made available for public review online, in hard copies in public libraries, and through online and hard copy distribution of a user-friendly executive summary, including in the six foreign languages.
- » A short video showing the planning process, the vision, the alternatives, and the key points of the Draft Plan will be prepared and posted on the website. The Engagement Team will promote the video and the review process to community partners and organizations across the city.

- » The Draft Imagine Boston 2030 Plan will be presented at a festive major public meeting, with exhibits and summary documents made available for participants. The meeting will be organized to include discussion, interactive activities, questions and answers, and submission of comments.

C. Documentation of comments and response

All public comments received will be documented in a matrix that contains the comment (without attribution), a response from the consultant, and a column for BRA staff recommendation. This document becomes part of the package provided to the BRA Board during the adoption process.

Phase 5 deliverables: Draft Plan in pdf, UIS app format, and hard copy; public meeting to present the plan with exhibits, executive summary handouts, presentations, group exercises; video; documentation of comments in a matrix with consultant response. Key documents will be made available in hard copy and online in foreign languages.

Phase 6: Final Plan Preparation and Adoption

A. Adoption public hearings

The consultants will present the Draft Plan to the BRA Board in a public hearing and be available for any subsequent adoption meetings of the Board. The Final Plan documents will be prepared after adoption with any changes required by the Board.

B. Revisions

The team will make any revisions required during the adoption process.

C. Final plan production

The team will prepare and produce the final plan. The plan will include user-friendly and summary documents in English and six foreign languages. It will be published on the website in a user-friendly format. The technical plan will provide sufficient information for use by City staff in implementing the plan.

Phase 6 Deliverables: Presentation to the BRA Board; Final Plan with any required revisions; PDF and other digital files of project products such as map projects, PowerPoints, illustrations, Boston land model, and other project materials.

C. Organizational Structure and Protocols

The proposed organizational structure and protocols to govern communication and coordination with key BRA staff and sub-consultants (assumed in this section to mean technical sub-consultants working on the “plan themes” scopes who are not part of the Core Team) include:

- » **Primary contact:** The Stantec team project manager, Larissa Brown, will be the primary contact with BRA staff and sub-consultants, assisted by deputy project manager Steve Kearney. We expect weekly project meetings with the BRA, whether by phone or in-person, and frequent email and telephone contact. In collaboration with the BRA, we will set up a project collaboration website for exchange of files and resources. When requested by the BRA or by

Larissa, other members of the Core Team will attend meetings with the BRA to discuss project issues and solutions.

- » **Communications and engagement contacts:** Working with the BRA, Larissa and Steve will also request that the BRA facilitate contacts with other City departments. We request that the City designate a person to work with our media/communications specialist, MORE Advertising, to set up protocols for coordination and approvals around press releases, earned and paid media, and any other public communications. Similarly, the Core Team's outreach specialist, Regina Villa Associates, will need to have contact with the Department of Neighborhood Services and other departments.
- » **Steering Committee:** Larissa Brown will attend all Steering Committee meetings, estimated to average one meeting per month over the course of the project. David Dixon will attend key milestone meetings, and other members of the Core Team will also attend as needed.
- » **Coordination with sub-consultants:** While the BRA expects to choose the sub-consultants for the non-Core Team thematic work, we understand that we will be managing their work. We expect to coordinate closely with them and include them, as appropriate, in Core Team meetings and calls, internal charrettes, and public meetings. If the BRA desires a more formal coordination process, we will seek designation of a BRA staff person to work with us.
- » **Coordination with proposed working groups:** The team proposes organizing working groups made up of city staff, other agency staff, consultants working on parallel plans (such as *Go Boston 2030*), and possibly other knowledgeable persons (e.g., foundation representatives). We assume that the BRA will also assign staff to these meetings. Some of these meetings will be focused on coordination and document review around themes and subject matter. Others will be focused on developing recommendations around coordination and management improvements to implement the plan. Team member CBI will be leading this process and will need a BRA staff person to be the contact for organizing the working group discussions on these issues.

D. Additional Expertise for the Core Team to Carry out the Scope

The Core Team described herein, supported by the firms' staff, will be sufficient to carry out the scope of this project. The BRA and the City may wish to consider whether a fiscal analysis of the alternatives would be beneficial. If so, we would recommend TischlerBise, with whom we have worked on several comprehensive plan projects.

4



4: Public Engagement

A. Proposal Approach

The City of Boston expects that Imagine Boston 2030 will serve as a laboratory for new public engagement strategies, inaugurating a new era in how the City approaches community participation in planning and implementation. The public engagement program for Boston 2030 must be multidimensional, meaningful, and inclusive. With mutually-reinforcing digital and face-to-face outreach and engagement, it will provide a variety of ways for residents and stakeholders to become involved. Face-to-face engagement will continue to be essential, particularly to encourage dialogue and discussion across neighborhood, income, racial, and ethnic boundaries. Digital engagement will provide both parallel and unique opportunities for public outreach and participation. Boston's population, in part made up of highly-educated and youthful residents, means that an effective digital presence, optimized for mobile and tablets, must provide a variety of opportunities for interactive participation. Throughout the public engagement process, we expect to work closely with the BRA, the Mayor's Office of Civic Engagement, the Department of Neighborhood Services, and other city staff, and involve them in the process. The challenge of the Boston 2030 plan—how a growing Boston can also be a more equitable, livable, sustainable and resilient Boston—is of fundamental interest to all Bostonians, but an effective engagement and participation program to build consensus around the path to Boston 2030 will require substantial resources for a variety of initiatives.

The Stantec leadership group and our public engagement team, made up of the Consensus-Building Institute (CBI), Regina Villa Associates (RVA), MORE Advertising (MORE), and Urban Interactive Studios (UIS), is highly experienced with all types of face-to-face and digital outreach and engagement. These opportunities include highly interactive meetings, drop-in open houses, pop-up events, gaming and simulations, survey and survey design, focus groups, walk shops, use of keypad polling, meetings-in-a-box, e-blasts, videos, and door-to-door engagement. Our digital engagement toolbox includes websites, interactive portals, on-line mapping, scenario trade-offs, online document review, and interactive online plans. We often partner with community organizations in our public engagement programs and will do so for Boston 2030. In every project, we tailor the public engagement program to the needs of the community and the project.

A successful engagement process will create a constituency for the Boston 2030 vision and empower decision makers to implement the plan. Goals for the public engagement process will include:

- » **Creating a sense of shared destiny:** “We are more alike than different.” Our experience with citywide planning has shown that the visioning process is a critical opportunity to bring together people from across the city to talk to each other and discover that they have common aspirations and principles. This idea was expressed in the RFP as the need for “cross-neighborhood dialogue.” Because of Boston's income, racial and ethnic residential patterns, dialogue

between adjacent neighborhoods will not be enough. Some citywide events or specialized events will be needed. Conversations across multiple boundaries tend to be most powerful and honest in face-to-face meetings, where people from very different communities speak directly to one another and work together on joint planning exercises. Digital surveys and activities do not have the same impact, but can provide related experiences. This sense of shared destiny and common vision helps provide a secure platform for more complex discussions on alternatives and options. Potential initial outreach and media activities to support this goal include:

- **“Being Boston” or “I am Boston” media and digital campaign.** To kick off the project, during the first phase of the planning process, while the team is creating the baseline report, an outreach and media campaign that explains why a citywide plan is needed can be created around a campaign asking people to reply by cellphone, online, etc., on what it means to them to be a Bostonian.
 - **Stories of representative Bostonians.** This period can also be used to create a storyline to go throughout the process in which we use representative individuals on websites, printed materials, and in meetings, to cover the demographic variety in the city, and show how they are all represented in the planning process and the plan.
- » **Transparency to create trust in the process:** An open and transparent process in which the consultant team and the City deliver on promises for participation, show how public input is being used, and explain planning outcomes can go far to increase trust in the process. In our previous work, we have encountered situations where citizens are skeptical and cynical about the planning process and/or the city government. An open, step by step process builds trust and attracts an increasing number of participants.
 - » **Honoring citizens' investment in previous planning:** Residents and stakeholders have already put time and effort into many official and unofficial plans. We have to demonstrate that we know what is in the existing plans and how the Boston 2030 process builds on previous work and is coordinated with ongoing planning.
 - » **Making participation easy and fun:** Employing multiple ways to share the planning process and get involved and that are attractive to different demographics will make the process more inclusive. Providing food and children's activities at major events, using game-like interactive exercises, offering door prizes or online participation incentives—these are some of the ways that our team members have promoted participation.

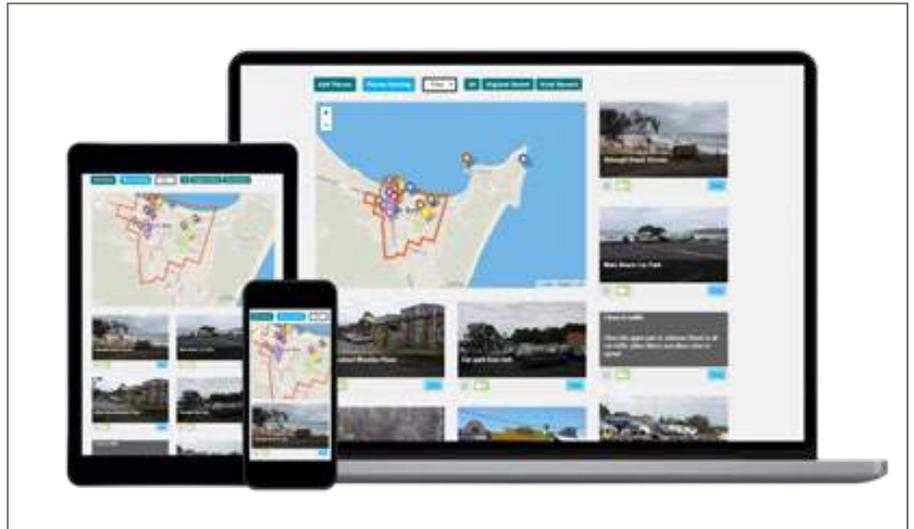
Face-to-Face Engagement:

The Stantec team, the Consensus-Building Institute, and Regina Villa Associates will work with the BRA and the City to develop, organize, and implement the face-to-face engagement program. We expect it will include:

- » **Interviews and focus groups with key stakeholders.** Interviews and focus groups with community stakeholders will help the consultant team in updating information and identifying important issues and areas of concern. Stakeholders will likely include businesses and property owners, faith-based organizations, community development groups, developers, real estate professionals, service organizations, neighborhood leaders, design and engineering professionals, environmental advocates, transportation advocates, youth, and so on. The team already has strong connections to a number of these interests groups and individuals.
- » **Public participation outreach.** Our team will use multiple avenues, digital and traditional, to inform the public about the project and public meetings. These methods are expected to include a project website, email blasts, notifications through the press and broadcast media, fliers, door hangers, subway and bus advertisements, contact with business and other organizations, and so on. Event flier dissemination to community residents may include school backpacks; church bulletins; business canvassing; neighborhood associations; non-profit community organizations; grocery stores; and employee notices. We will work with social media leaders (Twitter, Instagram, and Facebook) to enhance digital messaging and conversations.
- » **Partnerships with community groups.** We will meet and create partnerships with community groups to reach out to “communities of place” (focused on particular geographies) and “communities of interest” (focused on common issues or interests) throughout the city. In addition, we expect to work with groups like Design Studio for Social Intervention (www.ds4si.org) to develop outreach and events on the neighborhood level, such as the work that they have done for the Fairmount Collaborative.
- » **Outreach staff for typically underrepresented groups.** Children/youth and young adults, adults with young children, minority, low-income, immigrant, senior, and disabled groups are typically less likely to participate in planning exercises for a variety of reasons. We plan to work with relevant organizations to create a group of Boston 2030 outreach staff, with particular emphasis on the 18- to 40-year-old group, to serve as “ambassadors” for the planning process and promote participation from typically

underrepresented groups. We will provide facilitator and outreach training and use some of the project engagement funds to pay for their work. We want to help create the next generation of engaged, community outreach leaders and professionals.

- » **Public workshops, meetings, and other events.** Interactive public workshops are expected to include citywide events, drop-in open houses around the city, “corridor conversations” along potential development and density corridors, and “pop-up” presence at city festivals, public events, in neighborhood commercial districts and so on. Our team has extensive experience designing non-traditional public meetings that are focused on specific tasks and work, that are engaging and highly interactive, and whose purpose is involvement, community dialogue, and influence and input on choices, trade-offs and alternatives. We avoid the “standard” public meeting of presentation and comment.



- » **Meetings in a box.** Community groups will be encouraged to use materials provided by the team to conduct their own visioning and alternatives meetings. These “meetings in a box” also provide on-line ways to incorporate feedback from participants back into the process.
- » **Information hubs.** Libraries or similar locations will serve as “information hubs” where hard copies of information and, eventually, the draft plan, are deposited for public access. Our primary information hub will be online supplemented by the physical location of the documents.

Digital Engagement

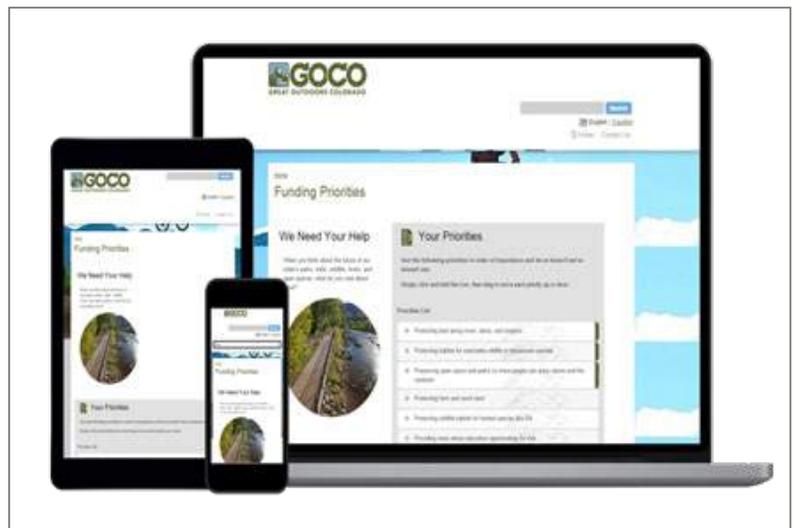
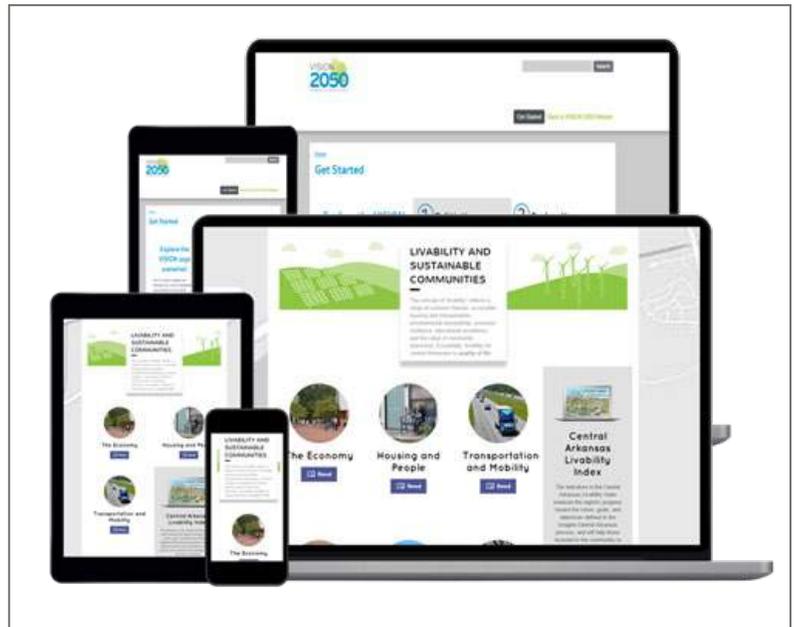
Urban Interactive Studio (UIS), in association with the City, Stantec and other members of the Core Team will have primary responsibility for digital engagement through their EngagingPlans platform and App Suite. UIS will work with the BRA to modify, as needed, the existing Imagine Boston 2030 web site for EngagingPlans. The project web site will be optimized for mobile and tablet use, with no apps to download, and provide for comments, sign up for notifications and for contacting the consultant team, as well as a calendar of events, and a library of images, video, data and documents for download and comment.

The EngagingPlans App Suite offers a range of apps that create additional opportunities for public involvement and feedback. During the project, the selected apps are configured to meet the specific engagement objectives of each phase. Many of the apps can be configured to include an incentivized contest or game, increasing the likelihood for participation. Like EngagingPlans, the App Suite is responsive on desktops, tablets, and smartphones, allowing for creative modification of traditional engagement techniques like walking tours and community meetings. The following apps are expected to be used during the Boston 2030 process:

- » **Community Mapping.** The Community Mapping app invites citizens to identify and discuss existing conditions, places they love, or areas for improvement. Places can be submitted from any device and then be discussed and rated by other users, opening the door for collaborative brainstorming and problem-solving. Each location is collected as point data for easy export and analysis in GIS systems.
- » **Digital Workshop.** The Digital Workshop app combines background information, challenges and alternatives with opportunities for public input. Rich, interactive summaries, infographics, and maps allow audiences to explore topics through interest-based or step-by-step navigation. This app can supplement in-person workshops including live-streaming, resulting in wider participation and richer feedback.
- » **Preferred Scenario.** The Preferred Scenario app introduces complex scenarios playfully by asking users to select initial preferences to see which scenario they most likely align with. Users then dive deeper into the key elements and impacts of the recommended scenario through interactive maps, videos, graphics, and other rich content, and evaluate it through rating and reviews. Users can modify their initial preferences to explore additional scenarios and information.
- » **Interactive Plan.** The Interactive Plan app publishes documents, such as the Baseline and Alternatives Reports, in a dynamic, engaging format, making the documents easy for anyone to use and understand.

Interest-based navigation lets people easily jump to relevant sections in the plan document, which is optimized for browser viewing. Graphics, charts, and interactive data visualization summarize core concepts and guide users deeper into the plan. Rich media, maps, and videos give people a clear grasp of the final plan.

- » **Draft Review.** The Draft Review app transforms documents into a collaborative, responsive experience for citizens. Users can interactively explore, jump to specific sections, and offer feedback right next to the content. The app can be customized to feature concepts separately or to compare differences across a project or plan, and is also useful for stakeholder review, giving them protected access so they can leave comments or suggestions directly on the draft. All input can be easily downloaded, sorted, and analyzed.



Communications and Media

MORE Advertising will have primary responsibility for promoting participation and positioning the Boston 2030 process in citywide and targeted media. The team will work with the City to develop and agree on media protocols and approvals for the project. MORE Founder and Principal, Donna Latson Gittens will provide advice on community outreach and overall communications strategy, including working with the communications team at City Hall. MORE's extensive experience working with community campaigns, especially throughout the diverse neighborhoods of South Boston, Roxbury, Dorchester and Mattapan, will help the Boston 2030 public engagement campaign attract participation from these neighborhoods. MORE has the in-house expertise to produce video, billboards, transit, print ads, and online ads designed to reach people where they live and work. Activities will include:



Samples of MORE Advertising PR campaigns. Enlarged samples can be found in Section 7.

- » **Press release** drafting and dissemination to citywide and targeted media, via web communications and to stakeholders on e-contact list.
- » **Earned media strategy**, including development of a public affairs programming schedule, live interviews on local radio stations etc. to publicize events and provide progress reports.
- » **Paid media strategy** targeted to typically underrepresented groups.
- » **Establishment of a link to the project website** from media websites, as appropriate.
- » **Video** of major event activities and interviews will be made available on the website and YouTube, and a final video about the plan will be created incorporating the video documentation of the process, with the length and production values of the video dependent on budget

Regina Villa Associates (RVA) will be responsible for social media and foreign language support. RVA has extensive experience throughout the Commonwealth working with many foreign language communities.

- » **Foreign language services.** As needed, foreign language services will be made available at major events and at meetings where services are likely to be needed. Outreach materials and summary materials will be provided in appropriate foreign languages.
- » **Social media.** The project will also have a Facebook page and a Twitter feed, both of which will be integrated with the website and mobile.

Meeting organization and logistics tasks RVA will have primary responsibility for meeting organization and documentation and logistics tasks.

- » **Meeting locations.** In consultation with the City, the team will identify and secure appropriate venues (i.e. size, accessibility, transit and parking, recognizable to cross-section of community, etc.); and plan and coordinate logistics aspects, including IT, security, layout, logistics with other partners, in advance to ensure smooth deployments. The consultants expect that the City will provide or procure meeting locations free of charge for the Boston 2030 process.
- » **Event amenities.** The team will provide suitable refreshments and children's activities at major events.
- » **Documentation.** With a wide variety of outreach and conversations in progress, it will be essential to capture the ideas and input participants are bringing to Boston 2030. Our team will set up a process to record, share, and react to these issues.

The public engagement program will be critical to the success of the plan and will be developed and executed in collaboration with the BRA and the City. The program we envision will include the following activities within the context of the expected plan phases.



RVA sample meeting notice and brochure in various languages (Spanish and Chinese). Enlarged samples can be found in Section 7.

PHASE AND DATES	CONSENSUS BUILDING (CBI)	MEDIA/COMMUNICATIONS (MORE)	OUTREACH AND EVENTS (RVA)	DIGITAL (UIS)
1. Baseline: Summer/Fall 2015 Kickoff – “I am Boston” campaign Prepare for visioning phase	» Strategy development » Public engagement plan » Train community facilitators/ outreach ambassadors » Web survey content on vision and principles elements	» Strategy development » Citywide and targeted messaging » Introduce the Plan » Press releases » Earned media » Kickoff Campaign Story line – representative Bostonians » Prepare for event messaging	» Strategy development » Social media – Bostonian campaign » Develop email list » Develop translation strategy and resources » Recruit community partners and “ambassadors” » Identify pop up activities/ events – start presence » Schedule and logistics for public events – including children’s activities and food	» Strategy Development » Storylines – representative Bostonians » Website refinements » Set up apps » Bostonian campaign - » Web survey
2. Vision, Principles & Goals: Fall 2015-Winter 2016	» Events - content and exercises » Integrating digital » Consensus building strategies » Facilitation at citywide vision forums » Identify key issues of concern and how to address them and build consensus in the next phase	» Promote events and digital participation » Press release » Earned media » Paid media » Video on Bostonian campaign / storylines » Video of activities/ interviews at citywide forums » Promote Draft Vision and Principles review	» Social media » E-list; Eblast outreach » Pop up presence/ events/ festivals » Manage ambassadors » Drop in meetings in locations across the city to demonstrate knowledge of neighborhood planning/issues and elicit neighborhood visions » A citywide Vision forum » Distribute meeting in a box for organizations » Draft Vision/principles review – open houses; distribute to organizations	» Parallel input to the visioning meetings with EngagePlans and apps – community mapping, digital workshop
3. Alternatives Development/ Plan Framework: Spring 2016-Winter 2017	» Develop consensus-building exercises around alternatives roll out » Train facilitators » Facilitation at events	» Promote Alternatives events and digital participation » Press release » Earned media » Paid media » Video	» Social Media » 1-2 citywide alternatives forums – same content, different dates/times » Corridor Conversations; district conversations; communities of interest meetings » Review of results; open houses and distribute to organizations	» Apps to parallel alternatives events and evaluations: » Digital workshop » Preferred scenario
4. Draft Plan Development: Fall 2016-Winter 2017	» Work on cross-departmental coordination » Work on metrics	» Promote review of alternatives results	» Promote review of alternatives results	» Promote review of alternatives results
5. Draft Plan public review	» Interactive exercises around draft plan review	» Develop Video about the Plan » Promote Draft Plan Review	» 1-2 citywide meeting to present the draft plan with interactive discussion » Eblasts and outreach to groups to promote review » Deposit draft plans in public libraries; share digitally with partners and media » Collect responses	» App: Draft review
6. Adoption-Final Plan: Summer 2017		» Promote adoption public hearings		» App: Interactive Plan

B. Constituencies, Challenges, and Targeted Strategies

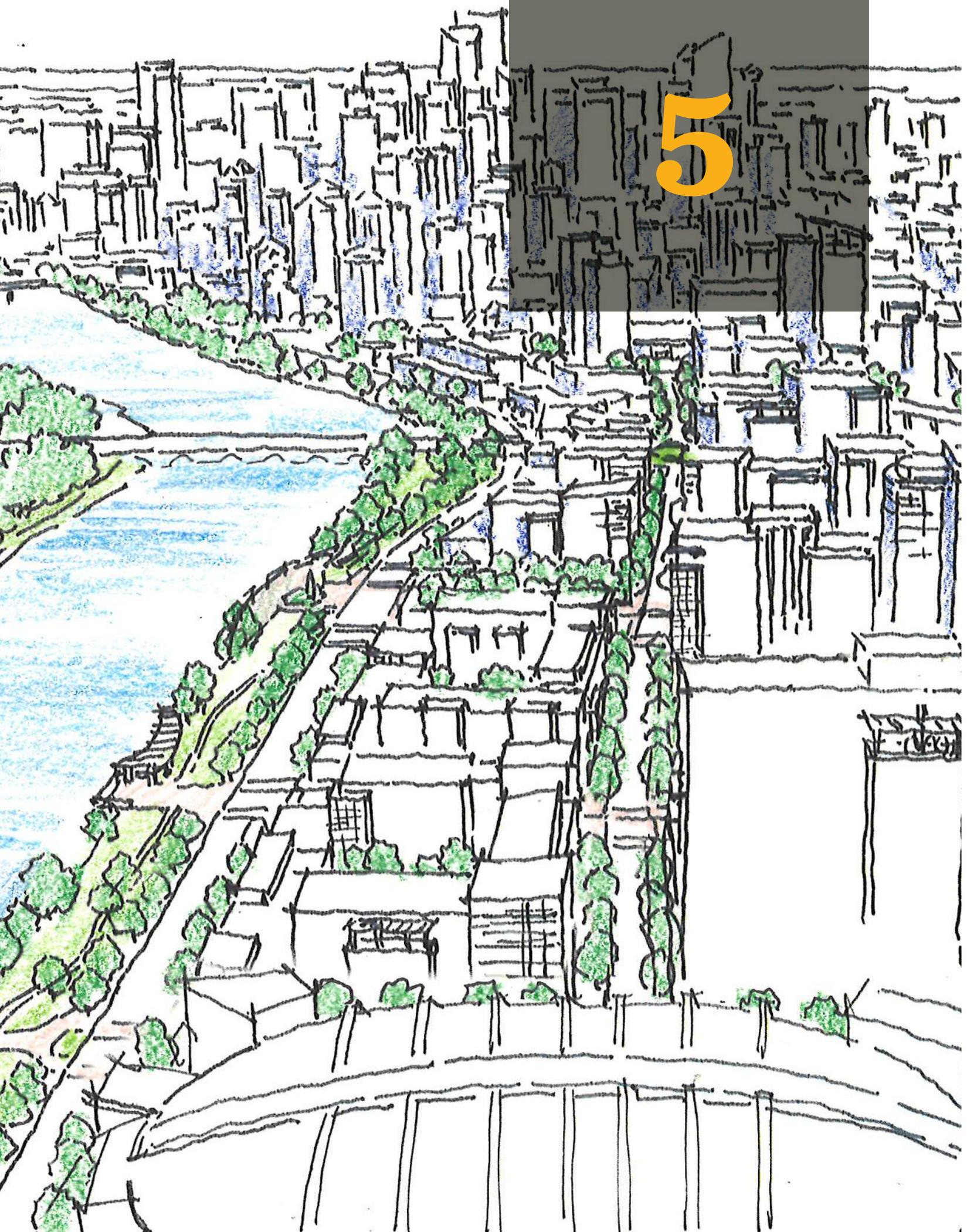
There are a variety of constituencies that are typically underrepresented in planning processes, each with its own challenges. As noted earlier, we plan to recruit a group of young adults as Boston 2030 “ambassadors” from underrepresented communities who we will train for outreach and meeting facilitation and then pay them their services. Their role will be to focus on promoting Boston 2030 involvement in their communities, going to local organizations and assisting in “meeting in a box” events, assisting in facilitation at citywide events, and so on. We also expect to partner with community organizations, some of which with citywide constituencies, such as the Greater Boston Interfaith Organization, and some rooted in neighborhoods. Below is a table with identifying possible constituencies, challenges, and targeted strategies that could be used. Other groups may also need more focused strategies.

Constituency	Challenges	Targeted Strategies
Children and Youth	Need special activities	Children’s activities during meetings for adults; child- or youth-oriented “meeting in a box” for after-school programs; special section of digital activities for children/teens
Young Adults	Preference for digital participation and information in visual and short forms;	Social media; infographics; drop in meetings in locations where young adults go out; pop-up presence at events and festivals
Young Families	Little time for meetings	Outreach through child-oriented organizations; drop in events; digital participation; pop-up presence at family events; parenting blogs and social media
Communities of Color	Lack of trust	Go to trusted organizations and leaders, such as churches and other community organizations; go to neighborhood events, commercial districts
Economically Disadvantaged	Long working days and multiple jobs;	Drop in events; outreach through community organizations and at
Immigrants	Limited English skills; lack of trust	Go to trusted organizations and leaders with translation; outreach materials in foreign languages; translation at public events; summary materials in foreign languages; outreach at ethnic groceries
Small Business Owners	Long work days leave little time for meetings	Breakfast meetings; drop in locations in commercial districts
People with Disabilities	Need to ensure accessibility, including web accessibility	Ensure accessibility at meetings and on the website; work with organizations to set up meetings

C. Examples of Successful Public Engagement Strategies Implemented Elsewhere, Whether or not by the Respondent, that could be Transferable to Boston

We tailor public engagement to the client and the project and we have used a wide array of public engagement strategies in all kinds of planning projects, as described in Section 2.F.

The details of how the events are organized and structured are always important. For example, when we have citywide visioning meetings intended to provide an arena for people to work together across boundaries of neighborhood, income, race and ethnicity, we make sure that participants who come in together do not sit at the same small group tables. (Each person who comes in is given a nametag with a table number on it.) We also structure meetings so that people have a chance to express their individual ideas but also are asked to work together in small groups to exchange views and identify priorities. In visioning meetings, we start the exercises by asking people to write down their personal visions first, and then have them share their vision with the group at their table, followed by identification of the common themes to create a group vision. Exercises are structured so that we have participants’ ideas in their own words as much as possible, rather than depending only on the interpretation of facilitators. We scan and put the personal visions on the website and use participants’ words in documents as one way to bring the plan to life. Similarly, activities that ask participants to make choices can help clarify planning directions and can easily be part of digital participation. For example, providing a hypothetical budget and asking what percentage should be devoted to various activities are a way to focus attention on making priorities.



5: Content/Approach

A. Conceptual approach to achieving major plan goals and to creating a product that is meaningful, flexible, and implementable

Boston is one of the most successful cities in the country, growing in jobs and population, attracting new development, and drawing the skilled and youthful workforce that many cities seek. However, recent studies have also found that Boston has the third highest median rent among major cities and the third highest income inequality in the country.¹ The city's economy is expected to continue growing faster than the nation's, and the city's 2014 housing study projected a population of approximately 709,000 by 2030, with a need for an additional 53,000 housing units, mostly in workforce housing. Boston's walkability, historic character, park system, and amenities compare favorably with many American cities, but the city also has entrenched patterns of residential segregation by income, race, and ethnicity. At the same time, the context of climate change and sea level rise is both a threat and an opportunity. Imagine Boston 2030 will set the stage for the city's fifth century with a plan guided by the values of equity, livability, prosperity, sustainability, and resilience.

As discussed in the previous sections of this proposal, the central challenge for Imagine Boston 2030 is to identify how the city can enhance the experience of living, working, and playing for all its residents in a city with a growing population and economy but a finite land area. To meet this challenge, the city needs to build consensus and a constituency for the plan with an inclusive process; ground the plan in a data-driven understanding of conditions, trends, and opportunities; explore innovative approaches to growth and livability; and align city regulations, operations, systems, and investments to achieve the plan's vision and goals.

A citywide plan has three fundamental components: a vision and set of principles for the future; a set of goals; and a set of policies, strategies, and actions designed to achieve the vision.

- » The vision and principles are the "constitution" of the plan. They represent a community consensus on a desired future for the whole city and on the guiding values for both the planning process and the implementation of the plan.
- » The goals describe future conditions in specific thematic categories and geographic areas that together will make up achievement of the vision.
- » The policies, strategies, and actions identify approaches and activities that are consistent with the principles and designed to advance achievement of the goals and the vision.

As noted earlier, we suggest using the STAR community rating system as a guide to help structure evaluation of current trends, policies, and programs and create the plan framework. Because STAR is an independent rating system that provides public accountability, it will contribute to the

transparency of the process and help build public confidence in the City's desire to establish a more integrated and open planning process.

With STAR as a structuring tool, we will develop a policy framework, building on existing and ongoing thematic and area plans and the technical analysis (e.g., housing, transportation, parks and open space, economic development, climate change, and resource-efficiency.) The land use model allows for changing assumptions about key variables as a way to generate alternatives and those can then be evaluated based on the intersection of the thematic policy framework. Through identifying land use opportunities and applying livability criteria based on the experience and function of place to help evaluate the alternatives (transportation, walkability, access to open space network and recreation, urban design, infrastructure, and services support), we will create the alternatives to show both the land use options and illustrated visions of how people would experience these new urban areas and their public realm. Review by City staff and the public will then result in a preferred alternative, which will again be vetted for refinements and the regulatory, investment, and operational changes needed to make the alternative a reality. The development of the future land use map and the illustrated preferred land use alternative will give the City a tool for flexible implementation.

In order to make Imagine Boston 2030 a living plan, the stewardship section of the plan will recommend designating at least one staff person to be the expert on the plan and coordinator of implementation; using the plan in development of annual departmental work plans and in creating the capital improvement plan; an annual progress report in a public hearing, which can also be used to update the STAR rating; a public process every five years to review the vision, principles, and goals, which will allow for readjustment, if needed, in light of experience and changing conditions; and creation of a completely new plan at least every twenty years. Where a citywide comprehensive plan has the force of law, it is the future land use map that is typically seen as legally binding, not every word of the plan. This means that any zoning changes that are not consistent with the future land use map category will also require an amendment of the land use map. For example, if a zoning change to industrial is sought on a lot or parcel that is designated for a residential category, the zoning change would also require an amendment to the land use map. In many cities, amendments of the future land use map are restricted to one or two times a year in order to promote alignment and build out of a community-sanctioned land use plan. However, if unforeseen obstacles or opportunities arise, the plan can be amended to take them into account.

¹ http://www.brookings.edu/research/reports/2015/03/city-inequality-berube-holmes?cid=00900015020089101US0001-03171;http://furmancenter.org/files/CapOneNYUFurmanCenter...NationalRentalLandscape_MAY2015.pdf

B. Key ideas that will guide the lead consultant's work in land use, design, & placemaking

Many key ideas have been described in other sections of this proposal, especially Section 3. We envision potential alternatives that may include concentrated density spines, transit-oriented development clusters, multiple urban villages, and citywide infill, but we will be open to a variety of options, such as combination solutions, or air rights development over infrastructure, that may emerge during the course of the planning process and the land use modeling process. We will pursue innovative solutions to housing and other building types and combinations of building types. For example, new mixed-use approaches that combine light industry and residential units are emerging in Vancouver, Canada, and Europe.

Although much of the focus is on accommodating new housing units, we will also investigate expansion trends and needs both for Boston's most important economic sectors—education, healthcare, and finance—and for the support industries and small business community that every city needs. Similarly, we will investigate new zoning types for their applicability to Boston, such as the PDR (Production, Distribution, Repair) zoning created in San Francisco that protects light industrial uses such as printing, food manufacture, and wholesaling that support offices, restaurants, and other local businesses and benefit from proximity to their customers.

A critical aspect of our approach to the development of alternatives is to focus on the quality of the urban experience and placemaking. This has been David Dixon's life work and is central to the work of all members of Stantec's Urban Places Group, and all of the Core Team members. Many Bostonians worry about the impacts of greater density and whether it will degrade their quality of life. They are concerned about congestion and safety on all modes of transportation, encroachment on green space and green networks, shadows on public space, preservation of historic structures and context, excessive impervious surfaces, and building service impacts such as loading docks and noise from building mechanical equipment. Our team's approach to design and placemaking puts a sustainable urban experience at the forefront:

- » **Focus on the public realm.** The public realm is the common living room of urban residents. It is our parks and plazas, our waterways, our streets, and sidewalks. It is where city residents connect with city life. Team member Höweler + Yoon has designed innovative public realm elements that bring interactive experiences to our common spaces.
- » **Focus on building design as it affects the public realm.** The public realm between buildings is shaped by the design of those buildings. In Vancouver, slim towers, often with mixed-use or townhouse-style lower floors, have increased downtown density while preserving light and air. Stantec's Urban Places Group and architecture group often develop design guidelines for building faces and streetscapes in high density urban places that create comfortable and interesting enclosures for the public realm at the human scale.

- » **Focus on connectivity and walkability.** Team member Jeff Speck's "General Theory of Walkability" is seemingly simple. A good walk needs to be "useful, safe, comfortable, and interesting." His current work is dedicated to getting the big ideas and the details of walkability right.
- » **Focus on green networks, sustainability, and resilience.** The Emerald Necklace is one of Boston's preeminent public networks and since the 19th century it has been rightfully celebrated and copied (there are Emerald Necklaces in Ohio, Chicago, and Southern California) as a park, recreation, and environmental network. Access to green spaces and recreation, while enhancing environmental functions, is central to the work of team member Stoss Landscape Urbanism. Cities such as Seattle and Portland use green infrastructure to bring pervious surfaces to highly urban districts through elegant street planters and roof drains that double as art objects.
- » **Focus on inclusion and good spaces for all.** Inclusion is multifaceted. It means designing places to be friendly to senior citizens and children—and thereby make them safe and comfortable for all. It also means providing an appealing and functional public realm for all, across neighborhoods and boundaries of income, race, and ethnicity. This means listening to the needs and desires of all groups and being sensitive to a variety of preferences. In their planning for neighborhoods and districts, the members of Stantec's Urban Places Group and Stull and Lee have always made this a focus of their work.

C. Proposed approach to incorporating the types of services described in speculative scopes of work for plan themes

We expect to integrate the technical analysis and recommendations from the thematic sub-consultants into the development of the plan framework and draft plan, and, as appropriate, include them in internal team discussions and charrettes, and the proposed working groups. In some cases, the results of their work will be used to refine assumptions for the land use model and for creation of the land use alternatives.

Housing

Housing for a Changing City, the City's housing plan, will be the foundation of our approach to housing. Where and how to accommodate the estimated 53,000 new housing units by 2030 identified in the plan will be a central challenge for the citywide plan. How to ensure that the city's housing inventory will provide sufficient housing for low-income persons, working families, and seniors, and that students are increasingly housed on campus is the other critical housing challenge, in addition to providing housing for the city's young workers.

Stantec Core Team members have worked on comprehensive plans and many other projects with two specialist consultants who we think would bring exceptional benefit to this project, Laurie Volk of Zimmerman/Volk Associates, whose market potential methodology will create refined data

for the team in creating the alternatives, and Gayle Epp of EJP Consulting, a housing policy expert.

Laurie Volk is principal-in-charge of Zimmerman/Volk Associates' market studies and is the firm's primary analyst of demographic, market, and lifestyle trends. Volk's development of the target market methodology—analytical tools to determine the market potential for downtown housing; for mixed-income, mixed-tenure repopulation and stabilization of fragile inner-city neighborhoods, and for new mixed-use, pedestrian-oriented traditional neighborhoods—has been instrumental in bringing Zimmerman/Volk Associates into national prominence. Volk has conducted more than 60 downtown studies across the country, in cities ranging in size from Petersburg, Virginia (population 32,400) to Detroit, Michigan (population 713,000).

Gayle Epp is a recognized leader in the field of community revitalization and urban redevelopment. Her specific areas of expertise include strategic planning and program design, government housing policy, the creation of innovative public and private funding packages, and the promotion of integrated, cooperative partnerships and community buy-in. Gayle has worked closely with HUD, advancing national policies and procedures. Her extensive experience with the HOPE VI program includes the planning and implementation of more than 25 revitalization initiatives that created sustainable mixed-income communities. She also served as the design consultant to the National Commission on Severely Distressed Public Housing (the precursor to the HOPE VI program).

Mobility

Go Boston 2030, the City's mobility plan now underway, will be the foundation of our approach to mobility. Mobility and transportation is critical to supporting the household and population growth envisioned by *Imagine Boston 2030*. We expect to work closely with the Nelson/Nygaard team and the Boston Transportation Department to integrate the *Go Boston 2030* plan into the citywide plan. Members of our team know Nelson/Nygaard leadership and staff from previous successful working relationships.

Prosperity and equity

Boston is a prosperous city in the aggregate and sustainable economic growth provides the fiscal support to provide city services. *Imagine Boston 2030* will recognize the need to support the engines of economic growth. At the same time, Boston is also a "majority-minority" city. A recent study of the Boston metropolitan region issued by the Federal Reserve Bank of Boston, "The Color of Wealth in Boston," found that "the net worth of whites as compared with nonwhites is staggeringly divergent." The report focused on data estimates for US-born blacks, Caribbean blacks, Cape Verdeans, Puerto Ricans, and Dominicans—groups who are well-represented in the City of Boston. Taking into account the fact that population growth in metro Boston is driven by increases in the nonwhite population, the report found that "the financial well-being of communities of color is central to ensuring the inclusive long-term growth and prosperity of the Boston MSA. Unless net worth outcomes in communities of color improve, the aggregate magnitude of the wealth disparity will increase. This is a first-order public policy problem requiring immediate attention."² Prosperity and equity, therefore, are issues that are very much connected and they will be treated

in the citywide plan as intertwined, because the continuing future success of Boston will depend on a broadly-shared prosperity.

To perform technical studies for this theme, we recommend two firms with whom Stantec members of the Core Team have worked multiple times, in comprehensive planning and downtown, district, and neighborhood plans: Mount Auburn Associates and W-ZHA.

Mount Auburn Associates, led by Beth Siegel, as well as firm collaborator Peter Kwass. Economic development focused on industry sectors and clusters, job creation, and availability of local resources (capital, physical infrastructure, workforce and research capacity) that drive cluster retention and growth is a specialty of Mount Auburn Associates, as well as workforce development and creative economy studies. For *Imagine Boston 2030*, they can provide technical studies and analysis about economic development and economic equity strategies. The firm has deep expertise in economic, workforce and community development. The firm and its collaborator Peter Kwass, worked with members of the Core Team on comprehensive plans in New Orleans, Shreveport, Birmingham, Corpus Christi, and Mansfield (CT). Mount Auburn has used cluster analysis for 30 years, providing it with expertise in a wide range of industries, from emerging industries like bioscience, software, environmental technology, and robotics, to traditional industries such as food processing, tourism, and metalworking. Their approach combines data analysis with in depth primary research, identifying unique advantages and drivers. Mount Auburn is also expert in the intersection of workforce sector strategies and economic cluster strategies. In addition to work for local, regional and nation clients, Mount Auburn has worked closely with the Surdna Foundation in developing the Regional Prosperity Project, a network of regional leaders working to link economic growth to expanding economic opportunity for low-income individuals and communities; the Manufacturing Roundtable and white paper on strategies to advance the manufacturing sector; and a white paper on Economic Development and Workforce Development.

W-ZHA, led by Sarah Woodworth, specializes in market and financial feasibility analysis, public/private development deal structuring, innovative public financing strategies, and urban revitalization. W-ZHA is committed to the revitalization of America's urban areas and works all over the country. W-ZHA specializes in redevelopment, mixed-use development, joint development financing, and regulatory and public financing innovations. With a technical basis in market analysis, financial feasibility, strategic planning and implementation programming, W-ZHA works with private developers as well as jurisdictions and redevelopment/transit authorities. For *Imagine Boston 2030*, W-ZHA can do technical studies focused on the alternatives, to inform the model and the land use studies, and contribute to innovative development implementation strategies.

Environment and adaptation

Resource-efficiency, climate adaptation and other environmental concerns, including waste diversion, green building, green infrastructure, historic preservation, air quality, noise pollution, and so on, will be included in the planning process through use of the STAR communities rating system, discussions with the proposed working groups,

² http://www.bostonfed.org/commdev/color-of-wealth/index.htm?wt.source=bfo_intheregion, pp. 1-2.

and incorporation of best practices into the plan. Stantec will bring particularly strong knowledge and credentials to this part of the planning process. By mid-2016, Stantec expects to have more knowledge about Boston's vulnerable assets and resilience needs than any other group.

Stantec is part of a consultant team organized by a foundation to prepare a Boston Regional Resilience Study for the Boston Green Commission within the next eight to twelve months. Stantec will be performing an integrated vulnerability assessment based on a consensus climate change forecast to be prepared by others as part of this project and recommend solutions. The assessment will encompass buildings (including critical facilities), infrastructure systems, environmental assets (including natural systems and remediation activities), and vulnerable populations. The assessment will incorporate existing work from Boston and adjacent cities such as vulnerability assessments prepared by the City of Boston (Greenovate), non-profits, and an assessment of Boston's water and sewer system by the National Association of Flood and Stormwater Management Agencies; hazard mitigation plans; and agency plans, such as MassPort. Stantec will develop an asset inventory, conduct a vulnerability assessment using Hazus-MH, a national, standardized methodology that estimates potential losses using GIS software to map and display hazard data and the results of damage and economic loss estimates for buildings and infrastructure, as well as estimate the impacts on populations and economies. Stantec will recommend critical resiliency focus areas for future development of resiliency initiatives and develop the content of those initiatives with others on the project team.

In addition to this work, Stantec Core Team members David Dixon and Larissa Brown are part of Stantec's resilience team. This year, Larissa Brown, along with other Stantec staff, including technical experts, has been participating as an invited Subject Matter Expert and Facilitator at the regional Resilience Academies organized by the Rockefeller Foundation for jurisdictions eligible for the U.S. Department of Housing and Urban Development's National Disaster Resilience Competition (NDRC). Stantec will be assisting several jurisdictions with their Phase 2 NDRC applications during summer and early fall 2015. Other members of the Core Team with special expertise in environmental matters include the Consensus-Building Institute and Stoss Landscape Urbanism.

Parks and open space

As landscape quality, variety, connections, and accessibility are critical elements of a livable city and the Core Team tasks, the team will need to work closely with the Boston Parks and Recreation Department as well as other managers of public open space. We suggest that Stantec's landscape architecture group, plus Greenplay LLC, a firm that is especially strong in overall park planning, management, and financing, perform the parks and open space inventory and analysis tasks, as well as providing recommendations on management and finance. Stantec created a GIS-based parks assessment tool for the Commonwealth's Gateway Cities Parks Program and has a large landscape architecture team in Boston that can inventory and evaluate the park and recreation system. Core Team project manager Larissa Brown knows the Greenplay team well, as she worked closely with them as part of the City of Miami Parks and Public Spaces Plan.

The assessment tool developed by Stantec combines census data, a wide range of GIS layers, and information from park quality assessments. It quantitatively evaluates residents' walkable accessibility to parks and determines the most suitable locations for new park investment, either through improvement of existing parks or creation of new parks. The tool relies on a GIS model that aggregates a range of evaluation criteria including walkable access to diverse park amenities; municipal open space and development priorities; concentrations of environmental justice communities; public health conditions; community stability; and existing parks' quality and condition. The weighting system would be refined to reflect City and community priorities and could be adjusted to reflect the Imagine Boston 2030 alternatives. The refined tool would become part of the City's arsenal of data tools for future use.

Stantec's landscape architecture team in Boston is skilled in inventorying and evaluating parks, recreation sites, and urban wilds. They would work closely with the Parks and Recreation Department to develop new information to inform the assessment tool, Imagine Boston 2030 recommendations, and the department's activities.

Art, Culture, and Creativity

We will work closely with the *Boston Creates* cultural planning process to incorporate arts and culture goals and strategies into the Imagine Boston 2030 Plan. Arts and cultural life are a centerpiece of the urban experience. Sustaining and promoting a thriving arts community connects many citywide plan concerns, from affordable housing, studio, live/work, gallery and performance space, to public art opportunities and incentives to support the purchase of local art.

We suggest that Mount Auburn Associates, also suggested as a consultant for Prosperity and Equity, be retained for additional arts and culture analysis. The firm is a national expert on creative economic development. They have prepared a statewide cultural economy plan for the State of Louisiana (*Louisiana: Where Culture Means Business*), as well as plans for the City of New York (*Creative New York, with the Center for an Urban Future*), Washington, DC (*Creative Capital: The Creative DC Action Agenda*), and Greater Milwaukee (*Creative Industries*).

Health

The public health implications of the citywide plan's policy framework and land use plans will be evaluated throughout the process with use of the STAR system and through contact with the Boston Public Health Commission. A planning consultant with experience in health assessment who can contribute to the connection of planning with health is Daphne Politis of Community Circle. Her health planning work includes an Environmental Health Report for Boston's Chinatown; development of measures for health and wellness for Concord, Acton, and Carlisle; and incorporation of Health and Wellness chapters in five community master plans.

D. Approach to synthesizing multiple planning and policy efforts into a coherent whole

All citywide and comprehensive planning projects involve review and integration of existing and ongoing plans and initiatives into the citywide plan. The Stantec Core Team is very familiar with this challenge, including the need to ensure that plans made with community stakeholders are explicitly recognized. When reviewing and evaluating multiple plans, we identify common goals and/or how the plans support achievement of common goals. At the beginning of the New Orleans master plan process, we had to understand and acknowledge three previous Hurricane recovery plans, including one based on forty neighborhood plans and another based on twelve planning district plans; a partially completed master plan from the 1990s; a number of independent neighborhood plans; and a number of other planning initiatives. We created a matrix of themes, goals, and priorities to show how they intersected in the various plans. When developing thematic and policy frameworks, we will start with an understanding of the existing conditions, and recent and ongoing plans.

E. Approach to developing implementation strategies, metrics, and follow-up work

Please see Section 3.B and 5.A for discussion of our approach to developing implementation strategies, metrics, and follow-up work. The strategies and an implementation matrix are part of the plan itself, as are the metrics. Strategies and actions to implement the strategies (the follow-up work) will be incorporated into the goals and the strategies, as appropriate. Actions will include early-action items under the rubric “Getting Started.” Metrics, strategies, and actions related to organizational changes and cross-department, cross-agency, and cross-municipal reforms, will also be included.

6



6: Resources and Schedule

A. Resource allocation to priority work items and realistic and detailed work schedule

Please see Section 3 and the work schedule on the following page. Our proposal for an 18-month work program to produce a Draft Plan ready for public review and subsequent adoption public hearings is realistic and based on previous experience with other citywide comprehensive plans.

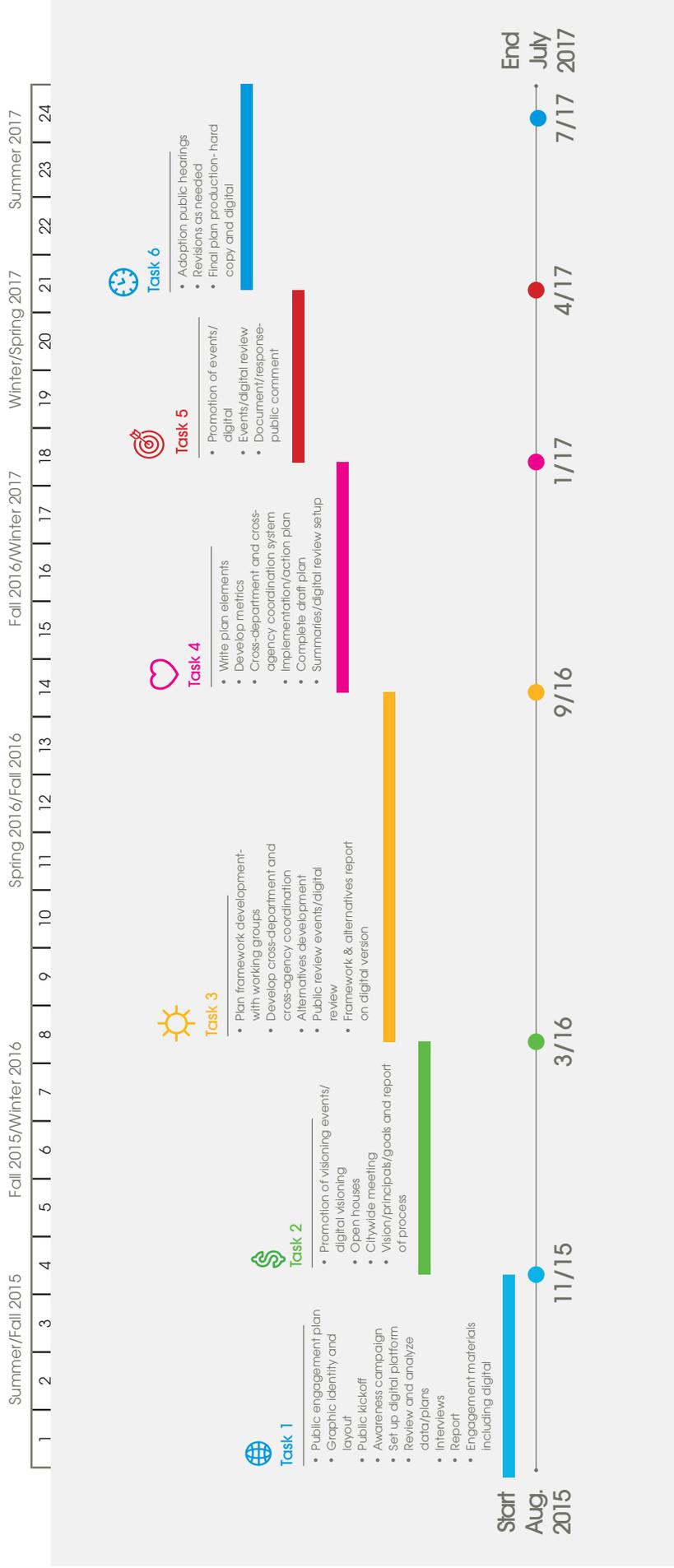
B. Proposed staffing plan meets the BRA's preference for a regular and consistent Boston presence

The Core Team leadership group is located on Causeway Street, within walking distance of the BRA. The rest of the Core Team is composed primarily of firms located in Boston and the metropolitan area. Manhan Group is located in western Massachusetts and Urban Interactive Studio, our digital engagement partner, is located in Denver.

C. Manageable level of commitment to other work projects

All members of the team will be available to work with the City of Boston to complete the Boston 2030 plan on time. The project manager will be completing a comprehensive plan project for another city in September 2015.

Estimated Schedule - Imagine Boston 2030





7: Samples of Relevant Work

Links to Completed Comprehensive Plan

A Plan for the 21st-century: New Orleans 2030

New Orleans, Louisiana

www.nola.gov/city-planning/master-plan

Livable Claiborne Communities Study

New Orleans, Louisiana

http://www.nola.gov/livable-claiborne-communities/9_lcc-study_-final-report

Birmingham Comprehensive Plan

Birmingham, Alabama

www.birminghamcomprehensiveplan.com

21st-Century Warwick: City of Livable Neighborhoods

Warwick, Rhode Island

www.warwickcompplan.com/?p=257

Great Expectations: Shreveport-Caddo 2030 Master Plan

Shreveport, Louisiana

www.shreveportcaddomasterplan.com

Tyler 21 Comprehensive Plan

Tyler, Texas

www.cityoftyler.org/Departments/Planning/ComprehensivePlan.aspx

South Coast Rail Economic Development and Land Use Corridor Plan

Southeastern, Massachusetts

www.southcoastrail.com/corridor.html

Sustainable Rhode Island/RhodeMapRI

State of Rhode Island

www.rhodemapri.org

Plymouth Strategic Action Plan

Plymouth, Massachusetts

www.plymouth-ma.gov/Public_Documents/PlymouthMA_Planning/documents/Strategic_Plan1.pdf

Understanding CC Today Helps Us Build a Better CC Tomorrow

Plan CC is the City of Corpus Christi's new comprehensive plan to guide the physical growth and development of the city in the next 20 years by enhancing quality of life, preserving our unique environment, and building long-term economic diversity and competitiveness. To plan for the future, we need to understand the present. How does Corpus Christi's mix of families, couples, single people, and households with and without children, affect the kind of housing

the city needs? What is the structure of the local economy and the skills of our workforce? How do we take care of our bays and streams, our beaches and wetlands into the future? How do we modernize our infrastructure to support growth and revitalization—and how can we pay for it? Plan CC's analysis of current conditions and trends, along with analysis of markets and fiscal conditions, will lay the foundation for strategies to achieve the community's vision for the future.



We are growing. Most of our households (64%) do not include children. The majority (57%) have only one or two people. How will we accommodate another 18,000-20,000 households of all types by 2035?

Population

- 2010 census population: 307,953
- 2014 estimated population: 318,033 (up 4.2% since 2010)
- 2030 projected population: 365,657

Hispanic Population

- 61% of population is Hispanic by origin (of any race).

CITY OF CORPUS CHRISTI POPULATION

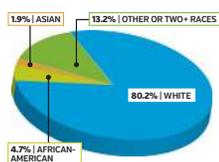


Sources: US Census for 1860-2010, Texas Water Development Board for 2020-2070 projections.

Who We Are

POPULATION COMPOSITION AND TRENDS

RACIAL COMPOSITION



Diversity of Household Types

Estimated 2014 total households	118,651
> One- or two-person households	57% of total
> Households with no children under 18	64% of total
> Traditional families (married couple with children under 18)	27% of total
> Nontraditional families (such as single parents with children under 18)	15% of total
Projected 2030 total households	137,443



Sources: US Census; Neilson, Claritan; Texas Water Development Board

Prosperity

MAKING A LIVING AND CREATING WEALTH

Heavy dependence on oil, gas and related industries as an economic engine

- Surpasses all other industries because of value of product "exported" outside the local economy and resulting income flowing into Corpus Christi. Creates the risk of over-reliance on a single industry.

Little evidence of "new economy" industry growth

- Decline of jobs in high-value, knowledge-intensive industries such as professional, scientific and technical services, and information and little development of advanced manufacturing other than that related to oil and gas.

Sluggish entrepreneurial environment

- Relatively low rate of business startups given population growth.

Low educational achievement and unfavorable prospects for highly-skilled workers

- Lower educational levels than state and national averages, with wider gaps for younger groups.
- Almost 30% of working-age Hispanics lack a high school diploma; only 25% have an associates' or higher degree.
- Unemployment rate is higher for people with bachelors' degree or above.

Disparities and earnings gaps

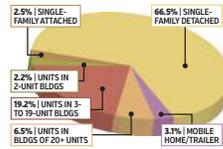
- Women earn significantly less than men, and Hispanics and African-Americans earn significantly less than non-Hispanic whites in Corpus Christi.
- For women and African-Americans, gaps are far wider than the national average, indicating considerably less favorable employment opportunities.

Sources: EMSI; US Bureau of Labor Statistics; US Census

Where We Live

HOUSING AND NEIGHBORHOODS

TYPES OF HOUSING



- Approximately 20% of the total market demand will be for units for low- and medium-income households that may require subsidy.

City and Neighborhood Character

- Older parts of the city were laid out in a grid with good connectivity and walkability.
- Newer parts of the city have many subdivisions that lack interconnections except with major arterials.
- Older commercial areas have lost businesses, but some areas, such as Six Points, are revitalizing.
- Despite the presence of student-oriented apartments near TAMU-CC, there is no "college town" for students.
- Retail is concentrated on and near South Padre Island Drive, which is auto-oriented.

Sources: US Census; Neilson; Claritan; ZVA; W-ZHA

The Housing Market

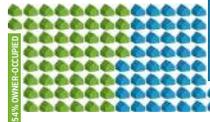
- A market analysis shows that between 2014 and 2019, the Corpus Christi market can absorb up to 2,086 units per year (10,430 over five years):
 - > 58% multifamily rental
 - > 7% multifamily ownership (e.g., condos)
 - > 9% single-family attached ownership (e.g., townhouses)
 - > 26% single-family detached ownership

Owner-occupied single-family homes are the majority of units in Corpus Christi. Housing has traditionally been inexpensive, but prices are rising with increasing demand. A preliminary analysis shows multifamily rental housing as the biggest potential market segment in the near term. How can we provide housing for diverse household types and across the income scale in good neighborhood settings?

Housing Today

- 2014 estimated total housing units: 131,373
- 2014 estimated vacant units: 9.7% (12,743 units)
- More than 73% of housing built after 1980; 14% built after 2000

OWNERS & RENTERS



Corpus Christi's existing infrastructure is old and needs upgrading, some areas within the city lack sewer service, and there are development pressures outside the city limits. How should the city improve, upgrade, and establish best practices—and how will the infrastructure bill be financed?

Connecting Systems

INFRASTRUCTURE AND SERVICES TO SUPPORT GROWTH

- An agreement with the Environmental Protection Agency on overflows will likely be signed soon—a ten-year, \$130 million plan to reduce or eliminate sewer overflows.

- Proposed consolidation of wastewater treatment plants (except Broadway Plant) would allow use of treated, non-potable effluent for industrial, irrigation, and other purposes.
- Wastewater treatment master plan and 30-year operations and maintenance plan needed.

Storm Drainage

- Removal of water to discharge it untreated into streams and bays, carrying pollutants and trash.
- Best practices are rarely employed to incorporate greenways, and wetlands (green infrastructure) and low-impact development."
- Stormwater flows into sewer system.

- Enforcement of city guidelines difficult due to conflicting language.
- Lack of stormwater data for entire city.
- A master plan for stormwater management is needed.

Drinking Water Supply

- City is the regional drinking water supplier.
- Concerns about water quality and potential shortages.
- Industrial users account for 40% of regional water demand.
- Potential strategies:
 - > Conservation
 - > Reuse/diversion of treated wastewater
 - > Pipelines from other sources and to reduce losses
 - > Groundwater resources
 - > Desalination: five-year study begins soon

Sources: City of Corpus Christi

Corpus Christi's beautiful natural heritage creates a unique environment that is part of the city's identity. How do we continue to enhance our stewardship of green spaces, water, beaches, and wildlife?

- The Corpus Christi Bay system is a designated estuary of national significance. The Bay Trail connects six parks along Ocean Drive in the 9



Natural Heritage

ENHANCING OUR UNIQUE ENVIRONMENT

- miles between the SEA District and TAMU-CC.
- More than 234 species of fish are found in the bay.
- The city lies on the Central Flyway for bird migration. More than 490 species of birds have been documented—about half of all species in North America.
- Five of the world's seven sea turtle species are found at Padre Island National Seashore.
- The Coastal Bend Bays and Estuaries Program created the Nueces Delta Preserve with a plan for an educational and visitors center.
- The Harte Research Institute at TAMU-CC focuses on research and the

- sustainable use and conservation of the Gulf of Mexico.
- City nature parks include Hans A. Suter Wildlife Park for birdwatching and the new Osó Bay Nature Preserve & Learning Center.
- The City's Osó Creek greenbelt plan envisions more than 13.5 miles of pedestrian and bike trails in a 172-acre preserve.
- Port of Corpus Christi Authority improvements include ecosystem-restoration features to protect endangered species, wetlands and seagrass.

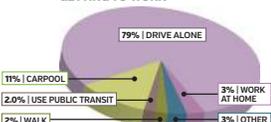
Sources: Coastal Bend Bays and Estuaries Program; Harte Institute; National Park Service; City of Corpus Christi

As Corpus Christi grows, how can we strengthen all modes of transportation and provide a network of options—walking, biking, transit, and private vehicles—that creates an efficient system?

Transportation

- 8.4% of city households do not own a car (about 10,000 people).

GETTING TO WORK



Harbor Bridge Replacement

- Expected completion in 2020. At nearly \$1 billion, the project cost leaves little state and federal funding for other projects.
- The new bridge height will accommodate Panama Canal ships but not modern cruise ships.

Mobility

GETTING AROUND TOWN

Streets

- Approximately 50% of city roadways are in poor condition. The street-maintenance fee was established as an ongoing source of funds for street repair and improvement.
- To improve efficiency the road system needs operational improvements such as ramp reversals, coordinated signal timing, and demand-management measures.
- Corpus Christi ozone pollution levels from car exhaust may soon result in new federal requirements to reduce ozone.

- Approximately six million passenger trips per year region-wide.
- Summer ferry service from downtown to the Texas State Aquarium.
- 42% of trips are for work.
- 41% of transit riders are low-income.
- Goal of 10 million trips by 2022.
- Goal to replace all diesel buses with CNG (compressed natural gas).

The Bay Trail

- An 8-mile hike-and-bike trail from the Barge Dock near the American Bank Center to TAMU-CC has received funding under the federal Transportation Enhancement Program. The first and second phases have been completed. Planned Phase 3 will extend the trail along Ennis Jostlin Road to South Padre Island Drive and eventually through the city's south side.

Sources: U.S. Census; Corpus Christi Metropolitan Planning Organization; Corpus Christi Regional Transportation Authority; City of Corpus Christi

How will Corpus Christi pay for the improvements we need over the next 20 years? In order to accommodate growth and create a competitive 21st-century city with a high quality of life and excellent services, Corpus Christi will need to make investments in its future. Plan CC will include an analysis of the cost of providing services to different kinds of land uses and a fiscal analysis of future planning scenarios, which will provide options to help decision-makers about the

The Bottom Line

COSTS, REVENUES, AND THE GROWING CITY

comprehensive plan and how to fund implementation.

- Property tax, sales tax, and hotel tax are the major sources of funding for city government and services.
- Since 2004, total City staff has decreased 8 percent while population has grown 12 percent.
- The majority of City staff are police and fire employees.

- 44% of sales tax revenue replenishes Special Revenue Funds to support the arena, seawall, and business development.
- Growth-related revenue sources: property tax, sales tax, franchise fees (payments received from electric, gas, telephone, and cable providers for use of City right of way).

Sources: City of Corpus Christi

ABOUT PLAN CC

OUR CITY. OUR PLAN. OUR FUTURE.

Find out more and discuss options with others on the Plan CC website www.planc2035.com.

CITY OF CORPUS CHRISTI
MAYOR
Nelda Martinez
CITY MANAGER
Ronald Olson
ASSISTANT CITY MANAGER
Wes Pierson
PROJECT MANAGER
Annika Gunning

CONSULTANT TEAM
Goody Clancy
Stantec
ZVA
W-ZHA
Peter Kwass Consulting
Kallo Communications Studio

Imagine a different Dayton Mall District

PLANNING FOR THE FUTURE OF OUR COMMUNITY



Please join us on **Thursday, November 20, 2014**, as we launch the next round of planning for the Dayton Mall area. We'll look at examples of other communities that have used redevelopment to transform themselves into walkable, community-oriented centers. We'll also hear about demographic changes-already under way-that tell us a **similar transformation can succeed in Miami Township.**

DATE
Thursday, November 20

TIME
6:30-8:00pm

LOCATION
Miami Township
Government Center
2700 Lyons Road

We need to hear from you about what you want to see the area become and what we can do to improve your experience in the area today. Please

join us in exploring opportunities for the future of this vital commercial district.

Feel free to call us at (937) 433-3426 or check out the project website at **www.planthemallarea.com** for more information.



MIAMI TOWNSHIP • DAYTON MALL
Joint Economic Development District



**Plan
the
Pike**

**DELHI TOWNSHIP STRATEGIC
REDEVELOPMENT PLAN**

**LET'S CREATE
A NEW VISION FOR
OUR COMMUNITY.**

Join your neighbors on Wednesday, April 29, to learn how redevelopment can help us create a more walkable, beautiful, community-oriented Delhi Corridor. See what other communities have done—and how we can do it, too.

**WEDNESDAY, APRIL 29
6:30–8:00PM**

**GLEN CARDER LODGE
5125 FOLEY ROAD
(DELHI PARK)**

WANT TO KNOW MORE?

EMAIL **PLANTHEPIKE@
DELHI.OH.US**

OR CALL **(513) 922-3111**

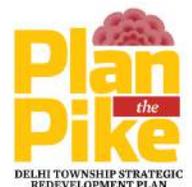
Plan the Pike: Help create a new vision for our community.

During three days of on-site work (June 9-10-11), the planning team will lay a foundation for redevelopment in the Delhi Pike corridor. Your knowledge of the area and ideas for the future will play a big part in this effort. Please join us!

June 9
COMMUNITY PRESENTATION & WORKSHOP
Hear what the planning team has learned so far and share your thoughts for the Pike's future.
6:00–8:00PM
Glen Carder Lodge, 5125 Foley Road

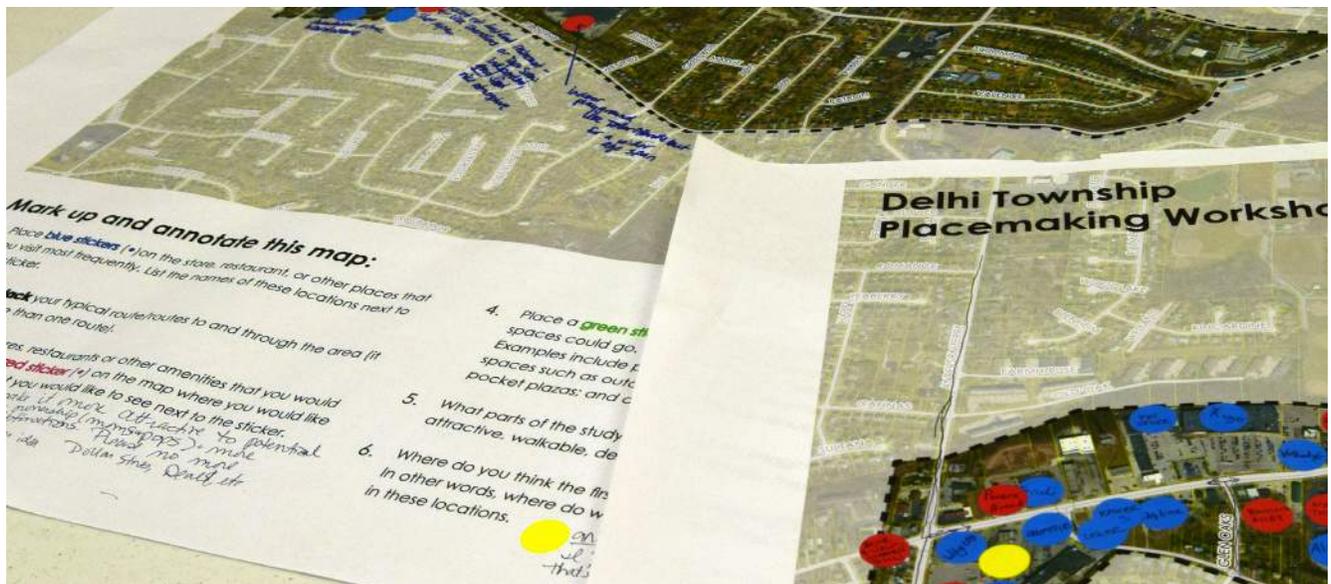
June 10
PLANNING WORK DAY
Drop in, watch the team at work, collaborate, and ask questions.
9:30AM–3:00PM
Glen Carder Lodge, 5125 Foley Road
PRESENTATION TO THE TRUSTEES
6:00PM
Town Admin. Building, 934 Neeb Road

June 11
COMMUNITY PRESENTATION & OPEN HOUSE
Hear the emerging strategies for the Pike Corridor and tell us what you think about them.
6:00–7:30PM
Senior Community Ctr., 647 Neeb Road



sneak peek!

As the Delhi Pike plan starts coming together, take a look at the ideas and tell us what you think.



DELHI TOWNSHIP STRATEGIC REDEVELOPMENT PLAN

A new vision for our community.

Please join us for an open house on **Tuesday, August 25**, to learn about ideas for implementation that will appear in the redevelopment plan for the area along Delhi Pike. These draft elements come directly from earlier community visioning, stakeholder thinking, and a detailed market study.

The open house offers another chance for you to provide input and continue to shape the plan for improving the area along the Pike.

For more information, please call (513) 922-3111 or email PlanThePike@delhi.oh.us.



WHAT

Open house to review draft elements of the plan

WHEN

Tuesday, August 25
6:00pm

WHERE

Glen Carder Lodge
[in Delhi Park]
5125 Foley Road



using our past to build our future

Make your voice heard for the future of your neighborhood!

BE A PART OF THE CITY OF BIRMINGHAM COMPREHENSIVE PLAN PROJECT!

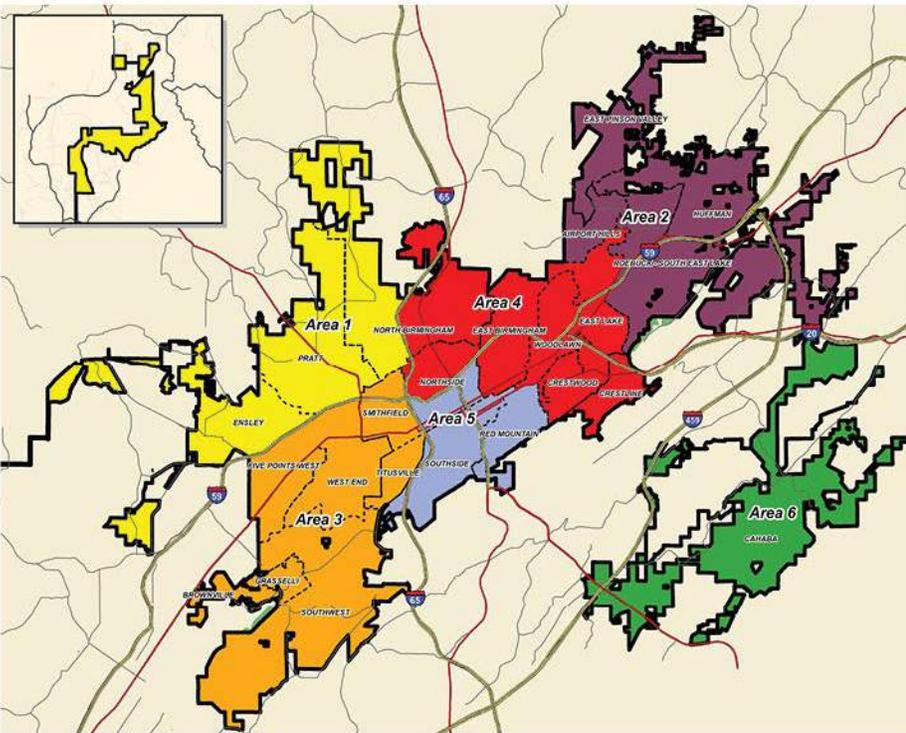


What?

Public workshops in six locations around the city

When?

See the list below



1

Monday, 11/14 | 5:30–7:30pm
P. D. Jackson-Olin High School
1300 Avenue F, Ensley

2

Tuesday, 11/15 | 5:30–7:30pm
Huffman Academy
1212 Cheyenne Blvd.

3

Thursday, 11/17 | 5:30–7:30pm
Wenonah High School
2916 Wilson Road, SW

4

Monday, 11/28 | 5:30–7:30pm
Carver High School
3900 24th Street

5

Tuesday, 11/29 | 5:30–7:30pm
Glen Iris Elementary School
1115 11th Street, South

6

Thursday, 12/1 | 5:30–7:30pm
Cahaba Pumping Station Museum/
Birmingham Water Works Board
4012 Sicard Hollow Road

OUR CITY | OUR VOICE | OUR PLAN

For more information, call the City's planning office at 205-254-2479 or sign up on the plan website: www.birminghamcomprehensiveplan.com

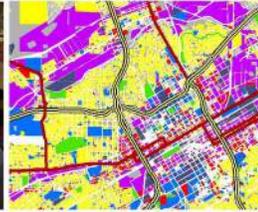


UNITED

FOR THE GOOD OF THE CITY
MAYOR WILLIAM A. BELL, SR.



using our past to build our future



CITY OF BIRMINGHAM COMPREHENSIVE PLAN

Three Open Houses

for Public Comment

20 minutes is all you need to:

- Find out more about the Plan
- Talk to members of the planning team
- Give your feedback on the goals, strategies and actions being developed for the plan

You told us your hopes for the City of Birmingham's future in the public meetings over the last few months. Stop by to see how the plan is taking shape!

**FREE PARKING.
FAMILIES WELCOME!
CHILDREN'S ACTIVITIES PROVIDED.
REFRESHMENTS WILL BE SERVED.**

Choose **one** and drop in any time between 4:30 p.m. and 7:30 p.m.

Monday, March 12

Birmingham CrossPlex
2331 Bessemer Road

Tuesday, March 13

Birmingham Public Library
Central Branch (1st Floor Atrium)
2100 Park Place

Thursday, March 15

Don Hawkins Recreation Center
8920 Roebuck Blvd.

OUR **CITY** | OUR **VOICE** | OUR **PLAN**

www.birminghamcomprehensiveplan.com

For more information call: (205) 254-2524



UNITED

FOR THE GOOD OF THE CITY
MAYOR WILLIAM A. BELL, SR.

connection > community > collaboration > communication

WHY WE DEVELOPED THIS PLAN

Our last comprehensive master plan was in 1957—and it shaped our road system and development for many years. The Great Expectations Plan is designed to put Shreveport-Caddo on a new strategic path for the 21st century toward more jobs, more households, smarter growth patterns, and a better quality of life for all.

Shreveport is the biggest center of employment, retail, media, and health care for a region of a million people.

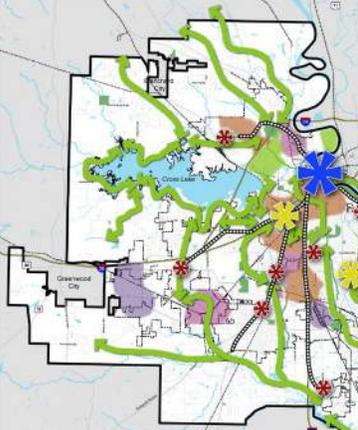
We are the center of a growing natural gas energy economy. The Plan gives us a framework for seizing the opportunities before us to make our community better, while preserving all the things we love about Shreveport and Caddo Parish.

HOW WE DEVELOPED THIS PLAN

The Great Expectations Master Plan was developed by the Shreveport-Caddo community in a process with broad public participation of citizens from all over the city and nearby parts of Caddo Parish. The planning process touched thousands of people, whether through the public opinion survey, the visioning events, neighborhood workshops, open houses, topical workshops, or the scenario open houses. Residents from all walks of life gave many hours of their time to serve on the Community Advisory Group and the six Working Groups that helped shape the plan.

HOW WE'LL PUT THE PLAN TO WORK

The purpose of the plan is to prepare for action. The Great Expectations plan includes a detailed implementation plan setting out the What, How, Who, and when for specific actions to achieve the goals of the plan. A Master Plan Advisory Committee made up of citizens will serve as the stewards of the plan, advising government and other partners and monitoring progress. Annual public hearings will give citizens a report on implementation and the plan will be used in capital improvement planning, work plans, and to guide land use decision making. Partnerships with residents, businesses, medical and educational institutions, and nonprofits will be critical to success.



FUTURE LAND USE POLICY MAP

GREATER SHREVEPORT'S VISION FOR THE 21ST CENTURY

In 2030, greater Shreveport is the dynamic, creative and flourishing powerhouse of the Ark-La-Tex region. It combines the economic opportunity, diversity and cultural excitement of a growing city with the friendliness of a small town.

Our neighborhoods—safe, clean and vibrant—are connected by shared civic spirit and by a network of inviting public spaces and transportation choices. Downtown and nearby neighborhoods in the city core are vibrantly alive with residents and businesses in historic and new buildings. A revitalized waterfront district links Cross Bayou and the city center to Shreveport's origins on the banks of the Red River. Underutilized properties throughout the city have been restored to community use with housing, shops, offices, or parks and other public spaces. Downtown and our diverse neighborhoods offer attractive and affordable choices for young singles and couples, families with children, empty-nesters, and retirees.

Because of its culture of excellent education and access to lifelong learning from the cradle to the senior years, the Shreveport-Caddo area has the qualified workforce to support an expanding 21st century economy. Established and emerging industries—natural gas, manufacturing, education, biomedicine, cyber security, green building and energy, health care, tourism, film production, and digital media—rely on local talent, and entrepreneurial start-ups nurture new industries.

As a transportation crossroads of rail lines and highways, including an intermodal I-49 and with a successful river port, we reach out to the nation and the world.

Shreveport is the "greenest" and healthiest city in the South, committed to resource and energy sustainability and enhancing access to healthy lifestyles. Our landscape is enriched by a natural network of greenways and bayous offering recreation in nature.

Shreveport's youth and college graduates, as well as newcomers, are proud of their beautiful city, cohesive community, and culture of opportunity. All citizens choose to be part of an innovative city on the move.

MEETING OUR GREAT EXPECTATIONS THROUGH KEY THEMES OF THE PLAN

A bold approach to taking charge of our future

To achieve the Vision, we need ambitious goals for new jobs and an ambitious program to extend a high quality of life to every place and every person in our community. Shreveport has shown boldness before—from Captain Shreve taking on the great logjam, to the first underwater drilling in Caddo Lake, to the successful pursuit of an Air Force base. The master plan is a roadmap for a new era of opportunity and leadership—this is our 21st-century moment for bold initiatives.

Grow Smarter

Attract new residents and investment to Shreveport "inside the loop" to live in vibrant, connected, walkable communities. Major mixed-use centers and urban villages will have enough density to support express bus service, and eventually bus rapid transit, along major streets to employment centers.

Celebrate Our Uniqueness

We have the only real, urban downtown in our region, a rich history, a beautiful landscape, and a culture that makes us unique. Downtown can be a neighborhood where you can live in a historic building in the heart of the West Edge arts district, in a new Cross Bayou neighborhood, or a cottage community in Ladbetter Heights.

Invest in People

Human capital is the key to good jobs and prosperity in the 21st century. This means investing in retaining and attracting talent, a hospitable environment for entrepreneurs, intensified partnerships to enhance workforce development, new opportunities in post-secondary education, and a new commitment to excellent public schools.

Invest in Place

Businesses locate where people want to be, and good neighborhoods, a great open space system, and a vibrant cultural life are key attractions in successful 21st-century communities. Investing in place means everything from making sure that our basic infrastructure and services are reliable and in good condition to a "green agenda" of greenways, clean water and air, and energy efficiency.

THE POWER OF PLACE

High quality of life—resident satisfaction in daily living—is the foundation of successful 21st-century communities, and it is profoundly affected by neighborhood conditions, access to green spaces and water, cultural opportunities, and community connections. "Place-based" investments include:

- > Neighborhood housing, amenities, and connections
- > Revitalization of disinvested areas by comprehensive redevelopment that creates new neighborhoods
- > Infrastructure systems that support community life, from the gray infrastructure of streets, water, and sewer lines, to the green infrastructure of parks, greenways, and natural water networks.

THE MASTER PLAN AS A LIVING DOCUMENT

The master plan must be consulted regularly. It creates an MPC position on the master plan, and create a citizens' Master Plan Advisory Committee to monitor progress.

IMPLEMENTATION

The plan includes an implementation plan that lays out the specifics of potential actions, responsible parties, time frames (short-, medium- and long-term), and potential resources.

WHAT'S THE MONEY?

Serious plans attract funding and investment. Just having a plan developed through a participatory process demonstrates that this community knows where it wants to go, has a strategy for getting there, and is creating the organizational capacity to get the job done. Over the long term, potential sources of funding to implement the strategies and leverage private investment include:

- Infrastructure bond funding
- Dedicated sales tax increases
- User fees and betterment fees for improvements and to incentivize activities
- Utility rates and connection fees
- Tax-increment financing
- Gas royalties and leasing payments
- Federal grant programs that recognize that the Great Expectations Plan is aligned with federal program goals
- Enterprise account fees: water, sewer, solid waste, storm-water utility
- Cost savings from operating efficiencies
- Leveraged private investment through incentives such as waived fees, below-market sales of vacant land, limited-term tax abatements, and so on
- Foundation grants
- Volunteer activities



connection > community > collaboration > communication

WHAT'S IN THE GREAT EXPECTATIONS 2030 MASTER PLAN? IMAGINE—PLAN—ACT

The Shreveport-Caddo Master Plan covers a broad range of topics in 12 chapters about current trends, the vision for the future, guiding principles for planning, the public process, and where we are starting from today.

1. Great Expectations: the Shreveport-Caddo Vision for 2030
2. The Community Speaks
3. Population and Land Use Trends

PLAN—How do we get there?

- Six Area-wide Elements: From "going green" to neighborhoods, economic development and infrastructure analysis, strategies and actions on specific topics:
1. Natural Heritage: Green Systems and Sustainability
 2. Cultural Heritage: Historic Preservation, Arts, and Culture
 3. Living in Shreveport-Caddo: Neighborhoods and Housing
 4. Prosperity and Opportunity: Economic Development
 5. Getting Around: Transportation, and Mobility
 6. Public Systems: Infrastructure, Facilities, and Services

ACT—How do we get started?

- Two Implementation Guidance Chapters. A new development framework for state-by-state actions to achieve the vision and monitor progress.
12. Future Land Use, Zoning and Urban Design
 13. Stewardship and Implementation of the Plan

DOWNTOWN AND THE WATERFRONT

The Master Plan framework for downtown has several components: securing the urban and historic character of downtown; bringing new activity through educational and cultural uses and strengthening the arts and culture hub already developing in the West Edge; establishing a strong residential component by reusing historic buildings and creating new neighborhoods in Cross Bayou and Ladbetter Heights; better connecting downtown's different districts; developing public green space; and revitalizing Texas Avenue as an event and "main street" corridor.

PROSPERITY AND OPPORTUNITY: ECONOMIC DEVELOPMENT

- Create a public-private **Career Education Trust** to support innovative education and workforce training partnerships with possible funding from part of local collections in natural gas extraction, small dedicated media, and philanthropic donations.
- Create a **Shreveport-Caddo Economic Development Corporation** to focus on business retention and local economic development.
- Shift **biomedical efforts to recruitment of researchers and their teams**.
- Promote the formation of "angel" investment funds from local investors in early-stage, high-growth industries.
- Target the needs of natural gas producers and service firms to assist in site finding and permitting, meeting workforce needs, and developing a local workforce.
- Develop a **coordinated regional marketing initiative for the health care industry** as a regional center of specialized care.
- In the **film and media sectors**, expand marketing to production and post-production industries and develop a buy- and hire-local initiative.
- Strengthen and coordinate the **adult workforce development system**.

NEIGHBORHOODS, HOUSING AND REVITALIZATION

Good neighborhoods make good cities and all should be "neighborhoods of choice." What that means is that every neighborhood, regardless of household income, should provide safety, decent and sanitary housing, well-maintained infrastructure, environmental and aesthetic amenities such as street trees, and easy access to parks, public spaces, and neighborhood retail and services.

HISTORIC PRESERVATION, ARTS, AND CULTURE

- Shreveport-Caddo has a rich history and cultural heritage that deserves wider acknowledgment and celebration among residents and visitors alike. We need to heighten our efforts to preserve significant historic structures and build on Shreveport's place as a cultural crossroads in music, art, and 20th-century history.
- Create a **"one stop shop" for information and guidance on historic preservation** within the Metropolitan Planning Commission (MPC) and create the basic infrastructure within government for historic preservation.
- Establish a **Citizens' Historic Resources Advisory Committee** to lead preservation efforts.
- Establish regulations and incentives that **make restoration and reuse of historic structures financially feasible**.
- **Raise public awareness among residents and visitors** about Shreveport's history and culture with interpretive signs, heritage trails with different themes for self-guided digital tours, and events.
- **Increase the visibility of art and artists** through activities such as a "public art in public projects" ordinance, an annual "open studio" program, more music venues, and additional neighborhood-based arts and cultural events.
- **Intensify the arts and culture presence in the downtown West Edge** through new offices for the

FOCUS DEVELOPMENT ACTIVITIES STATISTICALLY IN LOCATIONS THAT BUILD ON EXISTING ASSETS AND PROVIDE CRITICAL MASS, such as the medical district neighborhoods, and

relocated housing, infrastructure, transportation, park, and service investments to create a successful mixed-income neighborhood.

A GREEN AGENDA: SYSTEMS AND SUSTAINABILITY

- **Focus long-term priorities for infrastructure** by funding and implementing a **municipal asset management system** linked to an up-to-date GIS (geographic information system) database.
- **Integrate transportation and land use planning**, technology, and management strategies for efficient roadway and transit networks to provide alternatives to auto travel.
- Establish a **"complete streets" policy** for road improvements in order to provide for pedestrians, bicyclists, and transit.
- Develop policies to **make Parish and City facilities, buildings, and operations models of resource efficiency** and sustainable practices.
- **Implement a solid waste fee, encourage recycling and composting, and reduce the solid waste stream by at least 20% from 2010 levels** in order to extend the life of the landfill and save resources.

THE MASTER PLAN AS A LIVING DOCUMENT

- The master plan must be consulted regularly.
- Create an **MPC position on the master plan**.
- Create a **citizens' Master Plan Advisory Committee** to monitor progress.

CONSERVATION SETBACKS FROM WETLANDS AND BAYOUS FOR WATER QUALITY PROTECTION AND GREENWAY OPPORTUNITIES

- **Reduce greenhouse gas emissions by at least 20% by 2030** through implementation of the City Energy Efficiency and Conservation Strategy.
- Continue to work with energy companies and regional water management groups to **ensure safe and prudent water use for Haynesville shale activities**.

PUBLIC SYSTEMS: FACILITIES, SERVICES, INFRASTRUCTURE, AND TRANSPORTATION

Sprawl without population growth combined with inadequate maintenance funding has produced unsustainable infrastructure and service costs.

- Fund and implement **comprehensive master plans for sewer, water supply and stormwater management**.
- Work with other jurisdictions to create a **multi-parish water-supply utility district**.

THE POWER OF PLACE

High quality of life—resident satisfaction in daily living—is the foundation of successful 21st-century communities, and it is profoundly affected by neighborhood conditions, access to green spaces and water, cultural opportunities, and community connections. "Place-based" investments include:

- > Neighborhood housing, amenities, and connections
- > Revitalization of disinvested areas by comprehensive redevelopment that creates new neighborhoods
- > Infrastructure systems that support community life, from the gray infrastructure of streets, water, and sewer lines, to the green infrastructure of parks, greenways, and natural water networks.

IMPLEMENTATION

The plan includes an implementation plan that lays out the specifics of potential actions, responsible parties, time frames (short-, medium- and long-term), and potential resources.

WHAT'S THE MONEY?

Serious plans attract funding and investment. Just having a plan developed through a participatory process demonstrates that this community knows where it wants to go, has a strategy for getting there, and is creating the organizational capacity to get the job done. Over the long term, potential sources of funding to implement the strategies and leverage private investment include:

- Infrastructure bond funding
- Dedicated sales tax increases
- User fees and betterment fees for improvements and to incentivize activities
- Utility rates and connection fees
- Tax-increment financing
- Gas royalties and leasing payments
- Federal grant programs that recognize that the Great Expectations Plan is aligned with federal program goals
- Enterprise account fees: water, sewer, solid waste, storm-water utility
- Cost savings from operating efficiencies
- Leveraged private investment through incentives such as waived fees, below-market sales of vacant land, limited-term tax abatements, and so on
- Foundation grants
- Volunteer activities

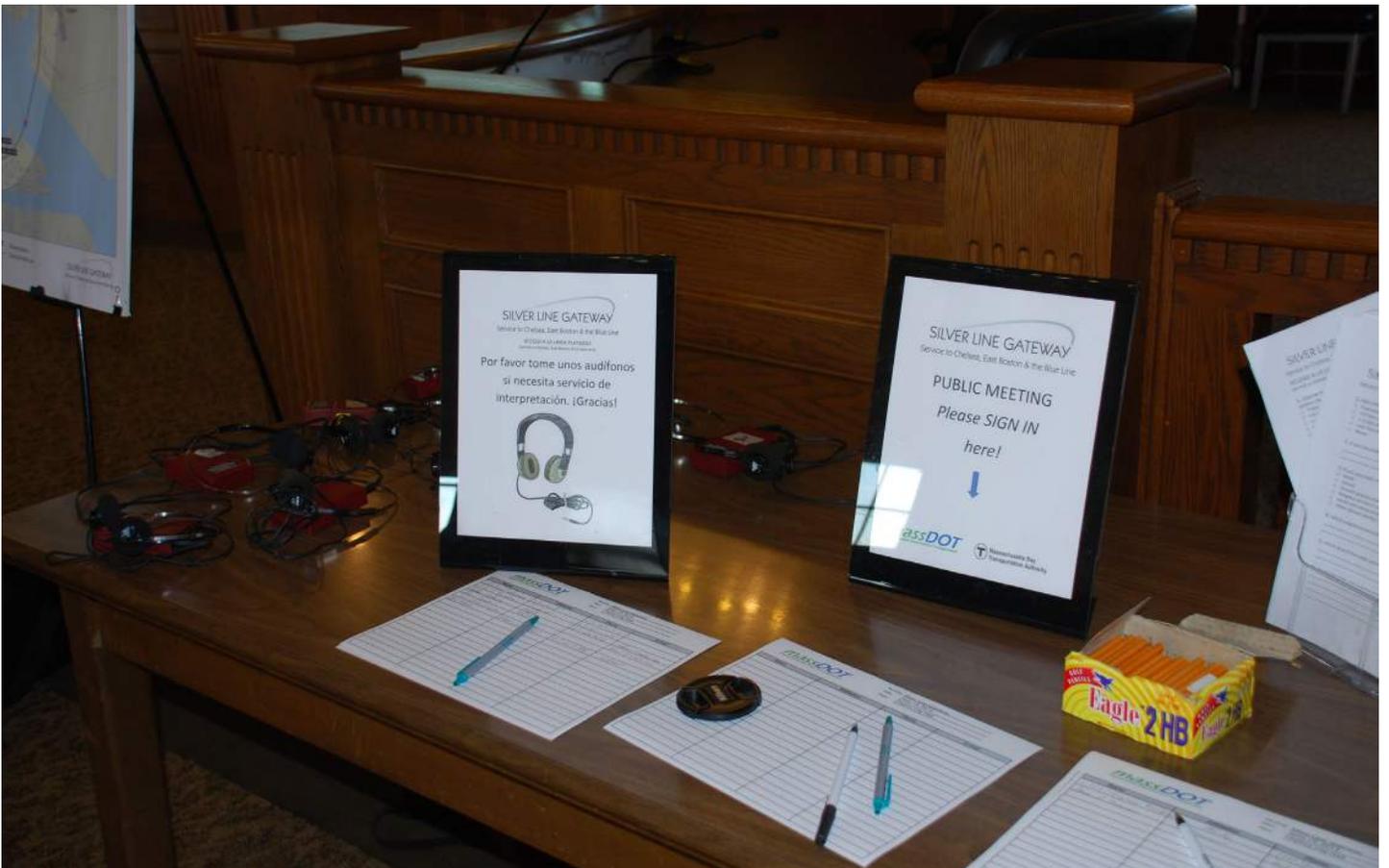
- | | | |
|--|---|--|
| Community Advisory Group
David Aubrey and Philip Roussier, Co-Chairs
Shreveport Planning Commission
Dale Cahin, Chair
Shreveport Executive Director
Roy Jordan, Master Plan Project Manager | City of Shreveport
Carlie Glover, Mayor
Joyce Bowman, City Council Chair
Caddo Parish Commission
John Bourke, President | Consultant Team
Goody Clancy, lead consultant,
ETC Metrics, Planning Institute, Hampton Consulting, JALIVE, Urban Planning Group, New Line, Paradise, Providence Engineering, Roy Thomas & Co., Tachibana, W2KA |
|--|---|--|



MORE Advertising



Regina Villa Associates






La Ciudad de Boston, la Autoridad de Centros de Convenciones de Massachusetts, Massport y MassDOT le invitan a la ronda final de Reuniones Comunitarias sobre el Plan de Transporte Sostenible en el Muelle de South Boston

Lunes 8 de diciembre a las 6:00 PM
 Tynan Elementary School Cafeterium
 650 E. Fourth Street, South Boston

Jueves 18 de diciembre a las 6:00 PM
 Boston Convention & Exhibition Center
 Room 153
 415 Summer Street, Boston

Durante estas reuniones el equipo presentará los borradores de recomendaciones para el plan y escuchará sus opiniones.

Visite nuestro sitio web, www.SBwaterfrontmobility.org, para aprender más sobre el proyecto. Regístrese para recibir mensajes electrónicos y díganos qué es importante para usted.

Esta reunión es accesible para personas con discapacidades y aquellos con capacidad limitada en el inglés. Se ofrecerá arreglos de accesibilidad y servicios lingüísticos gratis, a petición y según estén disponibles. Tales servicios incluyen documentos en formatos alternos, documentos traducidos, aparatos de audición, e intérpretes (incluyendo la Lengua de Signos Americana). Para más información o para pedir arreglos razonables y/o servicios lingüísticos, por favor contacte a Rachel Hammerman por rhammerman@regnavilla.com o 617-357-5772. Para TTY, por favor llame al 617-368-0955 y pida hablar con alguien sobre el proyecto de Transporte de South Boston.

If information is needed in another language, please contact Rachel Hammerman at 617-357-5772, x 10, or rhammerman@regnavilla.com. Caso necesario de informações em outro idioma, favor entrar em contato com Rachel Hammerman al 617-357-5772, x 10, or rhammerman@regnavilla.com. Si necesita información en otro idioma, por favor contactar a Rachel Hammerman al 617-357-5772, x 10, or rhammerman@regnavilla.com. 如需語言服務請與其它語言了解信息，請與Rachel Hammerman 聯繫。電話 617-357-5772 分機 10 或 rhammerman@regnavilla.com。





Este proyecto lo gestiona A Better City 





麻州交通局 (MassDOT) 正努力在未來改善和擴建現有的波士頓的南站 (South Station)。南站為一個歷史悠久的交通中，紐英倫地區主要的鐵路客運樞紐。此為Amtrak火車從紐約和華盛頓DC 鐵路北面的總站的服務，更包括從芝加哥 Amtrak火車的鐵路服務。南站還同時提供地鐵 (MBTA) 從紅線轉經銀線巴士到洛根國際機場 (Logan International Airport)；南站相鄰的巴士站亦為本地、區域和市內巴士服務的樞紐。



8



EXHIBIT E: STATEMENT OF QUALIFICATIONS

Martin J. Walsh, Mayor

Timothy J. Burke, Chairman BRA Board

Brian P. Golden, Director BRA

STATEMENT OF QUALIFICATIONS

SUBMITTED TO:

Boston Redevelopment Authority
 Boston City Hall
 One City Hall Square, 9th Floor
 Boston, MA 02201-1007

ATTN: Ms. Teresa Polhemus
 Executive Director / Secretary

SUBMITTED BY:

NAME	Larissa Brown, Ph.D, AICP/David Dixon, FAIA
FIRM	Stantec Consulting Services Inc.
ADDRESS	226 Causeway Street, Floor 6
	Boston, MA 02114
TELEPHONE / FAX	617-523-8103

All questions must be answered by the Consultant Team in order for this qualification form to be properly submitted to the Boston Redevelopment Authority (BRA). The Consultant Team must demonstrate that she/he has the financial and human resources immediately available to complete a given project on time and in a professional manner. The BRA will regard this statement as an accurate portrayal of the Consultant Team’s qualifications and any discrepancy between these statements and any other investigation may result in the proposal being rejected. If additional space is needed, attach 8-1/2" x 11" sheets.

Project Name	Citywide Plan: Imagine Boston 2030
--------------	------------------------------------

Company Information:

1. Name of Organization: Stantec Consulting Services Inc. (SCSI)
2. Address: 226 Causeway Street, Floor 6, Boston, MA 02114
3. Telephone: 617-523-8103
4. FAX Number: 617-523-4333
5. President's Name: Robert J. Gomes
7. Secretary's Name: Kenna Houncaren
8. Treasurer's Name: Daniel J. Lefaivre
9. How many years has your firm been in business under this name? 61 years
10. Is your firm a Commonwealth of Massachusetts Corporation:
 Yes _____ No X *SCSI is a New York Corporation, registered in the Commonwealth of Massachusetts
11. Total number of employees in the firm?
15,558 (Number)
12. What is your professional staff longevity?
Formula: (Total years of Professional staff employed at your firm divided by the number of Professional Staff)
11.1 (Number)
13. What is your professional staff experience?
Formula: (Total years of Professional service divided by number of Professionals)
37.3 (Number)
14. Does your firm have a published affirmative action policy?
 Yes X No _____

15. Are your principal offices located in the **City of Boston** (Suffolk County)?

Yes X No _____

16. Does your firm have an office within two (2) hours traveling distance from the **City of Boston**?

Yes X No _____

17. Is your firm listed as a "Minority Business Enterprise" or "Women Business Enterprise" with the **City of Boston**?

Yes _____ No X _____

18. Does your firm currently have Professional Liability Insurance?

Yes X No _____

19. If you answered "YES" to Question 18, what is the maximum limit of the Insurance policy?

\$ 2,000,000 _____

20. Does your firm find acceptable the terms and conditions of a BRA Contract (sample enclosed)?

Yes X* No _____

*Please see answer following the completed form. We have reviewed your proposed RFP/contract terms and believe that should we be selected for this assignment, we will be able to conclude a mutually satisfactory contract with you.

21. List all technical disciplines in which **your firm** is qualified to perform:

Academic Institution programming	Yes	<u>X</u>	No	_____
Architectural	Yes	<u>X</u>	No	_____
Civil/Structural	Yes	<u>X</u>	No	_____
Civil/Transportation	Yes	<u>X</u>	No	_____
Environmental Engineering	Yes	<u>X</u>	No	_____
Estimating	Yes	<u>X</u>	No	_____
Healthcare Institution programming	Yes	<u>X</u>	No	_____
Landscape Design	Yes	<u>X</u>	No	_____
Real Estate Development and Finance	Yes	<u>X</u>	No	_____
Strategic planning	Yes	<u>X</u>	No	_____
Survey	Yes	<u>X</u>	No	_____
Urban Planning/Design	Yes	<u>X</u>	No	_____
Transportation Planning	Yes	<u>X</u>	No	_____
Other specialty design	Yes	_____	No	_____

List:

22. Name any Subconsultant and the technical disciplines in which the Subconsultant is qualified to perform for this project:

Academic Institution programming _____

Architectural _____

Civil/Structural _____

Civil/Transportation _____

Environmental Engineering _____

Electrical _____

Economic Development _____

Estimating _____

Healthcare Institution programming _____

Landscape Design _____

Real Estate Development and Finance _____

Strategic Planning _____

Survey _____

Urban Planning/Design Jeff Speck, Stull and Lee, Inc., Höweler + Yoon, STOSS Landscape Urbanism

Transportation planning _____

Other specialty design _____

List: **Digital Outreach:** Urban Interactive Studio

Consensus Building: Regina Villa Associates, Consensus Building Institute, MORE Advertising

Company Experience:

23. What is your firm's accumulated total gross sales (consulting fees for all projects) for the past three (3) years?

\$ 6,636,587,000

24. What is the total number of individual planning projects your firm has **completed** in the last three (3) years?

627 (Number)

25. What is the total number of individual projects that your firm is **currently** working on:

37,200 (Number)

26. What is the **total value (\$)** of the individual consulting projects listed under Question 24?

\$ 48,439,059

27. What is the **estimated value (\$)** of the individual planning projects listed under Question 25?

\$ 8,638,688,915

28. What is your firm's accumulated total gross sales (Consultant fees) for **Similar Projects as listed in the Request for Proposals** for the past five (5) years?

\$ 66,547,703

29. What is the total number of **Similar Planning Projects as listed in the Request for Proposals** your firm has **completed** in the last five (5) years?

1,109 (Number)

30. What is the total number of **Similar Planning Projects as listed in the Request for Proposals** that your firm is **currently** working on?

100+ (Number)

31. What is the **total value (\$)** of the **Similar** planning projects listed under Question 29?

\$ 82,869,695

32. What is the **estimated value (\$)** of the **Similar** planning projects listed under Question 30?

\$ 61,419,610

33. Has your firm designed projects in accordance with the Massachusetts Competitive Bidding Laws **(e.g., M.G.L. Chap. 30, 30B, 40 and 149)?**

Yes X No

34. If you answered "YES" to Question 33, how many projects has your firm **completed** in accordance with the Massachusetts Competitive Bidding Laws in the last 5 years?

100+* (Number) *At this time an exact number is not available. Detailed information is available upon request.

35. List the members of the **"Consultant Team"** that will be assigned to this project:

Name & Firm	Title	Years with Firm
-------------	-------	-----------------

*Please see answer following the completed form.

36. How many years of professional experience does the **"Consultant Team"** for this project have on average?

30+ (Number)

37. Has the **"Consultant Team"** for this project worked together on any other previous projects?

Yes X* No *Not as a singular team, but individually on various projects

38. Has the **"Consultant Team"** for this project worked together on any other similar projects?

Yes X* No *Not as a singular team, but individually on various projects

39. What is the number of projects that the **"Consultant Team"** worked on together in the last five (5) years?

Numerous* (Number) *Our key team members from Stantec (David, Larissa, and Steve) have worked on numerous projects in the last five years with other members of the Core Team.

*For questions 40 - 44, please see answers following the completed form.

40. Attach as **Exhibit A** - a project organization chart (8-1/2" x 11") detailing the Consultant Team. (The chart should note in-house and sub-contracted support services and MBE or WBE status.)
41. Attach as **Exhibit B** professional data on each member of the design team.
42. Attach as **Exhibit C** examples of projects similar to the one proposed.
43. Attach as **Exhibit D** references of previous clients (name, project, location, value, etc.)
44. Attach as **Exhibit E** the following data concerning your firm's financial status:
(a) Statement of Financial Condition (b) Date of Statement (c) Firm that prepared the Statement.

List the names, addresses, telephone numbers of banks with whom your firm does business.

45. Does your firm have any administrative or legal proceeding currently pending or concluded within the last **five (5)** years, to which your firm has been a party and which relates to procurement or performance of any public or private contracts?

Yes _____ No _____ *Please see answer following completed form.

46. Do any of the principals owe the City of Boston or Commonwealth of Massachusetts any monies for incurred income, real estate taxes, rents, water and sewer charges or other indebtedness?

Yes _____ No X

47. Are any of the principals employed by the BRA or the City of Boston? If so, in what capacity. (Please include name of agency or department and position held.)

Yes _____ No X List:

48. Were any of the principals ever the owners of any property upon which the City of Boston or Commonwealth of Massachusetts foreclosed for his/her/their failure to pay real estate taxes or other indebtedness?

Yes _____ No X

49. Have any of the principals ever been convicted of any arson related crimes or are currently under indictment for any such crimes?

Yes _____ No X

50. Have any of the principals been convicted of violating any law, code, ordinance regarding conditions of human habitation within the last three (3) years?

Yes _____ No X

51. Respondent must submit evidence in writing from a responsible insurance/bonding/surety company that the Respondent can obtain the Insurance required in the BRA Contract.

*Please see answer following the completed form.

52. The Bidder must certify that it has complied with all laws of the Commonwealth of Massachusetts relating to taxes (see Certificate of Tax, Employment Security, and Child Care Compliance attached to

the RFP as **Exhibit G**). If Bidder is a corporation, a Certificate of Good Standing with regard to the corporation issued by the Office of Secretary of State of the Commonwealth of Massachusetts, a Certificate of Good Standing issued by the Department of Revenue of the Commonwealth of Massachusetts, and evidence of corporate authority with respect to execution of the Contract on behalf of the Bidder, must be furnished to the BRA prior to the execution of the Contract. If Bidder is a sole proprietor, a Letter of Compliance issued by the Department of Revenue of the Commonwealth of Massachusetts must be furnished to the BRA prior to the execution of the Contract.

*Please see Exhibit G. Certificate of Good Standing will be provided prior to execution of contract

53. The Bidder must certify that it is in compliance with the provisions of Section 7 of Chapter 521 of the Acts of 1990, as amended by Chapter 329 of the Acts of 1991, and 102 CMR 12.00 and that the Bidder either (a) has fifty (50) or more full-time employees and is a "qualified employer" or offers child care tuition assistance or on-site or near-site subsidized child care placements or (b) is an "exempt employer." *Please see Exhibit G.
54. If you answered "YES" to any Question 45-50, please list these legal proceedings and attach as an exhibit. *Please see question to #45.

Dated at 12:00 pm this 17th day of
July, 2015



(Name)

By: Larissa Brown, Ph.D, AICP
Title: Principal

Answers to Questions in the SOQ

#20

We have reviewed your proposed RFP/contract terms and believe that should we be selected for this assignment, we will be able to conclude a mutually satisfactory contract with you. Our only exceptions to your proposed agreement at this time are as follows:

- » Clause III.A – Please delete this clause.
- » Clause VI.A.2 – Please replace “a timely and workmanlike” with “accordance with a mutually agreed upon schedule and customarily accepted” in line 6.
- » Clause VII.D – Please delete “defend and” from line 1; delete “causes of action,” from lines 2-3; add “reasonable” before “attorneys” in line 3 and add “negligent” before “action in line 4.
- » IMPORTANT Clause VII.H – I suggest adding: “The total amount of all claims the Authority may have against the Consultant under this Contract or arising from the performance or non-performance of the Services under any theory of law, including but not limited to claims for negligence, negligent misrepresentation and breach of contract, shall be strictly limited to the amount in Exhibit B.”

#35

We have included key members of the CORE TEAM below.

Name & Firm	Title	Years with Firm
Larissa Brown, Stantec	Principal	1.5
David Dixon, Stantec	Senior Principal	1.5
Steve Kearney, Stantec	Senior Associate	1.5
Tamara Roy, Stantec	Principal	10
Drew Leff, Stantec	Principal	2
Joe Geller, Stantec	Vice President	32
M. David Lee, Stull and Lee	Principal	46
Chris Reed, Stoss Landscape Urbanism	Principal	15
Eric Höweler, Höweler + Yoon	Principal	10
Jeff Speck, Speck Associates	Principal	11
Patrick Field, Consensus Building Institute	Managing Director	21
Nancy Farrell, Regina Villa Associates	CEO	33
Chris Haller, Urban Interactive Studio	CEO	7
Donna Gittens, MORE Advertising	Founder/ Principal	18

#40-44

Information pertaining to these questions can be found as exhibits following these answers to questions from the SOQ.

Answers to Questions in the SOQ

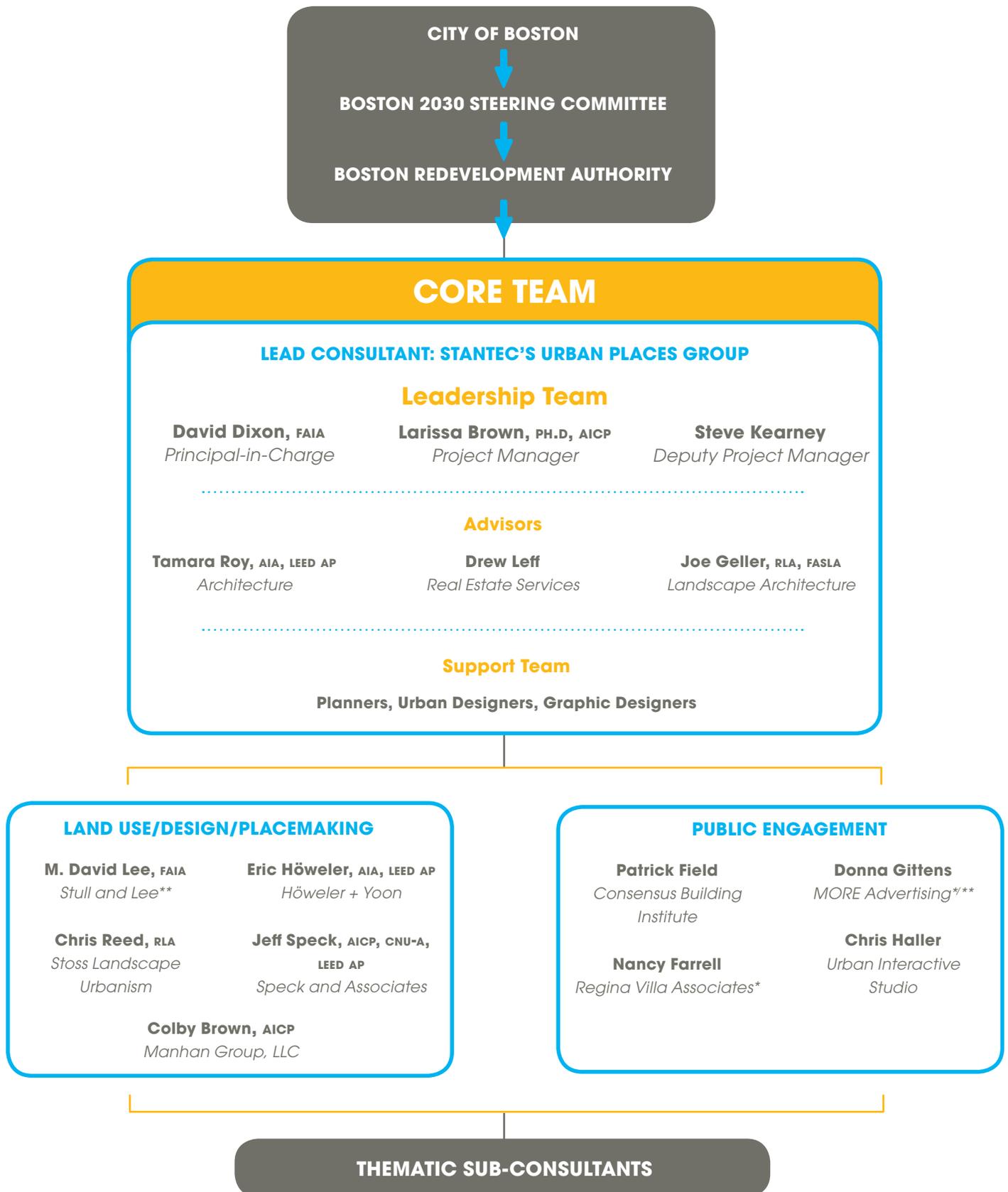
#45

There are no unsatisfied judgments or arbitration awards outstanding against Stantec. Stantec does have some legal proceedings, lawsuits, or claims pending. These are a normal part of professional services industries. All have been reported to Stantec's insurers who are in the process of adjusting/managing them. None will have a material effect on the financial position of the company or its ability to undertake this assignment. Perhaps of greater comfort to our clients is the fact that Stantec seeks to deal with client concerns and claims promptly and fairly through its Risk Management group. As a public company, Stantec has substantial assets and maintains a high professional liability insurance limit. Stantec's claims history has resulted in relatively low insurance premiums when compared with firms of similar size and character.

#51

Bonds are almost never available for design professional services. Bonds are intended to guarantee completion of a project by a contractor. Consultants do not deliver a product like a contractor where there is a clearly defined specific object to be built and it is easy to determine whether it has been completed and if it complies. Bonds are required by owners and considered advisable because of the financial instability of the construction industry generally.

#40 Exhibit A: Project Organization Chart



#41 Exhibit B: Resumes of Design Team

Stantec puts people first. Our experienced team leaders and other professionals in planning and urban design are committed to community-based planning for more equitable, livable, prosperous, and sustainable urban communities. We have worked before with the technical sub-consultants on our team and we know that they share this commitment. Many successful planning projects similar to the Citywide Plan: Imagine Boston 2030 have demonstrated the successful results of our planning approach. In this project, the goal of our entire team is to put the community of the City of Boston first by making it a great place to live, work, study, and play.

Stantec's Urban Places Group

Our project leaders for the Citywide Plan, David Dixon, Larissa Brown, and Steve Kearney are members of Stantec's Urban Places Group (UPG). Our Urban Places Group produces innovative yet achievable plans that build communities of lasting value for all stakeholders. We help clients capitalize on the economic, social, and environmental benefits of accessible, mixed-use downtowns, and walkable neighborhoods. A clear-eyed view of market opportunities shapes every recommendation (the achievable side of our plans), and rich visual imagery helps generate excitement about moving ahead.

Stantec formed UPG around a nucleus of nationally known planners and architects, led by the professionals who helped build award-winning practices at Goody Clancy and The Lawrence Group. We help our clients tackle the most complex urban issues, and one key to our success lies in an unconventional structure. As a specialized practice, we maintain the focus and responsiveness of a boutique firm. As part of one of the world's largest design firms, we can call on field-leading experts in disciplines ranging from environmental remediation to transportation planning to retail branding. With this clear focus and a unified interdisciplinary approach, the 40 professionals of the Urban Places Group help communities across North America develop visions and plans to chart a path to greater livability, equity, and sustainability.

Principal-in-Charge, **David Dixon**, for many years has been a staple in the Boston planning community. Named by Residential Architecture Magazine to their Hall of Fame as the person we call to ask about cities, David has led planning post-Katrina New Orleans, transformed malls into new suburban downtowns, and helped Washington DC maximize the social as well as economic benefits of a new streetcar system. He has worked on numerous projects in Boston including the Civic Vision for Turnpike Air Rights, Mission Hill/Parcel 25 Transit-Oriented Development Vision and Strategy, Longwood Medical Area Long-Range Plan, and the Emanuel College Campus Master Plan. Our project manager, **Larissa Brown**, is an experienced leader, having led large complex teams for planning projects. She led the community development elements of the federally funded Livable Claiborne Communities plan for a five-square-mile area in New Orleans, has prepared more than 20 comprehensive plans, and is currently finishing a plan for Corpus Christi, TX. As part of our management team, **Steve Kearney** will serve as our deputy project manager. Steve has worked on

various comprehensive plans and has neighborhood planning experience in San Antonio, Columbus (OH), New Bern (NC), and Baltimore (MD). Steve and Larissa bring experience in comprehensive planning and district and neighborhood planning, including federally-funded Choice Neighborhood Plans. Advisors to the Stantec Core Team include:

- » **Tamara Roy:** Tamara is an architect and urban designer specializing in residential, academic, and mixed use master planning projects. Voted one of Boston's Top 50 Power Women in Real Estate, she was the design team leader for the new residence tower at MassArt, described as 'the most interesting high-rise in years' by the Boston Globe. She will become the President of the Boston Society of Architects in 2016.
- » **Drew Leff:** With 40 years in planning, developing, and managing a spectrum of real estate and economic development projects, Drew knows his way around successful ventures. He's helped to redevelop surplus hospital campuses, transform industrial sites into research parks, and revitalize downtowns. Recently, he's been helping direct a large mixed-use transit-oriented development project in Somerville, Massachusetts.
- » **Joe Geller:** As a Fellow of the American Society of Landscape Architects with over 30 years of experience, Joe has been involved in all aspects of project management, site master planning, and design. He especially enjoys the strategic aspect of planning and permitting, and has led successful efforts for an array of project types, including institutional, commercial, residential, and healthcare.

Sub-Consultants

Our team of sub-consultants brings together the best practices in urban design, land use development and placemaking, as well as public outreach and engagement.

Stull and Lee Incorporated (S+L) (MBE/DBE)

Founded in 1966, Stull and Lee, Incorporated is an architecture, urban design and planning firm. The firm's experience includes the design of multi-family housing and single family residences and the design of educational and health care facilities; office buildings, R&D, retail and manufacturing facilities. The S+L portfolio also includes highway infrastructure; transit stations and related facilities. A significant portion of the firm's work is in institutional master planning and large scale urban design and planning commissions nationwide.

S+L projects have frequently been cited for design excellence, including the Presidential Design Award from the National Endowment for the Arts, and awards from the American Institute of Architects, and its Boston and New England affiliates. Many projects have appeared in national and international publications including: Progressive Architecture, Architectural Record, Architecture, Urban Design Magazine, Metropolitan Home, Newsweek, AU (Japan), Baumeister (Germany) and L'Industria Delle Costruzioni (Italy) and in a recent publication Designing the American City (China Architecture and Building Press)

Höweler + Yoon Architecture (HYA)

HYA is an interdisciplinary design and research studio working across scales: from architecture and environments to public space interventions and interactive art works. Their work focuses on the instrumentality of the built environment to encourage innovation, create community, harness resources, and build awareness. Their award winning projects include: White Noise White Light, internationally awarded for the Athens 2004 Olympics, Aviary, an interactive sound and light installation in Dubai, UAE, the Boswash:Shareway 2030, winner of the Audi Urban Future Award; Chengdu Skycourts Exhibition Hall, recipient of the Annual Design Review Awards 2012. HYA's recent speculative projects, Ecopods and Windscreen, have tested concepts for urban renewable energy production and consumption.

Awarded the Architecture League's Emerging Voices award and Architectural Record's Vanguard award in 2007, their work has been exhibited at the Museum of Modern Art in New York, the Los Angeles Museum of Contemporary Art, the Institute of Contemporary Art in Boston, the National Art Center in Tokyo, and the Museum of Contemporary Art in Chicago. HYA's work has been published and reviewed in Architect Magazine, Architectural Record, Domus, Interior Design Magazine, and I.D. Magazine, The New York Times, The Boston Globe, The Financial Times and published in the following books: Expanded Practice (Princeton Architectural Press, 2009), Young Architects Americas (DAAB 2007), Material Process: Young Architects 4 (Princeton Architectural Press 2003). Process: Young Architects 4 (Princeton Architectural Press 2003).

Stoss Landscape Urbanism (Stoss)

Stoss is a cutting-edge design firm formed in 2000 that believes in the productive role of landscape in the making and re-making of cities and social spaces.

They work primarily in the public realm, regardless of whether their clients are cities, public agencies, institutions, or private interests. They are involved in projects of many kinds: urban and campus and ecological spaces; regional and urban strategies; multi-scale landscape infrastructures; development and re-development projects; parks and open spaces; furnishings and exhibitions.

Stoss specializes in large strategic development that catalyzes future phasing at the large scale while simultaneously managing open space that still engages users at a smaller scale. Projects such as the redevelopment of the Dallas waterfront dealt with a complex and layered site that sought to enhance and activate the adjacent green space, ultimately increasing value for future development.

Speck & Associates LLC

Speck & Associates is led by Jeff Speck, a city planner and urban designer who, through writing, lectures, public service, and built work, advocates for smart growth and sustainable design. He currently leads a private consultancy offering design and advisory services to public officials and the real estate industry, while lecturing internationally on making cities more walkable, vital, and resilient.

Important recent work of Speck & Associates includes the Lowell, MA, Downtown Evolution Plan; walkability studies

*Hyper Density Hyper Landscape, Downtown Dallas Redesign
Dallas, Texas (Stoss)*



for ten different cities; and the design of two transit oriented developments along the Long Island Rail Road in Babylon, NY; Wyandanch and East Farmingdale. He also led street design for Project 180 in Oklahoma City, which is currently rebuilding 50 blocks of downtown city streets. This project has converted a one-way system back to two way, doubled the amount of on-street parking, and introduced a full bicycle network where none existed.

Manhan Group LLC

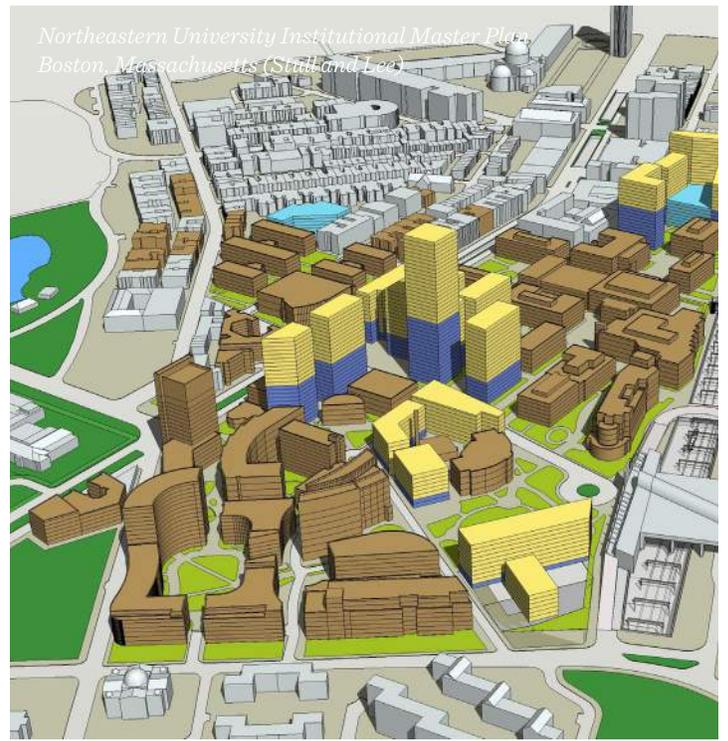
Manhan Group is led by Colby Brown. Colby specializes in the development and application of forecast modeling systems to support strategic transportation and land use planning and investment decisions. He is an internationally recognized technical expert in the Cube software platform, and has been involved with every major implementation of Cube Land in the United States.

Using the innovative bid-rent framework on which this software is based, Colby has developed integrated land use models for cities such as Boston, Minneapolis, Los Angeles, Louisville, and Bakersfield. In addition, Colby is an accomplished transportation planner who has developed advanced models for high-speed rail ridership forecasting, evacuation and disaster response management, traffic impact analysis, and toll revenue projections. He is an accomplished public speaker, including a recent presentation on performance-based planning at the 2015 TRB Planning Applications Conference which was nominated for a "best paper" award.

Consensus-Building Institute (CBI)

CBI, founded in 1993, improves the way that leaders collaborate to make organizational decisions, achieve agreements, and manage multi-party conflicts and planning efforts.

A nationally and internationally recognized not-for-profit organization, CBI provides strategic planning, organizational development, public engagement and outreach, and high-



*Northeastern University Institutional Master Plan
Boston, Massachusetts (Stallard Lee)*

skilled facilitation and mediation for state and federal agencies, cities and towns, non-profits, and international development agencies around the world. CBI senior staff are affiliated with the MIT-Harvard Public Disputes Program and the MIT Department of Urban Studies and Planning.

MORE Advertising (MBE/WBE)

One of the first minority- and woman-owned agencies in the Northeast, MORE Advertising is certified by the Greater New England Minority Supplier Development Council, Massachusetts Supplier Diversity Office and the Women's Business Enterprise National Council. As a full-service, integrated marketing firm, MORE develops communication strategies that increase awareness of an issue and/or change attitudes and ultimately behavior.

MORE Advertising, a causemedia company founded in 1997, is a full-service, award-winning agency that has developed over 300 integrated, cross-channel marketing programs. MORE specializes in branding, video production, design, digital and social media advertising, direct marketing, mobile marketing, websites, and the development of collateral and event materials. Their services also include market research, public and media relations, photography, radio production, community relations, event planning and management, social media planning and execution, SEO, and strategic planning and implementation.

Regina Villa Associates (RVA)

Regina Villa Associates is a Public Affairs consulting firm founded in 1978 and located in Boston. They provide clients with public involvement programs, event management, strategic campaigns and marketing, creative services and social media to reach diverse audiences effectively. RVA brings experience, imagination and a commitment to quality to every project, from a regional conference to a statewide transportation plan to planning, design and construction of complex public infrastructure projects to a series of workshops for project stakeholders. RVA staff members are skilled at distilling complex technical information

into informative materials that are engaging, relevant and accessible.

RVA has developed and implemented more than 150 public involvement and public relations strategies for projects related to transportation, environment, public health, infrastructure, energy and social marketing projects. Engaging the public is essential to building consensus and support for successful public policies and projects, changing behavior and enhancing public safety. They help public and private sector clients navigate the public process to raise awareness and engage their stakeholders at key milestones and throughout the project, build goodwill, and prevent costly delays. Their clients include the Massachusetts Department of Transportation, Rhode Island Department of Environmental Management, Massachusetts Department of Public Health, cities and towns across New England, nonprofits, and corporations.

Urban Interactive Studio (UIS)

UIS specializes in public engagement software and consulting for public administrations and planning, architecture and engineering firms. They develop digital technology to build better places, combining planning expertise with extensive knowledge of digital technology to involve citizens in shaping the future of their communities.

UIS creates intuitive digital engagement solutions that translate complex information into accessible, interactive content that is easy to understand. Their innovative approaches are complemented by a passion for livable urban spaces and driven by the conviction that people—and their diverse perspectives—are the key to livable communities. They frequently collaborate with other firms to form multi-talented consulting teams, designing solutions that satisfy a broad array of client needs. Chris Haller, founder of Urban Interactive Studio, has been creatively facilitating stakeholder engagement online and offline since 2002.



David Dixon, FAIA | SENIOR PRINCIPAL

ROLE: PRINCIPAL-IN-CHARGE

David's commitment to enhancing quality of life and economic opportunity for urban communities is a consistent theme in all his work. He speaks frequently throughout the country on a range of urban issues related to managing rapid demographic, climate, and other changes reshaping urban communities to create social, economic, and environmental value. An advocate for many aspects of community-building, he is especially known for initiating a national dialogue - through lectures, commentary, and the organization of two national conferences - on density as an essential tool for revitalizing urban communities. In 2007 David received the AIA's highest honor for achievement in the public sphere, the Thomas Jefferson Award for Public Architecture.

Education

Bachelor of Arts, Wesleyan University, Middletown, Connecticut, 1969

Master of Architecture, University of Pennsylvania, Philadelphia, Pennsylvania, 1972

Master of Urban Design, Harvard University, Cambridge, Massachusetts, 1974

Memberships

2011-14 Urban Land Institute Global Excellence and Amanda Burden Open Space Awards juries

2006 chair of the AIA's Regional and Urban Design Committee

2003 President; Director, Civic Initiative for a Livable New England; Chair, Barr Foundation Transportation Planning Initiative, Boston Society of Architects

Relevant Experience

Selected Boston-area Projects (1976-2015)

- Southwest Corridor Urban Design and Development*, MBTA, Boston, Massachusetts
- Green Line Extension to Somerville, North Station Development Plan*, MBTA
- MIT University Park Master Plan*, Cambridge, Massachusetts
- Fort Point Waterfront District Plan*, BRA, Boston, Massachusetts
- North Allston Neighborhood Strategic Plan (to guide Harvard University's growth)*, BRA, Boston, Massachusetts
- Quincy Center TOD Redevelopment Plan*, City of Quincy, Quincy, Massachusetts
- East Boston Greenway Access Study*, BRA, Boston, Massachusetts
- Mission Hill/Parcel 25 TOD Redevelopment Vision and Strategy*, Boston, Massachusetts
- A Civic Vision for Turnpike Air-rights*, BRA, Boston, Massachusetts
- Emmanuel College Campus Master Plan*, Boston, Massachusetts
- Emmanuel College [Blackfan] Research Campus Plan*, Boston, Massachusetts
- Plan for Eastern Cambridge*, City of Cambridge, Cambridge, Massachusetts
- Logan Airport Strategic Planning*, MassPort, Boston, Massachusetts
- Assembly Square TOD Plan*, Taurus Development, Somerville, Massachusetts
- MassPort East Boston Waterfront Planning*, MassPort, Boston, Massachusetts
- Longwood Medical Area Long-Range Plan*, MASCO, Boston, Massachusetts
- Parcel 24 Mixed-Use TOD*, BRA, Boston, Massachusetts
- Concord-Alewife TOD Plan*, City of Cambridge, Cambridge, Massachusetts
- Berklee College of Music Institutional Master Plan*, Berklee College of Music, Boston, Massachusetts
- Wentworth Institute of Technology Campus Master Plan*, Wentworth Institute of Technology, Boston, Massachusetts
- TOD Adaptive Reuse Plan for the Inner Belt and Brickbottom Districts*, City of Somerville, Somerville, Massachusetts
- Kendall and Central Square TOD Plans*, City of Cambridge, Cambridge, Massachusetts
- Union Square Mixed-Use TOD Redevelopment*, US2 Partnership, Somerville, Massachusetts
- Boston Sustainable Communities Partnership Brownfields Pilot: Talbot Commons and Morton Street Homes Mixed Use/TOD*, Codman Square CDC, Boston, Massachusetts
- Boston Public Realm Plan (in conjunction with the City-wide Transportation Plan), with A Better City and funded by the Barr Foundation*, Boston, Massachusetts

SELECTED ADDITIONAL PROJECTS (2005-15)

- Waterfront District, SPP Development, Tampa, Florida
- West Village District, Calgary, Alberta
- Hall House Site Mixed-Use Redevelopment, Charlotte, North Carolina
- DC Streetcar Land Use Study*, Washington, DC
- University TOD Innovation District Planning*, Seattle, Washington
- Realize Rosslyn: the Rosslyn Sector Plan Update*, Arlington, Virginia
- Livable Claiborne Communities Plan*, New Orleans, Louisiana
- Uplands Mixed-Income TOD Neighborhood Master Plan*, Baltimore, Maryland
- Braddock East TOD Mixed-income Redevelopment Plan*, Alexandria, Virginia
- TOD Adaptive Reuse Plan for the Inner Belt and Brickbottom Districts*, Somerville, Massachusetts
- Downtown Tactical Revitalization Plan*, Albany, New York
- Wichita Downtown Revitalization Master Plan*, Wichita, Kansas
- Uptown Crossings Redevelopment Plan*, Cincinnati, Ohio
- New Orleans Master Plan and Comprehensive Zoning Ordinance*, New Orleans, Louisiana
- High Street/University District Plan*, Columbus, Ohio
- East Franklinton Creative Community District Revitalization Plan*, Columbus, Ohio
- Cabrini-Green Redevelopment*, Chicago, Illinois
- Crown Center Completion Plan*, Crown Center Development Corporation, Kansas City
- Drexel University Master Plan*, Drexel University, Philadelphia, Pennsylvania
- Near East Choice Neighborhoods Plan*, City of Columbus and Columbus Housing Authority, Columbus, Ohio
- Choice Neighborhoods Plan*, San Antonio Housing Authority, San Antonio, Texas
- Baltimore Choice Neighborhoods Transformation Plan, Baltimore Housing Agency and CDCs Partnership, Baltimore, Maryland
- Clifton Corridor Urban Design Plan*, Emory University and the Clifton Corridor Partnership, Atlanta, Georgia
- Downtown Asheville Master Plan*, City of Asheville, Asheville, North Carolina
- Weinland Park Neighborhood Revitalization Plan*, Campus Partners for Community Revitalization, Columbus, Ohio
- Aga Khan University Land Use Planning Plan, Aga Kahn Foundation*, Karachi, Pakistan

SELECTED PROJECT DESCRIPTIONS

Union Square Redevelopment Plan, Somerville,

Massachusetts: Working closely with the city and our client, creation of a plan to add more than 2,200,000 SF of architecturally distinguished, walkable, mixed-use development around a new transit station that opens in 2018. The planning process relies heavily on public engagement and the final plan will include unusually thorough mechanisms to assure that new development does not displace current, lower-income residents. The plan will also guide as much as 5,000,000 SF of additional development.

New Orleans Master Plan*, New Orleans, Louisiana:

Citywide comprehensive plan and zoning revision to provide a 20-year shared framework for moving beyond Katrina recovery to create a resilient city. Developed on a rapid schedule, with intensive public outreach and participation, this planning effort places special focus on creation of a citywide housing policy, an economic development plan, a flood-hazard and sustainability plan, a citizen participation structure, and implementation plans.

Longwood Medical Area Long-Range Plan*, Boston,

Massachusetts: Directed creation of a new planning framework to guide future growth for 19 academic, research, and medical institutions located together in the LMA. The largest institution, the Harvard Medical School, together with its teaching hospitals, projects more than 4,000,000 SF of new academic, research, and clinical expansion over the next decade. Framework also addressed enhancing the public realm and resolving complex parking issues.

Mission Hill/Parcel 25 Redevelopment Vision and

Strategy*, Boston, Massachusetts: Worked with Mission Hill Neighborhood Housing Services to prepare a community-based vision and strategy for an underutilized parcel. The process sought to empower a community to help shape neighborhood investment in ways that enhance quality of life. The parcel's proximity to transit, visibility from two heavily traveled roadways, and relatively large size for Boston's inner neighborhoods mean that the promise inherent during the process will be matched by the opportunities that the site offers.

Fort Point Waterfront District Plan*, Boston,

Massachusetts: Comprehensive plan, urban design framework, and design guidelines to guide the development of more than 12,000,000 SF of mixed-use development and \$1.5 billion in new transportation infrastructure (regional highway, new public transit, and a new local street system) to create an important new waterfront district for the City of Boston focused around a notable public environment.

Emmanuel College Campus Master Plan*, Boston,

Massachusetts: Directed creation of a comprehensive plan for substantial new academic facilities, a new endowment campus, improved circulation, pedestrian connections, and campus character.

Berklee College of Music Institutional Master Plan*,

Boston, Massachusetts: Directed planning for growth of this institution, including adding new housing, strengthening campus identity, and improving instructional facilities.

Livable Claiborne Communities Plan*, New Orleans,

Louisiana: Planning study to explore how transportation alternatives for the Claiborne Avenue Corridor can support revitalization and help integrate many new initiatives underway in New Orleans, while still serving as a critical transportation link for the rest of the city and adjoining parishes. Responsibilities include neighborhood planning, revitalization, and urban design analysis and recommendations as well as leading sub-task consultant work including economic development, real estate analysis, housing market analysis, and sustainability.

* Projects completed at other firms prior to joining Stantec.

East Franklinton Creative Community District Revitalization Plan*, Columbus, Ohio: *Vision and implementation plan for transforming an underutilized 200-acre urban neighborhood adjacent to the Columbus central business district. The primary project goal is to facilitate residential and commercial investment by and for creative professionals.*

Birmingham Comprehensive Plan*, Birmingham, Alabama: *Guided by an overall vision that embodies the unique personality, culture, and heritage of the community, this planning process establishes a 20-year policy, strategic, and implementation framework to make Birmingham a model for 21st century city life. It is Birmingham's first full comprehensive plan since 1961, designed to reflect the broad public participation and input that is at the heart of the planning process.*

Kendall and Central Square Planning Study*, Cambridge, Massachusetts: *Future development vision for Kendall Square, a worldwide hub of innovative thinking in high tech and life sciences, and Central Square, the historic heart of Cambridge. Work includes exploring ways to improve connections between these two important centers.*

Drexel University Master Plan*, Philadelphia, Pennsylvania: *A 20-year master plan to guide Drexel University's growth as it doubles its enrollment to 40,000. The plan reinforces Drexel's urban qualities by focusing growth inward to increase campus density and vitality and by "bringing the campus to city streets" that pass through Drexel. It also focuses on strengthening and energizing campus connections to the surrounding neighborhoods and the larger city.*

MIT University Park Master Plan*, Cambridge, Massachusetts: *Assisted MIT in developing a request for proposals that lead to selection of a national firm to advance development of a 2,500,000 SF mixed-use research park on MIT land. Created design and development guidelines that provided a framework for full build out of the site, now complete.*

University Innovation District Planning*, University of Washington, Seattle, Washington: *Planning process intended to integrate the campus better with the community around it. Identification of urban design, program, sustainability, management and communications approaches to address the opportunities and challenges of adding university facilities in the district through a series of working sessions with key stakeholders. Creation of an ongoing structure for university-community cooperation around investments that can produce mutual benefit, from parks and community education to expanded affordable housing and transportation choices.*

Urban Streetscape & Adaptive Reuse Plan for the Inner Belt and Brickbottom Districts*, Somerville, Massachusetts: *Planning a transformative new chapter for a 160-acre former industrial district—the largest redevelopment site close to downtown Boston—as it gains service from an extension of a regional subway line around 2018. A principal city objective is to make the study area a significant center of employment to bolster economic development, given the city's unusually high*

share of residential development. Other goals include adding park spaces and improving access to and through an area hemmed in by railroad embankments and elevated highways.

East Boston Piers Master Plan*, Boston, Massachusetts: *Master plan to develop the East Boston Piers, one of Boston's most spectacular waterfront sites, located directly adjacent to Logan Airport. Goody Clancy studied opportunities and constraints related to use of the piers for a broad range of uses including office, retail, industrial, major entertainment/cultural uses, and open space.*

North Allston Neighborhood Strategic Plan*, Boston, Massachusetts: *A strategic plan to guide neighborhood revitalization and expansion by Harvard University on more than 100 acres in Boston's North Allston neighborhood. The plan establishes significant transportation, public space, economic opportunities, more than 2,000 housing units, a revitalized main street and neighborhood centers, and other community benefits.*

Plan for Eastern Cambridge*, Cambridge, Massachusetts: *Transformation of an urban renewal district into a vital mixed-use neighborhood that replaces a growth moratorium with 12,000,000 SF of new development—including approximately 4,400 units of housing, 850,000 SF of commercial space, and 850,000 SF of R&D space. South Bay*, Boston, Massachusetts. *Boston's first "green district," to be built above the city's recently completed Big Dig, and to include roughly 7,000,000 SF of housing, commercial and retail uses, open space and public facilities.**

Massachusetts State and Community College Master Planning*, Western Massachusetts: *Master planning efforts at six state and community colleges in Massachusetts' Pioneer Valley and Berkshire regions, including comprehensive assessment of the state and community college system's capital needs. Involved extensive engagement from stakeholders at each campus, and participation of the Massachusetts Division of Capital Asset Management (DCAM) and Board of Education.*

Dayton Mall Area Master Plan, Dayton, Ohio: *Served as the principal-in-charge and urban design director. The project involves a long-range master plan to transform a successful two-square-mile, car-oriented area around the Dayton Mall into an economically competitive, walkable and identifiable "21st Century Urban Village".*

Downtown Tactical Revitalization Plan and Corning Preserve Master Plan*, Albany, New York: *Vision and implementation strategy to reinvigorate urban core and adjacent waterfront park. The process utilizes unique engagement strategies, intended to build early enthusiasm for the plan. The final plan will consist of a highly visual framework to build on market opportunities to catalyze a new era of growth.*

Wichita Downtown Revitalization Master Plan*, Wichita, Kansas: *Innovative and bold 20-year vision for downtown with significant public involvement that celebrates the city's rich history and reflects its progressive spirit.*

Unified New Orleans Plan*, New Orleans, Louisiana:

* Projects completed at other firms prior to joining Stantec.

Post-Katrina recovery and rebuilding plans for downtown, the Upper 9th Ward, and the Gentilly and Bywater-Marigny districts prepared for the Greater New Orleans Foundation and the city's planning commission. Planning elements included a new downtown neighborhood, replacing a public housing development and nearby parking lots with a mixed-income, mixed-use, and mixed-density community; a series of innovative initiatives to support downtown's emerging creative economy; replacing damaged public housing and adjacent devastated areas in the Desire and Florida neighborhoods with a new mixed-income community of more than 4,000 housing units; and a lively new neighborhood square and commercial center in Gentilly.

City Center Master Plan/LCI Update*, Sandy Springs, Georgia: *Master plan for the City of Sandy Springs including a comprehensive stakeholder engagement process, economic analysis, and developer design guidelines. The scope of work includes a concurrent effort to update the City's Livable Centers Initiative (LCI) Study for the downtown corridor, focusing strategies that promote healthy quality of life and create a sense of place and identity for the community.*

Uplands Mixed-Income Neighborhood Master Plan*, Baltimore, Maryland: *A redevelopment plan for a new mixed-income neighborhood to replace 900 affordable housing units created in the 1950s. Created through extensive community participation, the plan accommodates a broad mix of incomes and housing types and introduces new streets, civic places and passive parks.*

* Projects completed at other firms prior to joining Stantec.



Larissa Brown, PhD, AICP | PRINCIPAL

ROLE: PROJECT MANAGER

Larissa is an experienced planner and director of large interdisciplinary teams working on complex, multi-stakeholder planning projects, and principal author of numerous award-winning plans. A member of the American Institute of Certified Planners, she was Director of Planning at Goody Clancy before joining Stantec. Larissa has experience as a municipal planner, regional planner, citizen chairperson of a municipal planning board, and advocate, as a founding member of a statewide smart-growth organization. Larissa also has a PhD in Latin American history, specializing in urban and environmental history, and was a history professor at several research universities. Larissa has prepared a wide variety of plans at a range of scales, from comprehensive plans for complex cities to downtown, neighborhood, housing and open space plans. Her work is inherently interdisciplinary, integrating market analysis, economic development, housing, transportation and other infrastructure, resilience and sustainability, as well as land use and urban design.

Registrations

Certified Planner #015721,
American Institute of
Certified Planners

Education

Bachelor of Arts, Magna Cum
Laude, History, Princeton
University, Princeton, New
Jersey, 1972

Doctor of Philosophy, Urban,
Environmental and Latin
American History, University
of Virginia, Charlottesville,
Virginia, 1986

Master of Arts,
Environmental Landscape
Planning and Design, Conway
School of Landscape Design,
Conway, Massachusetts, 1994

Memberships

Member, American Planning
Association

Selected Project Experience

City of New Orleans Master Plan and Comprehensive Zoning Ordinance*, New Orleans, Louisiana: *Project director for the official citywide comprehensive plan and zoning rewrite to provide a 20-year shared framework to take the city beyond Katrina recovery to become a 21st century model of the resilient city. With intensive public outreach and participation, and special focus on creation of policies for a citywide housing framework, economic development, infrastructure, resilience, sustainability, citizen participation structure, and implementation structures.*

City of Corpus Christi Comprehensive Plan, Corpus Christi, Texas: *Project director with responsibility for managing preparation of a new comprehensive plan to guide growth in this port city of over 300,000 people and 460 square miles (of which 155 square miles of land). The city is experiencing rapid job and housing growth for the first time in a generation as a result of the energy economy. Through an extensive digital and face-to-face public engagement program, citizens identified themes for a 20-year vision: permanent diversification of the economy to avoid a boom/bust syndrome; modernization of infrastructure; safe, connected walkable neighborhoods; and good stewardship of the city's unique natural heritage. The public gave feedback on three scenarios and the plan includes goals and strategies to implement preferred elements including focusing public investments within the existing city and slowing growth at the edges; promoting housing and revitalization downtown; promoting compact, walkable, mixed use, urban villages at key locations that are connected to community destinations; investing in workforce development and emerging industries; and protecting natural heritage. Expected adoption in spring 2015.*

City of Birmingham Comprehensive Plan*, Birmingham, Alabama: *Project director and manager for the first comprehensive plan in 50 years for the City of Birmingham, AL. Challenged by 50 years of declining population, neighborhood disinvestment, and the transition from a manufacturing to a service-based, knowledge economy, the city of 210,000 persons in 149 square miles remains the employment, cultural, and entertainment center of a region of over a million people. Through an unprecedented public participation process, community members defined their top priorities—improved public schools, public transit, and neighborhood quality of life (by reducing blight and vacancy). To respond to these concerns and aspirations, the comprehensive plan focuses on linking economic development, education, and workforce development; identifying strategies for transit improvements and transportation alternatives linked to the creation of transit-ready compact, urban villages; and a comprehensive strategy of land banking, redevelopment, and community greening to revitalize neighborhoods and reduce blight.*

Boston's Newest Smart Growth Corridor*, Boston, Massachusetts: *Project director/manager, working with four community development corporations (CDCs), to identify and plan for affordable housing, job opportunities, and green corridor potential to be created by the addition of four stations along the Fairmount Line, an existing commuter rail line. The CDCs have used this plan as their guiding vision in working with state transportation*

* Projects completed at other firms prior to joining Stantec.

officials, foundations, nonprofit funders, and the community to leverage over \$250 million (not including new stations construction) in federal, state, city, foundation, and nonprofit funding for transit oriented development, affordable housing, job-creating local businesses, sustainability projects, and technical assistance.

Shreveport-Caddo 2030 Master Plan*, Caddo Parish, Louisiana: Project director/manager for a 20-year master plan for a total planning area of 300 square miles and 230,000 people including the City of Shreveport, LA. Based on extensive public outreach and participation, the plan focuses on a transition from sprawl to smarter growth through expanding economic opportunity and improving quality of life. The plan includes elements on downtown, waterfront and inner-core revitalization, development of a signature green network with natural stormwater management and urban agriculture, infrastructure investments, and reform of the regulatory system. After adoption, implementation began with hiring of a long-range planner, a rezoning project to create a Unified Development Code, and an area plan for a downtown-adjacent waterfront opportunity site, as recommended in the Master Plan.

Livable Claiborne Communities Plan*, New Orleans, Louisiana: Project manager for the community development, design and resilience elements of a study funded by joint HUD and TIGER federal grants. The project combined a transportation study for much of the Claiborne Avenue corridor (including an elevated expressway) with a community development study for the surrounding neighborhoods. The study focused on how different transportation alternatives for Claiborne Avenue can help support and integrate revitalization initiatives underway in the city of New Orleans while still acting as a major transportation link for the rest of the area. The project was guided by the principles of equity, choice, and sustainability to create a holistic approach to community revitalization and covered seven diverse neighborhoods and a portion of the central business district. Project responsibilities included neighborhood planning, revitalization, and urban design analysis and recommendations, as well as leading sub-task consultant work including economic development, real estate analysis, housing market analysis, and sustainability. Implementation is underway with dedicated city staff leading the Livable Claiborne Communities program.

Tyler 21 Comprehensive Plan*, Tyler, Texas: Project director for a long-term comprehensive plan to shape growth for this rapidly expanding East Texas city of 100,000. Based on an extensive community participation process, the plan emphasizes strategies for balanced growth, linking land use and transportation, and open space connectivity, as well as special-area plans for downtown and low-income neighborhoods.

Miami Parks and Public Spaces Master Plan*, Miami, Florida: Project director/manager for an innovative master plan for parks and public spaces in an era of renewed investment and redevelopment in the City of Miami. Based on an unprecedented program of public participation, the plan creates a linked system that provides aesthetic, recreational and environmental benefits to residents, neighborhoods, the city and the region.

Wellesley Comprehensive Plan*, Wellesley, Massachusetts: Project director/manager for a comprehensive plan process focused on accommodating new housing that is more diverse in type and affordability in commercial areas while preserving character in traditional neighborhoods. Implementation of the plan included new housing based on concept plans in the comprehensive plan.

Nine Massachusetts Comprehensive and Community Development Plans*: Preparation of Comprehensive Plans and state-funded Community Development Plans for nine urban, suburban and semi-rural communities: Brookline, Norwell, Walpole, Cohasset, Ashby, Sharon, Wrentham, Salisbury, and Georgetown.

Hicks-Logan-Sawyer Smart Growth Waterfront District: Vision Plan and Regulatory Strategy*, Bedford, Massachusetts: Project director/manager for a vision plan and zoning strategy for a district of underutilized industrial properties, including historic mills and brownfields, on the waterfront and adjacent to a future commuter rail station in a historic but struggling city. The plan and zoning focus on creation of a smart growth planning framework allowing a mix of residential, commercial, industrial, and recreational uses and improvement of the public realm.

Rebuild Springfield Plan*, Springfield, Massachusetts: Project manager of a tornado rebuilding and revitalization plan for Springfield's downtown and an adjacent, low-income neighborhood (the South End) that were damaged by the 2011 tornado that hit Springfield. This is one of three district plans and a citywide plan prepared as a fast-track project for Rebuild Springfield, a partnership of DevelopSpringfield and the Springfield Redevelopment Authority. The plan's focus is on using the rebuilding process to leverage greater revitalization and ensure that rebuilding will enhance downtown and the South End while advancing city and neighborhood goals for these areas and the city as a whole. The process included community participation; development of an overall planning framework; recommendations for urban design, public realm, connections to the riverfront, and zoning, as well as recommendations for specific sites.

The Vision for Wellesley Hills Square*, Wellesley, Massachusetts: Plan to enhance the commercial district at one of Wellesley's three commuter rail stations including merchant and public participation, and recommendations for an action plan including transportation, circulation, and parking; design; zoning amendments; business mix; and organization and programming. Implementation of the plan has been completed.

Downtown Framingham Economic Development Plan*, Framingham, Massachusetts: Director/manager for a revitalization plan for downtown Framingham including a visioning process and recommendations on land use, organization and management, economic development, physical improvements, and identity and image. The plan recommended multifamily housing (not allowed at the time of the plan), mixed-use developments, streetscape and façade improvements, transportation and parking improvements, and design guidelines. At the time of the plan, the downtown had been revived by Brazilian immigrant businesses and the Portuguese-language skills and Brazilian experience of the consultant team director aided in developing the plan.

* Projects completed at other firms prior to joining Stantec.

Implementation of the plan is ongoing, including mixed use development, redevelopment of key sites, a Main Streets program, and a cultural economic development program.

Upper Harbor Vision Plan*, New Bedford, Massachusetts: *Project manager for a community-based vision plan for the Upper Harbor/Acushnet River area of New Bedford. Based on a community charrette, the plan includes strategies to strengthen Acushnet Avenue as a multicultural commercial corridor, connect the avenue to the river, create rowing or other water-oriented activities, attract new investment to historic mills along the river, and create an Acushnet Riverwalk for public river access. Implementation includes new uses for mill buildings and design of the Riverwalk.*

Plymouth Strategic Action Plan*, Plymouth, Massachusetts: *Project manager for a smarter growth policy framework and strategic action plan, based on the comprehensive plan. The plan focuses on managing growth in sensitive areas while promoting economic development and compact residential growth in the fastest growing municipality in the state. The concise document was designed to communicate effectively with residents who would have to vote on regulations and investments based on the framework that reflected the comprehensive plan.*

Planning and Preparation of Federal Grant Proposals and Documents*: *Experience preparing federal grant documents for communities:*

- Empowerment Zone application, Lawrence, MA
- Renewal Community application, Lawrence, MA (successful)
- Four Continuum of Care applications, Lawrence, MA (resulting in \$3.5 million).
- Environmental Justice Plan, Merrimack Valley Planning Commission, Haverhill, MA
- Regional Sustainability Plan, Northwest Louisiana Council of Governments, LA

South Coast Rail Economic Development and Land Use Corridor Plan*: *Project manager for a regional smart growth plan, covering 31 cities and towns and nearly 900 square miles, linked to planning for a new commuter rail line connecting New Bedford and Fall River with Boston. Individual communities identified preservation areas and development areas, which were then integrated into a regional-level framework. The plan includes identification of opportunities for TOD and job creation; compact growth and open space protection throughout the region; and local and state policy opportunities. The State of Massachusetts is using this plan as a model for state-funded regional infrastructure projects.*

Five State-Approved Open Space and Recreation Plans*: *Project director and manager for state-approved open space and recreation plans in suburban and semi-rural communities: Cohasset, Ipswich, Billerica, Chelmsford, and Dunstable. Cohasset and Ipswich are coastal communities. The Ipswich plan included a rating system to evaluate open space for preservation and acquisition.*

City of Warwick Comprehensive Plan*, Warwick, Rhode Island: *Project director/manager for a comprehensive plan for this coastal suburban city. Warwick hosts the state's major regional commercial malls, its only commercial airport and a commuter rail and AMTRAK station. Including extensive community participation and creation of new GIS data and*

maps, the plan includes strategies to connect green space, to work with the State on sea level rise and other coastal issues and hazards, and to retrofit and improve conventional suburban development patterns through focus on village centers, mixed use redevelopment of strip malls, redesign of the regional commercial center to retain customers by reducing traffic congestion and improving aesthetics, and creation of an innovation district for redevelopment of underutilized older manufacturing sites adjacent to the multi-modal City Centre TOD district. Implementation on village centers, City Centre, and transportation improvements is underway.

Shreveport Choice Neighborhood Initiative Plan*, Shreveport, Louisiana: *Director of a planning team assisting the Allendale-Ledbetter Choice Neighborhood Initiative planning process funded by a federal Department of Housing and Urban Development Choice Neighborhood Initiative grant. The team was responsible for the housing and neighborhood strategies, interactive public workshops, and writing and production of the entire plan. The City and the Housing Authority are submitting an implementation grant proposal for this area.*

Southside/Broad Street Plan*, Providence, Rhode Island: *Director and manager of a commercial district plan for Southside/Broad Street, a Main Street-style organization focusing on Broad Street in South Providence. The planning area stretched from downtown to the city limits, passing through multicultural neighborhoods with many Hispanic small businesses. The plan focused on economic development, design, and physical improvements to the district, including the potential for revitalization of a former theater.*

Jewelry District Concept Plan*, Providence, Rhode Island: *Member of a planning team as a sub-consultant with responsibility for technical reports on the regulatory framework, transportation and parking, and market analysis, and contribution to the overall land use and urban design concept plan. This plan served as the basis for subsequent planning to connect the Jewelry District to downtown when I-195 was relocated.*

Sustainable Rhode Island/RhodeMapRI, State of Rhode Island: *Member of a planning team as a sub-consultant with responsibility for creating criteria and incentives for state-designated compact, walkable growth centers. The work included development of three concept plans for urban, main street style, and suburban potential growth centers, and writing a growth centers report. The federally-funded project is designed to help the Rhode Island State Division of Planning update the state's planning framework with a new economic development program, a new housing plan, and a growth-centers plan to help communities determine where and how future development should occur within their borders.*

Roswell Town Square/Atlanta Street Corridor Study*, Roswell, Georgia: *Project director/manager for a smart growth corridor improvement plan for a historic community outside of Atlanta. Challenges included balancing walkability with significant vehicular traffic, neighborhood revitalization, and improving connectivity within the community's historic heart. Part of the Livable Communities Initiative of the Atlanta Regional Commission.*

* Projects completed at other firms prior to joining Stantec.

Tri-Town Review of the Devens Reuse Plan*: *Director/manager of a project to prepare a 5-year review of the reuse plan for the former Fort Devens military base with recommendations to the three towns where Devens is located and who made an agreement with MassDevelopment on the reuse plan for the base. The plan included residential, industrial, commercial, recreational, and open space uses of the over 9,000-acre property. The review report included analysis and recommendations on residential development, potential school impacts, voting residence issues, environmental remediation, traffic, water supply, and disposition planning.*

* *Projects completed at other firms prior to joining Stantec.*



Steve Kearney | SENIOR ASSOCIATE

ROLE: DEPUTY PROJECT MANAGER

Steve is focused on developing urban revitalization plans at both neighborhood and district levels. Before joining Stantec, Steve was a senior planner at Goody Clancy, where he was the project manager for several HUD Choice Neighborhoods planning efforts and an arts and innovation district plan that was awarded a 2014 APA National Excellence Award. Steve's experience also includes the public sector, where he was the deputy director of planning for the City of Syracuse. While working for the city, he developed a fundamental knowledge of municipal planning and operational issues and gained significant experience in city/regional comprehensive plan development, design guidelines and land use planning, brownfield redevelopment, and effective implementation strategies. Steve most enjoys the aspect of community and stakeholder engagement in his work, highlighted by his exemplary skills in public workshop and meeting facilitation, community engagement and consensus building.

Education

Master of Landscape Architecture, State University of New York, Syracuse, NY, 2005

Bachelor of Arts, English, Skidmore College, Saratoga Springs, NY, 1995

Memberships

Member, Alpha Sigma Lambda National Honor Society

Member, American Planning Association

Selected Project Experience

City of Corpus Christi Comprehensive Plan, Corpus Christi, Texas: *Steve is the project manager for the City of Corpus Christi Comprehensive Plan, Corpus Christi, Texas, which is a city-wide planning effort to guide growth in this port city of over 300,000 people and 460 square miles. Steve has led both stakeholder interviews and public meetings in neighborhoods across the city. He worked with the community to create a shared vision for the city's future and developed recommendations for how Corpus Christi can improve conditions for its homeless residents. The plan, expected to be adopted in the summer of 2015, prioritizes initiatives that include focusing public investments within the existing city and slowing growth at the edges; promoting housing and revitalization downtown; promoting compact, walkable, mixed use, urban villages at key locations that are connected to community destinations; investing in workforce development and emerging industries; and protecting natural heritage.*

Livable Claiborne Communities Plan*, New Orleans, Birmingham Comprehensive Plan*, Birmingham, Alabama: *Established a 20-year policy, strategy and implementation framework that embodied the unique personality, culture and heritage of the city of Birmingham. As Birmingham's first fully comprehensive plan since 1961, it was designed to reflect public participation, and to place Birmingham at the forefront of contemporary city life.*

Near East Side Neighborhood Master Plan*, Columbus, Ohio: *Provided redevelopment and reinvestment master planning to shape a consensus-based investment strategy for an 800-acre urban neighborhood. The neighborhood has served as a major historic center of the African-American community in Columbus.*

East Franklinton Creative Community District Revitalization Plan*, Columbus, Ohio: *Provided a vision and implementation plan for transforming an underutilized 200-acre urban neighborhood adjacent to Columbus's central business district into a residential and commercial area for creative professionals. The plan received a 2013 Congress for the New Urbanism Honorable Mention.*

San Antonio Housing Authority Neighborhood Master Plan*, San Antonio, Texas: *Provided a transformation plan and implementation strategy for the neighborhood. This included planning for the Authority's Wheatley Courts property, which was funded by and adheres to the core goals of HUD's Choice Neighborhoods program.*

New Bern Brownfields Area-Wide Planning Pilot Program*, New Bern, North Carolina: *Provided a revitalization plan for a historically African-American neighborhood that had experienced significant decline. The plan's focus consisted of the development of a community-driven planning framework to advance economic development and job creation, as well as framing both local environmental and public health challenges.*

* Projects completed at other firms prior to joining Stantec.

Baltimore Choice Neighborhood Transformation Plan*, Baltimore, Maryland: *Provided both physical and supportive services/education planning in conjunction with the HUD's Choice Neighborhoods grant program, which aims to transform neighborhoods of concentrated poverty into healthy mixed-income neighborhoods of long-term viability.*

CHASE Planning and Economic Development Strategy*, Washington, DC: *Provided planning for the Congress Heights-Anacostia-St. Elizabeths area of Ward 8 in DC to produce a new vision for future development, especially concerning workforce development, retail/commercial revitalization, redevelopment opportunity sites, affordable housing, and transportation. The project identified a strategy for leveraging public and private investments, as well as gaps and opportunities for future development.*

Church Hill North Neighborhood Stabilization*, Richmond, Virginia: *In conjunction with the Richmond Housing Authority and The Community Builders, this transformation plan addresses the redevelopment of several public housing complexes. The comprehensive plan emphasizes the creation of vibrant, sustainable and connected neighborhoods in a mixed-income, mixed-use community, with the goal of maximizing social and human capital.*

Dayton Mall Area Master Plan, Dayton, Ohio: *Served on the project team for this project which a long-range master plan to transform a successful two-square-mile, car-oriented area around the Dayton Mall into an economically competitive, walkable and identifiable "21st Century Urban Village".*

Birmingham Comprehensive Plan*, Birmingham, Alabama: *Established a 20-year policy, strategy and implementation framework that embodied the unique personality, culture and heritage of the city of Birmingham. As Birmingham's first fully comprehensive plan since 1961, it was designed to reflect public participation, and to place Birmingham at the forefront of contemporary city life.*

DC Streetcar Land Use Study*, Washington, DC: *Identified existing uses, opportunities, and constraints along proposed and alternative streetcar corridors throughout DC. The study included an analysis of economic development opportunities and land use and zoning changes along the proposed corridors. The study won a 2011 Congress for the New Urbanism Charter Award.*

Charles Street Trolley Study*, Baltimore, Maryland: *Examined the land use and economic impacts along a proposed 3.5-mile trolley route. The route would serve as a key connector for prominent institutions, cultural landmarks, residential neighborhoods, employment centers, as well as other existing and planned transit systems.*

Western Avenue Streetscape Guidelines*, Boston, Massachusetts: *Provided design support for the preparation of design guidelines for future reuse and redevelopment of the street edges of Western Avenue in Allston.*

Baltimore Choice Neighborhood Transformation Implementation*, Baltimore, Maryland: *Teamed with The Community Builders to prepare a Choice Neighborhoods Implementation grant application, preparing the Pedestal Gardens community for redevelopment.*

* Projects completed at other firms prior to joining Stantec.



Tamara Roy, LEED AP | PRINCIPAL



ROLE: ADVISOR

Tamara is an architect and urban designer specializing in residential, academic, and mixed use master planning projects at Stantec. Voted one of Boston's Top 50 Power Women in Real Estate, she was the design team leader for the new residence tower at MassArt, described as 'the most interesting high-rise in years' by the Boston Globe. She will become the President of the Boston Society of Architects in 2016. Nicknamed 'the mother of the micro-unit', Tamara became one of the earliest promoters of compact living when she advocated for changing the policy of minimum unit sizes at a 2010 Innovation District housing symposium. Her design portfolio includes luxury, mixed market, and affordable housing, an 'office of the future', academic projects, and a micro-hotel. This experience serves to inform her master planning practice. Tamara received her Bachelor of Architecture from Carnegie-Mellon, and her Masters of Urban Design and Architecture from the Berlage Institute, an international think-tank in Amsterdam, The Netherlands, where she lived in a 300 square foot apartment with her husband and baby.

RELEVANT EXPERIENCE

- » Boston Convention & Exhibition Center, Boston, Massachusetts: *BCEC Phase I expansion, hotels, parking garages, open space.*
- » Riverside Station Master Plan, Newton, Massachusetts: *625,000 sf Mixed-use development.*
- » Seaport Square Master Plan, Boston, Massachusetts:
 - *Residential - 2,500 units*
 - *Office - 1,500,000 sf*
 - *Parking - 6,500 cars*
 - *Hotel - 700-keys*
 - *Retail/Restaurant - 1,250,000 sf*
 - *Open Space - 2 acres*



Drew Leff | PRINCIPAL



ROLE: ADVISOR

With more than 40 years planning, developing, and managing various real estate and economic development projects, Drew effectively bridges the private, institutional, and governmental sectors. In 1989 Drew formed his own consulting and development practice to carry out development consulting assignments around the world. His work involved the development and expansion of numerous university-related research parks, redevelopment of historic properties, and planning the reuse and disposition of numerous surplus properties and dormant public facilities. He has also consulted with numerous government agencies and institutions in assessing, planning, and advising them on their real estate and economic development needs. In 2000, he formed GLC Development Resources LLC with Carol Gladstone and George Cole, which joined with Stantec in 2013.

RELEVANT EXPERIENCE

- » Massachusetts State Police - Strategic Facilities Plan and 10-year Implementation Plan*, Various, Massachusetts: *Provided strategic direction and a capital investment plan for real estate assets to inform development of the Massachusetts State Police's strategic facilities plan.*
- » Massachusetts Highway Department - Asset Management Plan*, Various (Eastern), Massachusetts: *Determined feasibility and development potential of potentially-surplus non-highway property.*
- » City of Chelsea - Economic Development Planning, Eastern Industrial Park*, Chelsea, Massachusetts
- » City of Everett - Lower Broadway District Master Plan and Implementation Strategy*, Everett, Massachusetts

* Projects completed at other firms prior to joining Stantec.



Joe Geller, RLA, FASLA | VICE PRESIDENT



ROLE: ADVISOR

Joe has been involved in all aspects of project management, site master planning, and design. His work with architects, developers, and institutions has provided him with insight and knowledge of the overall design process, as well as, a strong understanding of site and planning issues. Joe enjoys the strategic aspect of the planning, permitting, and entitlement process and has led successful efforts for many complex projects. Prior to joining Stantec Joe was the President and CEO of the landscape architectural firm Geller DeVellis which he started in 1983. His current role at Stantec is Practice Leader for Landscape Architecture and Regional Leader for New England.

RELEVANT EXPERIENCE

- » Boston College Master Plan, Chestnut Hill and Newton, Massachusetts: *Provided guidelines for circulation, planting, furnishings, signage and lighting in order to provide a consistent character throughout the campus. Design recommendations for the critical areas of the Campus were also developed and the construction costs of proposed improvements were calculated.*
- » Ontario Urban Expansion Visioning, Ottawa, Canada: *Facilitated a visioning session and follow up graphic image development of 6,295 hectares in Southwest Ottawa, Canada. The visioning session included a three day charrette with the client, selected stakeholders, and a graphic specialist. The session built consent between the participants and set a vision for the client. Sketches in 2-D and 3-D were produced.*
- » Arcade Meadows, Athens, Georgia: *Provided planning and design of a new community on 1600 acres northwest of Athens, GA. The project included almost 5,000 residential units, two elementary schools, and a large commercial area. The design plan resulted from overlaying a network of streets over the resource network on site. A village center was located on the largest pond on site and is the major focal point of the new development.*



Jeff Sauser | PLANNER



ROLE: URBAN PLANNER/DESIGNER

Jeff is a planner and urban designer whose work centers on the relationships between markets, community, sustainability, and urban form. Jeff has played a central role on a range of design and planning projects in cities and suburbs across the country, with particular focus on creating compact, walkable, mixed-use redevelopment in transitioning neighborhoods and emerging communities. His experience includes large-scale comprehensive plans, downtown master plans, brownfield plans and neighborhood revitalization plans, as well as landscape and urban design projects. The range of scope in his projects reflects what he loves most about the field of planning: the ability to work with professionals across a broad range of disciplines, and the guarantee of learning something new every day.

RELEVANT EXPERIENCE

- » Union Square Development, Somerville, Massachusetts: *Served as an urban planner and designer responsible for urban design development, community engagement and GIS analysis. The project involves creating a plan for transit oriented development in conjunction with a new transit connection to Union Square.*
- » Livable Claiborne Communities*, New Orleans, Louisiana: *Responsibilities include neighborhood planning, revitalization, and urban design analysis and recommendations as well as leading sub-task consultant work including economic development, real estate analysis, housing market analysis, and sustainability.*
- » City of Birmingham Comprehensive Plan*, Birmingham, Alabama: *Guided by an overall vision that embodies the unique personality, culture, and heritage of the community, this planning process establishes a 20-year policy, strategic, and implementation framework to make Birmingham a model for 21st century city life.*

* Projects completed at other firms prior to joining Stantec.



Nels Nelson | PLANNER



ROLE: URBAN PLANNER

Nels is passionate about helping cities and towns become happier, healthier, and more resilient. Nels is able to optimize and find synergy between factors that influence the development of urban places, including quality of life, resilience, and economic development. He has unique experience working with smart urban systems, closing energy and material cycles. After earning his master's degree in environmental management and technology in The Netherlands, Nels has kept close ties to academia, developing curricula for and teaching at Wageningen University, the Rotterdam Academy of Architecture, and the Royal Academy of Art. As a Fulbright Fellow from 2011-2013, he has managed green infrastructure projects with the city of Addis Ababa City and the United Nations Development Program.

RELEVANT EXPERIENCE

- » Union Square Redevelopment Plan, Somerville, Massachusetts: *Planner for a transformative new chapter of Union Square; a mixed-use, urban infill, transit-oriented, walkable, bikeable, high-design-quality public space.*
- » Burlington Comprehensive Master Plan Phase I*, Burlington, Massachusetts: *Planner working with the town planners to create a new comprehensive master plan, including charrettes, public input, visual preference surveys, online stakeholder interaction, land use analysis, existing conditions analysis, open space analysis, and project branding.*
- » Bridgewater Downtown Revitalization Plan*, Bridgewater, Massachusetts: *The design concept proposes an improved streetscape, pedestrian and bicycle facilities, enhanced parking, and a Central Square intersection redesign that reclaims the area for civic uses by restoring two-way traffic, making the center safer for bicycles and pedestrians, and introducing a shared-space, local street. The plan also lays out better pedestrian links to Bridgewater State University.*



Alfredo Landaeta, LEED AP | SENIOR ASSOCIATE

ROLE: URBAN DESIGNER

With over 20 years of professional experience in Architecture, Planning and Urban Design, Alfredo has led or contributed to a broad assortment of projects across Canada, the Middle East, Asia, India and South America. From complex renovations of historical buildings to expansive and complex new city scale developments his extensive portfolio of work exemplifies his capacity to take on projects of all sizes and scopes ensuring that each project captures a strong vision rooted in the context and culture of the place.

RELEVANT EXPERIENCE

- » Union Square Redevelopment Plan, Somerville, Massachusetts: *Urban Design Lead and Design Project Manager for an ambitious redevelopment project of 2.3 million square feet of employment and residential uses.*
- » Thu Thiem Tien Phuoc Empire City 1:500 Master Plan*, HCMC, Vietnam: *A signature development in Ho Chi Minh City new growth center located across the river from the old CBD, the project reviewed and developed a concept Master Plan by Sasaki into a Detailed Master Plan stage.*
- » Ciudad Santa Barbara Retail Master Plan*, Palimra, Colombia: *The project's main objectives were the assessment of the viability of the retail component included in the podium of the residential buildings, the formulation of detailed Design Guidelines for its implementation, the integration of the new retail with an existing regional shopping mall located across the street and the formulation of recommendations for the expansion of the existent shopping mall.*
- » RAD Front and Wellington Competition*, Toronto, Canada: *A private competition for a new office tower in Toronto, the Design Team supported the architecture team in commenting on the original Master Plan and developing an Urban Design narrative for the insertion of the new tower.*

* Projects completed at other firms prior to joining Stantec.



Wei Jin, LEED AP | URBAN DESIGNER



ROLE: URBAN DESIGNER

Wei has experience on a wide range of architectural and urban design projects, ranging from campus planning and mixed-use development to residential planning and housing design. Her strong design skills and environmental sensitivities integrate physical design solutions with social aspects and natural systems. Wei has five years of professional experience in China as an architect working on projects from office buildings to residential complexes. She has also worked as the main designer on urban design projects in South Korea and Mexico.

RELEVANT EXPERIENCE

- » Near East Side Neighborhood Plan*, Columbus, Ohio: *Provided redevelopment and reinvestment master planning to shape a consensus-based investment strategy for an 800-acre urban neighborhood. The neighborhood has served as a major historic center of the African-American community in Columbus.*
- » East Franklinton Creative Community District Revitalization Plan*, Columbus, Ohio: *Provided a vision and implementation plan for transforming an underutilized 200-acre urban neighborhood adjacent to Columbus's central business district into a residential and commercial area for creative professionals.*
- » City of New Orleans Master Plan and Comprehensive Zoning Ordinance*, New Orleans, Louisiana: *Created a citywide comprehensive plan and zoning revision to provide a 20-year shared framework for going beyond Katrina recovery to create a resilient city. Developed on a rapid schedule, with intensive public outreach and participation, this planning effort placed special focus on creation of a citywide housing policy, an economic development plan, a flood-hazard and sustainability plan, citizen participation structure, and implementation plans.*



Chuck Lounsberry | SENIOR ASSOCIATE



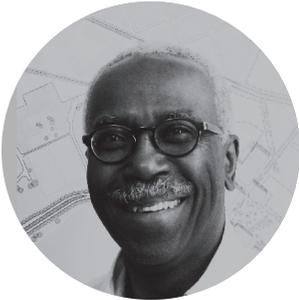
ROLE: DESIGN VISUALIZATION

Chuck has spearheaded the integration of computer visualization as an indispensable component of the design process at Stantec. Use of computer-rendered imagery has proven invaluable in enhancing clients' understanding of the firm's design proposals. It was the capabilities and scope of Chuck's work that led to the establishment of a new division within his previous company, Geller Graphics. For the ultimate realism in representation, Chuck imports rendered 3D models into photographs of existing site conditions to create a photo simulation which shows exactly what the proposed design will look like. Chuck brings a diversified experience in computer graphics and landscape architecture to help site designers communicate more effectively with clients, and to facilitate consensus-building inherent in the design process.

RELEVANT EXPERIENCE

- » West Five, London, Ontario: *Provided graphics for a new community, shifting the paradigm away from single-family homes and strip malls to a place with mixed-use and transit that reduced traffic impacts and promoted a healthy lifestyle.*
- » Union Square Redevelopment Plan, Somerville, Massachusetts: *Working closely with the city and our client, to create of a plan to add more than 2,200,000 SF of architecturally distinguished, walkable, mixed-use development around a new transit station that opens in 2018.*

* Projects completed at other firms prior to joining Stantec.



David Lee, FAIA | URBAN DESIGNER



ROLE: LAND USE/DESIGN/PLACEMAKING

David is an architect with experience in master planning and an expert in urban planning. He served as President of the Boston Society of Architects in 1992, and was the recipient of the Boston Society of Architects' Year 2000 Award of Honor. In 2007, David was one of three American design resource persons invited to present at the National Endowment for the Arts and Conference of Mayor's inaugural International Mayor's Institute in Warsaw, Poland. He lectures throughout the country, and serves on numerous professional panels and juries including the Congress of New Urbanism's 2012 National Awards Jury.

RELEVANT EXPERIENCE

- » David's architectural projects include the Savin Hill MBTA Transit Station, the John D. O'Bryant African American Institute at Northeastern University, Morning Star Baptist Church and the design of the Oakwood Shores Terrace Apartments (recently completed) in Chicago, Illinois. Also completed under his direction is phase one of the award winning "Houses at Dutch Point" in Hartford, Connecticut where he led the master planning, schematic design and design development phases for this 202 unit mixed income development.
- » David's planning and urban design projects include master plans for the Renaissance Pointe neighborhood in Fort Wayne, Indiana, and Pittsburgh's Hill District. He also led S+L's consulting urban design role in the recent update of the comprehensive plan for Mount Vernon, New York
- » Current projects under his direction include an expansion plan for UMass Boston utilizing the former Bayside Exposition site on Columbia Point, a new MBTA transit station at Boston College, new MassDOT rail stations at Northampton and Greenfield, MA and the development of urban design and architectural concepts for multiple sites under a HUD Choice Neighborhoods Planning Grant for the Opa-Locka Community Development Corporation in Opa-Locka, Florida.



Kevin Benjamin, RA

ROLE: LAND USE/DESIGN

Kevin is an accomplished designer who has played a significant role in a number of award winning S+L projects. He has experience in a wide range of building types including multi-family housing, commercial and institutional projects and the design of transportation facilities.

RELEVANT EXPERIENCE

- » Heilmann/Priest Schools, Detroit, Michigan: *Project Architect for two 750-student elementary schools for the Detroit Public School System.*
- » John D. O'Bryant African-American Institute: *Project Designer of an award-winning 15,000 sf. academic and cultural facility.*
- » Freedom House, Dorchester, Massachusetts: *Schematic design for the ultimate demolition and replacement of a venerable community services and educational facility.*



Thomas Maistros, RA

ROLE: LAND USE/DESIGN

Thomas is a practicing architect, urban designer and development consultant with specific expertise in the public approvals processes and environmental and design review. He has 14 years experience with the Boston Redevelopment Authority as a senior project manager/urban designer.

RELEVANT EXPERIENCE

- » Jackson Square Master Plan, Boston, Massachusetts
- » UMass Boston Bayside Exposition Center Planning Process, Boston, Massachusetts
- » New Orleans Rebuilding Plan, Lower Ninth Ward/Holy Cross, New Orleans, Louisiana
- » Northwest One Neighborhood Plan, Washington, DC
- » Gerrish Avenue/ Bellingham Street Neighborhood Action Plan, Chelsea, Massachusetts



Nancy Farrell | CHIEF EXECUTIVE OFFICER



ROLE: PUBLIC ENGAGEMENT

Nancy has developed and managed civic engagement programs, events, strategic campaigns, media and public affairs for Regina Villa Associates (RVA) since 1982. She has more than 30 years of experience directing legislative, public interest and public health campaigns. She has developed and managed public information and public participation programs and social marketing campaigns for public health, transportation, water and wastewater, emergency preparedness, remediation, highway and siting projects. Nancy provides strategic planning, facilitation, event management and media services. She is a senior team leader on a number of projects for the Commonwealth of Massachusetts.

RELEVANT EXPERIENCE

- » Civic engagement team leader for a variety of MassDOT projects, including the South Station Expansion Project. Tasks include serving as the discipline manager for public outreach; producing project civic engagement materials, including PowerPoint presentation templates and fact sheets, website and social marketing outreach, and tracking issues; and managing project staff. Principal for the Whittier Bridge, Longfellow Bridge and Route 79/Braga Bridge Accelerated Bridge Projects.
- » Manager of civic engagement for the South Coast Rail Project for the MBTA. Manage public outreach; produce civic engagement materials, including fact sheets, website materials and updates; and manage correspondence and public issue tracking. RVA organizes special events for the project, including public meetings and public hearings; dedications and groundbreakings; and also developed a roving project exhibit.
- » Managed public involvement for the South Boston Sustainable Transportation study for the City of Boston, Massachusetts Convention and Exhibition Center, MassPort and MassDOT, which is being managed by A Better City. Coordinating outreach to business, neighborhood and employee groups in the study area, including a focus on Title VI populations.



Regan Checchio | VICE PRESIDENT FOR PUBLIC AFFAIRS

ROLE: PUBLIC ENGAGEMENT

Regan has been managing and staffing civic engagement and public affairs projects for Regina Villa Associates (RVA) since 2000. Regan also manages many of RVA's public health and emergency preparedness projects and conferences. She works closely with municipal, state and federal agencies, including the Massachusetts Department of Transportation, Massachusetts Department of Public Health and the U.S. Department of Health and Human Services Office on Women's Health.

RELEVANT EXPERIENCE

- » Supporting South Station Expansion project on behalf of MassDOT. Tasks involve organizing and staffing media; developing social media calendar and content; producing media releases, email updates and display ads for the project; providing meeting summaries and website updates. Beginning work on the Program for Mass Transportation with MassDOT Planning.
- » Supported the South Boston Waterfront Sustainable Transportation Plan on behalf for the City of Boston, Massachusetts Convention and Exhibition Center, MassPort and MassDOT, which was managed by A Better City. Tasks involved organizing and staffing community meetings and developing an online survey in multiple languages to assess travel patterns of hospitality workers in the area.
- » Supporting the Green Line Extension project on behalf of MassDOT and the MBTA. Tasks involve organizing and staffing Working Group and public meetings; producing fact sheets; and providing media summaries.



Donna Gittens | PRINCIPAL



ROLE: PUBLIC ENGAGEMENT

Donna is inspired by building connections and directing marketing initiatives. Donna's public sector experience includes working with the Massachusetts Department of Health, the University of Massachusetts at Dartmouth and Boston and the Medical School in Worcester, Commonwealth Medicine, the Department of Transitional Assistance, the office of the Mayor of Boston, the Boston Public Health Commission, the Franklin Regional Council of Governments and Western Regional Homeland Security Advisory Council. She has provided strategic communications and marketing plan creation, implementation, research, branding, event planning and management, collateral development, media product development, and evaluation services. Donna has holds an MBA from Northeastern University and an Honorary Doctorate of Letters from Elms College, Springfield, Mass.

RELEVANT EXPERIENCE

- » The Boston Foundation's StreetSafe Boston: *MORE developed an identity system, a comprehensive marketing/PR strategy, and a collateral package with a three-tiered approach centered around:*
 - Outreach to young adults, street workers and service providers
 - Awareness of the program in the community and across the country
 - Strategic and consistent fundraising initiatives
- » "Ask MOVA" campaign: *Working with Massachusetts Office for Victim Assistance (MOVA), MORE developed a marketing strategy that includes broad outreach and education about the social, emotional, and legal impacts of trauma and violence. The MORE strategy encompasses research among survivors and first responders, branding, key messaging developing, spokesperson recruitment, a multi-channel paid media campaign, social media, Facebook ads, Twitter ads, Google ads, video production, PR, and launch event materials.*



Colby Brown, AICP, PTP | PRINCIPAL



ROLE: LAND USE/URBAN DESIGN/PLACEMAKING

Colby specializes in the development and application of forecast modeling systems to support strategic transportation and land use planning and investment decisions. He is an internationally recognized technical expert in the Cube software platform, and has been involved with every major implementation of Cube Land in the United States. Using the innovative bid-rent framework on which this software is based, Colby has developed integrated land use models for cities such as Boston, Minneapolis, Los Angeles, Louisville, and Bakersfield. In addition, he is an accomplished transportation planner who has developed advanced models for high-speed rail ridership forecasting, evacuation and disaster response management, traffic impact analysis, and toll revenue projections.

RELEVANT EXPERIENCE

- » Boston Region Cube Land Model Development: *Developed a Cube Land socio-economic land use forecasting model for the Boston Region. This model is designed to integrate with the TransCAD travel demand model maintained by Central Transportation Planning Staff (CTPS) and support housing and economic development policy analysis by the Metropolitan Area Planning Council (MAPC).*
- » Twin Cities Metropolitan Council Cube Land Model Development: *Led a team that developed a socioeconomic land use allocation forecasting model for the Twin Cities of Minneapolis and St. Paul, Minnesota based upon the Cube Land framework.*
- » COMPASS Cube Land Model Evaluation and Data Needs: *Colby is assisting Urban Planning International in providing an evaluation of agency readiness to implement Cube Land software in Boise, Idaho, including data requirements and staff resources.*



Patrick Field | FOUNDER



ROLE: PUBLIC ENGAGEMENT

Patrick is the leader of the Consensus Building Institute, an internationally regarded provider of facilitation, mediation, training and research in conflict resolution and change management. He is a nationally recognized mediator, facilitator and trainer who has helped thousands of diverse stakeholders address land use, natural resource, and environmental challenges.

RELEVANT EXPERIENCE

- » Site Planning for Communities with Closing Coal-Fired Coal Plants, Somerset and Holyoke, Massachusetts: *Working with a team of economic, design, and environmental experts, led the engagement process for two communities seeking to identify conceptual planning options for the reuse of two sites, until recently, long-term, coal fired generating plants with significant contributions to the towns' tax bases.*
- » Boston Redevelopment Authority District-Scale Sustainability Initiative, Boston, Massachusetts: *Project lead for an assessment of interest in and potential commitment among developers, tenants, owners, agencies and districts to a district-scale sustainability initiative in the Innovation District (South Boston).*
- » Plan Eastern Tennessee and One STL, Knoxville, Tennessee and St. Louis, Missouri, *Worked with core partners on the regional sustainability initiative as HUD-grant funding came to an end to help build long-term collaboration. Work included scoping issues and challenges, working with leadership teams, conducting an extensive process assessment through interviews, developing and facilitating a region-wide collaboration summit, and producing final reports and recommendations.*
- » Blueprint Columbus, Columbus, Ohio: *Facilitator and senior advisor to a two-year intensive public engagement process to test the feasibility of a alternative, distributed approach to addressing wet weather sanitary sewer overflows and storm water management throughout the City.*



Carri Hulet

ROLE: PUBLIC ENGAGEMENT

Carri has fifteen years of professional experience in project management, including nine as a mediator and facilitator. She has led teams or worked on projects with high conflict around transportation, water, and energy infrastructure, and facilitated planning processes in wastewater, stormwater, and climate adaptation.

RELEVANT EXPERIENCE

- » Greater Boston Bus Rapid Transit Study Group: *Co-facilitator for a study group to assess the technical and political feasibility for high standard BRT in the Greater Boston Area.*
- » Regional Wastewater Management on Cape Cod, 2013-present. *Facilitator for three multi-stakeholder groups working to help the Cape Cod Commission develop watershed-based solutions to the region's water quality issues.*



Ona Ferguson

ROLE: PUBLIC ENGAGEMENT

Ona is a Senior Associate at the Consensus Building Institute (CBI), a not-for-profit organization, providing mediation and dispute system design services to public and private clients worldwide. Her experience includes land use, climate change, coastal and estuary management, Superfund, and organizational and strategic planning.

RELEVANT EXPERIENCE

- » Cambridge Climate Change Vulnerability Assessment, Cambridge, Massachusetts: *Lead facilitator for a two-year technical vulnerability assessment being completed by climate scientists, engineers and public health experts for the city of Cambridge, Massachusetts.*
- » Public Workshops on New England's Regional Ocean Planning.
- » Public Workshops on New England's Regional Ocean Planning.



Höweler + Yoon Architecture

Meejin Yoon, AIA, FAAR | PRINCIPAL

ROLE: LAND USE/DESIGN/PLACEMAKING

Meejin is an award-winning architect and a principal at Höweler + Yoon Architecture LLP. She also is a department head and a professor at MIT. She earned her Bachelors of Architecture at Cornell University, and earned her Masters of Architecture in Urban Design with Distinction at Harvard Graduate School of Design.

RELEVANT EXPERIENCE

- » Skycourts, Chengdu, China: *Exhibition Hall and Cultural Campus -60,000 sq. ft. building organized around central courtyards. Brickwork used as wayfinding device.*
- » White Noise White Light, Athens, Greece, 2004 Athens Olympics:
 - *Interactive Installation at the plaza entry of the Acropolis*
 - *Inserted a luminous interactive sound-scape and land-scape*
 - *Light pole and sound device responds to movement of passing-by people.*
- » Collier Memorial, MIT, Cambridge, Massachusetts:
 - *Permanent memorial space*
 - *Space creates a passage, a marker, and an aperture that reframes the site*
 - *New digital fabrication methods and traditional stone masonry techniques*



Höweler + Yoon Architecture

Eric Howler, AIA, LEED AP | PRINCIPAL

ROLE: LAND USE/DESIGN/PLACEMAKING

Eric is an award-winning architect and a principal at Höweler + Yoon Architecture LLP. He also is an assistant professor at Harvard Graduate School of Design. He earned both his Bachelors of Architecture and Masters of Architecture at Cornell University.

RELEVANT EXPERIENCE

- » Lincoln Center Public Spaces, New York, New York:
 - *Renovation of campus public spaces and 55,000 sf expansion of Julliard School of Music*
 - *Insert and upgrade programs while respecting original architecture*
- » Institute of Contemporary Art, Boston, Massachusetts:
 - *Digital devices performs curatorship of site*
 - *Intricately engaged with public realm - "Ribbon" surface of building interprets waterfront construction of new boardwalk*
- » Harvard Science Center Plaza, Cambridge, Massachusetts:
 - *Fosters greater sense of community*
 - *Programatically flexible hardscape -Integrates technology into interactive reading devices*



Chris Reed, RLA | PRINCIPAL



ROLE: LAND USE/DESIGN/PLACEMAKING

Chris is the founding principal of Stoss. His innovative, hybridized approach to public space has been recognized internationally, and he has been invited to participate in competitions and installations in the United States, Canada, Europe, Israel, the Middle East, Taiwan, and China. Reed's research interests include the impact of ecological sciences on design thinking, and city-making strategies informed by landscape systems and dynamics; he is co-editor of an upcoming volume of research and drawing titled Projective Ecologies. Reed received a Master in Landscape Architecture from the University of Pennsylvania and an AB in Urban Studies from Harvard College. He is currently Associate Professor in Practice of Landscape Architecture at the Harvard University Graduate School of Design.

RELEVANT EXPERIENCE

- » The Grove at University of Michigan, Ann Arbor, Michigan
- » Jack Layton Ferry Terminal and Harbour Square Park, Toronto, Ontario, Canada
- » 11th Street Bridge Park, Washington, DC
- » Dallas Trinity Riverfront, Dallas, Texas
- » The Plaza at Harvard, Cambridge, Massachusetts
- » Movement on Main: Light Play! Syracuse, New York
- » Erie Street Plaza, Milwaukee, Wisconsin
- » Fox River and The CityDeck, Green Bay, Wisconsin



Amy Whitesides

ROLE: LAND USE/DESIGN

Amy is an Associate at Stoss where she brings her background in landscape architecture, ecology and biology to projects across a wide range of scales. In addition to her work at Stoss, Amy is a lecturer at University of Toronto Daniels School of Architecture where she teaches history and theory with a focus on topics of contemporary landscape architecture.

RELEVANT EXPERIENCE

- » The Grove at University of Michigan, Ann Arbor, Michigan
- » Jack Layton Ferry Terminal and Harbour Square Park, Toronto, Ontario, Canada
- » Sugar Hill Arts District Master Plan, Detroit, Michigan
- » MIT Northwest Planning Study, Cambridge, Massachusetts
- » 11th Street Bridge Park, Washington, DC
- » Dallas Trinity Riverfront, Dallas, Texas



Scott Bishop, RLA

ROLE: LAND USE/DESIGN

Scott is a Principal at Stoss, a registered landscape architect and a human ecologist. Scott is the Distinguished Practice & Scholarship Lecturer in Urban Landscape at the Northeastern University School of Architecture, the Resident Expert at the Harvard Center for Green Buildings and Cities and was recently the Cejas Eminent Scholar at Florida International University.

RELEVANT EXPERIENCE

- » The Grove at University of Michigan, Ann Arbor, Michigan
- » Jack Layton Ferry Terminal and Harbour Square Park, Toronto, Ontario, Canada
- » 11th Street Bridge Park, Washington, DC
- » Dallas Trinity Riverfront, Dallas, Texas
- » The Plaza at Harvard, Cambridge, Massachusetts
- » Movement on Main: Light Play!, Syracuse, New York



Chris Haller | PROJECT MANAGER



ROLE: PUBLIC ENGAGEMENT

Chris is a nationally-recognized User Experience designer and Online Engagement strategist, with a broad background in local government, urban and regional planning and communication technologies. These skills, combined with many years of experience in consulting for urban planning projects, are what brings Urban Interactive Studio's mission – to give people a voice in shaping the future of their communities – to life. In April 2011 he was named one of the Top 25 thinkers in Urban Planning Technology by the urban planning magazine Planetizen. As UIS' founder, Chris is closely involved in the day-to-day development of interactive Web and mobile applications, especially our EngagingPlans public engagement platform. He designs effective online engagement projects and Social Media strategies for clients, and provides related training when needed. Chris is also founder and publisher of the EngagingCities online magazine, where he writes about trends in Urban Planning and Public Involvement.

RELEVANT EXPERIENCE

- » Statewide Transportation Plan Update, GDOT: *Project to develop a web simulator to collect feedback on the proposed budget by citizens and stakeholders. Features unique engagement features and an intuitive user interface. Project manager leading a 4 person development and design team.*
- » Imagine Central Arkansas, Little Rock, Arkansas: *Interactive online public engagement website for a regional transportation plan update. Features a range of unique public engagement tools, from a treasured places mapping activity, to interactive plan document to educate and engage the public in a fun and playful way. Project manager leading a 4 person development and design team.*
- » Budget Tool, SLOCOG: *Developed a budget simulator to collect feedback on the proposed transportation budget by citizens and stakeholders. Features unique engagement features and an intuitive user interface. Project manager leading a 3 person development and design team.*



Fritz Clauson

ROLE: PUBLIC ENGAGEMENT

Fritz is a planner with a passion for using new technologies to make planning more accessible and relevant to the public. He combines digital public engagement and collaboration skills with a keen eye for user experience and design to deliver projects that help connect people to the issues that affect them most and foster informed decision-making in public initiatives.

RELEVANT EXPERIENCE

- » Regional Transportation Plan, SEWRPC: *Developed a scenario planning application to collect feedback on growth and transportation scenarios.*
- » Manhattan Area 2035, Manhattan, Kansas: *Regional growth initiative, including design and implementation of a "Plan Check-Up" app for an older 2003 document.*



Leandro Incetta

ROLE: PUBLIC ENGAGEMENT

Leandro is passionate about finding ways to improve communications and empathy through design. His collaborations with cross-functional teams dispersed around the globe give him unique insight into how design can bridge cultural gaps. Leandro has specialized in design for websites and apps since 2008.

RELEVANT EXPERIENCE

- » Memphis Fairgrounds, Memphis Tennessee: *Created graphics and intuitive user interfaces for an ideation app to collect feedback on the different ways the old Fairgrounds could be reused.*
- » ABC-Z Zoning Code and Comprehensive Plan Update, Albuquerque, New Mexico: *Custom EngagingPlans design and user interface elements for Comprehensive Plan update and new Zoning Code.*



Jeff Speck, AICP, CNU-A, LEED AP

ROLE: LAND USE/URBAN DESIGN/PLACEMAKING

Jeff is a city planner and urban designer who, through writing, public service, and built work, advocates internationally for smart growth and sustainable design. He leads Speck & Associates, a private consultancy offering design and advisory services to North American municipalities and the real-estate development industry. As Director of Design at the National Endowment for the Arts from 2003 through 2007, Jeff oversaw the Mayors' Institute on City Design and created the Governors' Institute on Community Design.

RELEVANT EXPERIENCE

- » Downtown Evolution Plan, Lowell, Massachusetts: *Completed in 2010, this plan rationalizes a convoluted street network, introduces cycle facilities, and proposes a broad range of short-, mid-, and long-term infill projects, some already complete. The proposed comprehensive reversion of downtown streets from one-way to two-way has recently been funded.*
- » Downtown Village Master Plan, Ada Township, Michigan: *Nearing completion, this plan includes the restriping of all thoroughfares in the downtown to better support walking and biking, the creation of a central public green, the introduction of several new thoroughfares connecting the Village to MI-21 and to its riverfront, the reconfiguration of a conventional strip shopping center, and the design of a new residential hamlet on adjacent property.*
- » Urban And Suburban Infill Plans: *Aside from downtown plans, the majority of Speck & Associates' master planning work consists of projects for neighborhoods, districts, and corridors within cities and suburbs. Recent efforts of this type include plans and design codes for three large districts in Carmel, Indiana—Midtown, Merchants' Square, and Grammercy—as well as a proposals for several key corridors in downtown Grand Rapids, Michigan.*

#42 Exhibit C: Similar Project Experience

Stantec Core Team Member Experience

A Plan for the 21st-century: New Orleans 2030

New Orleans, Louisiana

www.nola.gov/city-planning/master-plan

Three years after Hurricane Katrina, the New Orleans City Planning Commission chose a team led by planners now at Stantec to prepare a citywide master plan and a new comprehensive zoning ordinance. The resulting plan was adopted by the planning commission and the City Council in 2010, and a zoning revision consistent with the master plan is nearing completion. Many plan recommendations have been implemented.

While reflecting the many layers of recovery planning in which residents had already invested considerable effort, the citywide master plan goes beyond recovery to lay out a vision of livability, opportunity, and sustainability over 20 years for the city's physical development and its social, economic, and environmental future. An extensive public participation program included citywide public forums, district meetings, open houses, working groups, and numerous meetings with neighborhood groups and other organizations. Implementation began in 2010.



Livability

The plan focuses on reviving and sustaining vibrant and walkable neighborhoods; historic and cultural preservation that supports community; new neighborhood centers at transit hubs; and green infrastructure, parks, and greenways. Strategies include a comprehensive blight eradication; public improvements tailored to neighborhood conditions; and preservation and provision of decent housing for residents of all incomes.

Opportunity

The plan envisions a prosperous city with an entrepreneurial edge through the alignment of job training and jobs for all skill levels, a dynamic small business base, and 24-hour activity that supports the downtown's role as an economic driver. Strategies include business-school partnerships; a comprehensive one-stop shop for business permitting and assistance; and rewriting regulations to facilitate adaptive reuse in downtown.

Sustainability

Measures rely on a multiple lines of defense in the face of sea-level rise; transportation choices; a "green" agenda of environmental innovation; and, cost-effective public facilities and services. Strategies include creation of a department of environmental affairs; studies of new approaches to managing water, such as polder and canal systems; enhanced pedestrian and bicycle conditions; and a range of energy-efficiency, green building, and urban agriculture activities.

Two of the most important components of the associated comprehensive zoning ordinance are the incorporation of "place-making" standards and development regulations that further the city's resiliency, to rebuild New Orleans in its established character as a sustainable city.



2011, National Planning Achievement Award for a Hard-Won Victory, American Planning Association
2011, Outstanding Large-Jurisdiction Plan, APA Louisiana Chapter

Members of our project team completed this work while employed at Goody Clancy.





Livable Claiborne Communities Study

New Orleans, Louisiana

http://www.nola.gov/livable-claiborne-communities/9_lcc-study_-final-report/

Funded by grants from the U.S. departments of Housing & Urban Development and Transportation, this study combined an analysis of transportation alternatives and a community-revitalization plan for a five-square-mile area of New Orleans bisected by Claiborne Avenue. Members of the Stantec team for the Houston Third Ward project were responsible for the land use and community-revitalization elements and transportation consultants Kittelson & Associates led the transportation study, including a member of the Stantec team.

The planning study explored how the area might support revitalization and integrate multiple initiatives and investments, including construction of two new hospitals and the redevelopment of four public housing developments, while continuing to serve as transportation link for the entire region. Study-area neighborhoods played a central role in shaping New Orleans' distinctive cultural traditions and its strong sense of place. Linking neighborhood residents to jobs in the new hospitals and local businesses to vendor opportunities, as well as creation of stable, mixed-income neighborhoods, was central to the vision for revitalization with equitable growth. Our team prepared market analyses and studies of workforce development, cultural identity and economy, and green infrastructure designed to mitigate

chronic flooding. We created land-use and development scenarios for mixed-use corridors, with a heavy emphasis on infill redevelopment. Other products included projections of tax revenues and new jobs and urban design guidelines designed to reinforce sense of place.

The transportation study examined the alternatives for the 1-10 viaduct above Claiborne Avenue. Built in the late 1960s, the viaduct divided the historic neighborhoods of Tremé and the Seventh Ward from the French Quarter, destroying a landscaped boulevard and triggering the decline of a thriving African-American commercial district along Claiborne. Alternatives studied ranged from repairing the viaduct to replacing it with a landscaped boulevard that could serve vehicles, bicyclists, and pedestrians and streetcar service.

In mid- 2012, the City appointed a director for a new Livable Claiborne Communities Initiative to coordinate and implement the study's recommendations. Implementation is underway.

Members of our project team completed this work while employed at Goody Clancy.

Birmingham Comprehensive Plan

Birmingham, Alabama

www.birminghamcomprehensiveplan.com

Larissa Brown, led a consultant team that worked with the City of Birmingham to develop its first full comprehensive plan in 50 years. With a robust program of public engagement involving over 2,300 people, multiple committees and opportunities for public input, the planning process produced an ambitious vision of a strong economy, a renaissance of city neighborhoods with compact, walkable, urban villages, more transportation choice, and a linked system of green spaces. The team drew up a detailed implementation matrix setting out strategies and action items. The plan also included recommendations for improving the City's tools and communications, and enhancing partnerships to achieve the citizen vision. Five themes informed the plan:

People

- » Prepare students and workers for 21st-century jobs through high-quality career education and a responsive workforce-development system.
- » Reinvigorate the citizen-participation process.

Prosperity

- » Cultivate innovation by strengthening Birmingham's entrepreneurial ecosystem. Capitalize on existing economic drivers by targeting life sciences, advanced manufacturing, and entrepreneurship.

Place

- » Create transit-ready urban villages by investing strategically in neighborhoods to make a quickly visible difference.
- » Invest in quality of life: design excellence, complete streets, bicycle routes and well maintained parks.
- » Create and implement a plan to link all downtown's attractions and neighborhoods.

Partnership

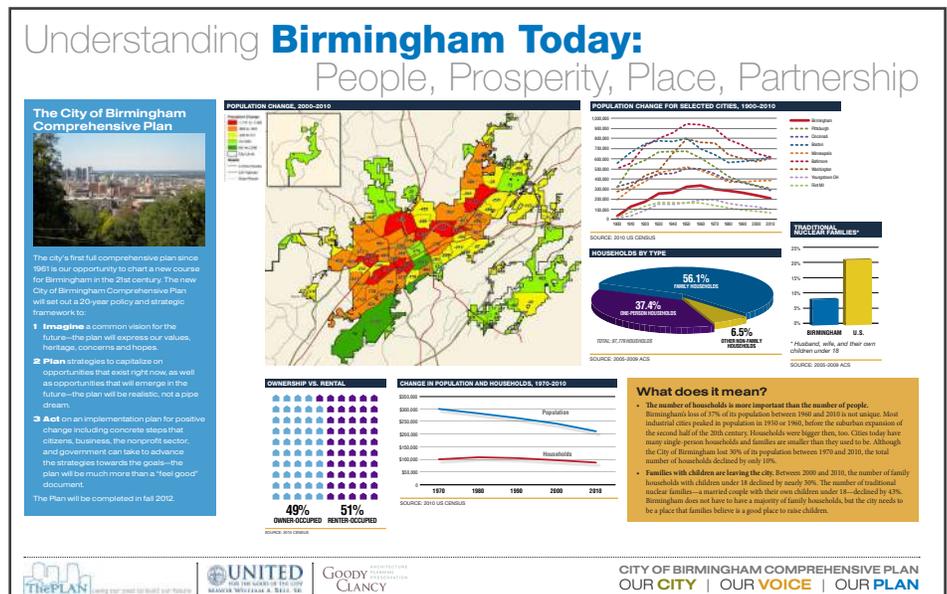
- » End "silos:" cooperate and collaborate across municipalities, communities, constituencies, institutions, agencies, and departments.

Performance

- » Accelerate revitalization through a redevelopment authority and land bank and a comprehensive property-information system.
- » Prepare an annual public report on progress implementing the comprehensive plan.

Since adoption in late 2013, the City has begun downtown and green system improvements, advanced the creation of a land bank, begun three framework plans to provide more detailed guidance reflecting the comprehensive plan for groups of neighborhoods, and developing zoning amendments.

Members of our project team completed this work while employed at Goody Clancy.



2014 Outstanding Planning Award for a Comprehensive Plan, APA Alabama Chapter

East Franklinton Creative Community Plan

Columbus, Ohio

We created a far-reaching vision and plan that will turn a long-neglected, 200-acre area west of downtown Columbus into a hub of arts, specialized manufacturing, and innovation—all embedded in a lively network of housing, dining, and recreational options.

We worked with members of the community—including artists who had begun reclaiming empty industrial buildings for studios and scattered residents—to craft a realistic yet inspiring plan. We undertook detailed market studies to understand demand in the residential, retail, and office markets; we pursued an urban design approach that encourages new investment to adapt to, not smooth away, the area's distinctive architectural feel; and we devised an implementation strategy that united all stakeholders behind a common vision and includes protections to protect current residents and artists from displacement sparked by new development and rising prices.

Our detailed recommendations for three distinct neighborhoods address new and rehabilitated lofts; affordable housing; stores and restaurants; creative, start-up, tech, and related small businesses; and studio and incubator space in older industrial buildings. The plan provides a blueprint for a rebalanced transportation system that encourages walking and biking while keeping vehicular traffic moving. It also outlines a network of green spaces intended to enhance quality of life as the community adds between 3,000 and 4,500 units of housing. By drawing arts and innovation workers and businesses and helping them build a true community, the East Franklinton plan strengthens Columbus's leadership role in the state's economy.

Implementation to date includes road reconstruction under a complete-streets model that improves pedestrian and bicycle infrastructure; approval for a large mixed-use, mixed-income development on 13 acres owned by the housing authority; the opening of more than 100 studio spaces for artists; relocation of the city's maker space, The Idea Foundry, to new headquarters that makes it the largest such facility in the US; opening of a restaurant/event space and a new microbrewery; and multiple small infill development projects that support East Franklinton's emerging focus as an arts-and-innovation hub. Roughly 260 units of housing are under construction at three sites.



2014, National Planning Excellence Award, Innovation in Economic Development & Planning

Members of our project team completed this work while employed at Goody Clancy.



Before and After

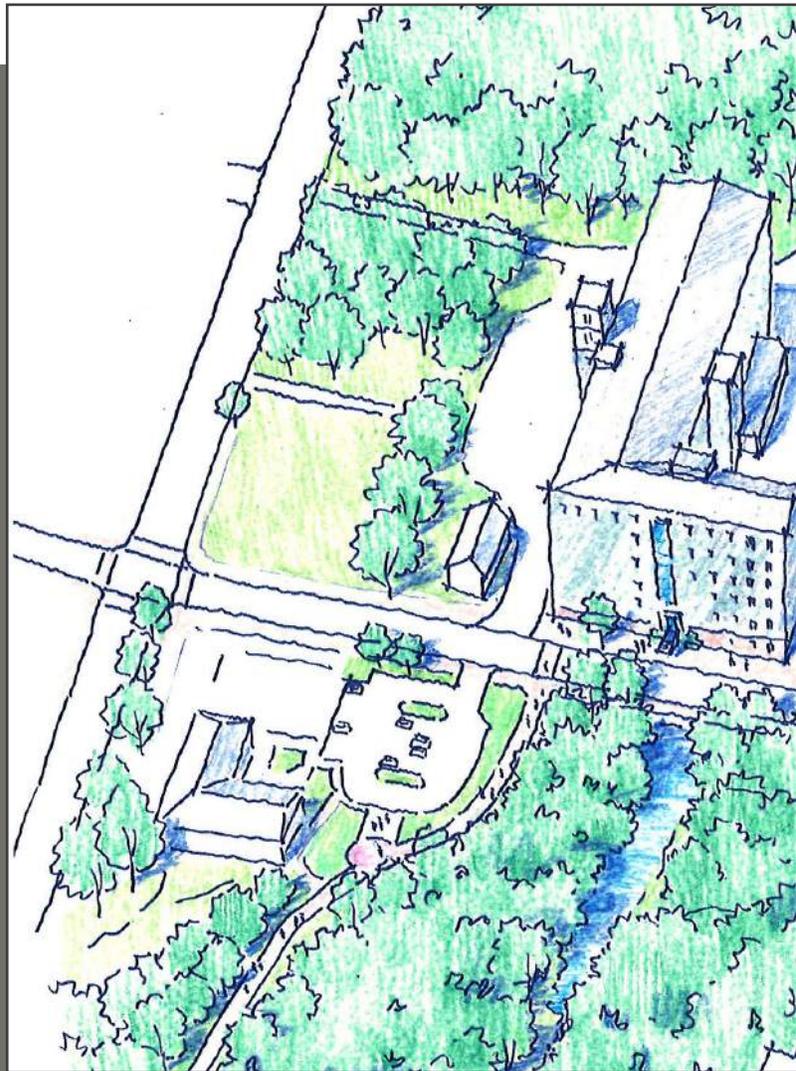


We've done this before

Stantec's Core Team has completed Comprehensive Plans across the country. From Texas to Massachusetts and Louisiana to Rhode Island, our team's work is both regionally and nationally recognized. But what's most impressive is, our plans get implemented.

Mansfield Tomorrow Comprehensive Plan*, Mansfield, Connecticut: We worked with residents of Mansfield, home of the University of Connecticut's main campus, to devise a plan and supporting zoning that will make the town a model of sustainable practices in managing residential growth and supporting economic development, while preserving rural character in much of the town. With 26,000 people, nearly half of them students living on campus, Mansfield has a newly developed, compact town center and needed a new planning framework to accommodate growth resulting from the university's expansion and development of a technology park. We developed the framework to accommodate new growth in compact, walkable neighborhoods that would relieve development pressures on the highly-valued landscape of historic rural villages, farms, forests, and waterways. The project includes development of a user-friendly zoning ordinance with clear development standards designed to support the comprehensive plan and provide for high-quality and sustainable design in the compact development areas in particular.

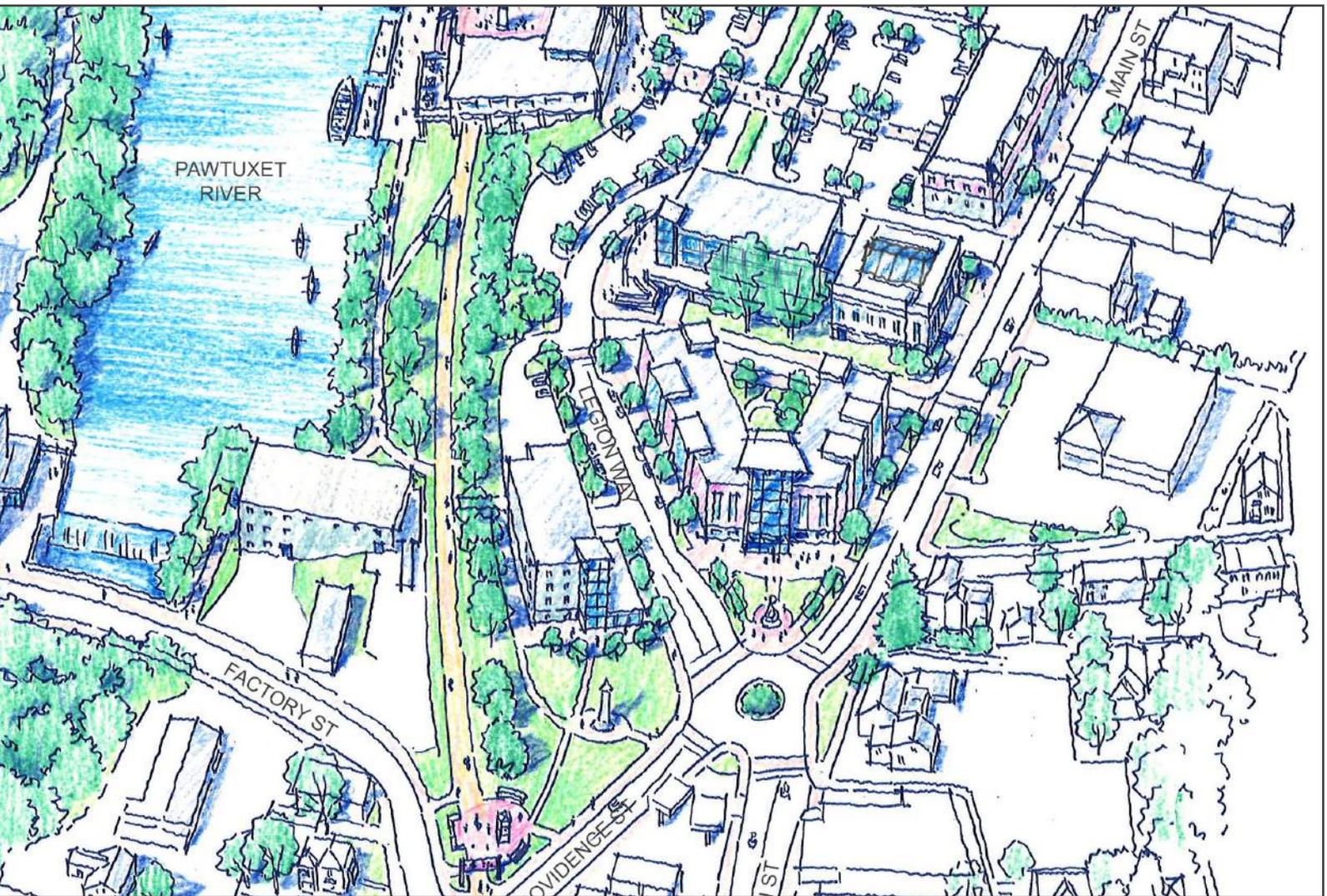
Tyler 21 Comprehensive Plan*, Tyler, Texas: Member of our team, led by Larissa Brown, PhD, AICP, prepared a 20-year comprehensive plan for a fast-growing city of over 100,000 people in East Texas. Tyler's leaders recognized the need to shape the city's growth to enhance quality of life and prosperity while preserving the small-town charm Tylerites value. Traffic congestion, downtown disinvestment, leapfrog residential development, dispersed employment centers, and an impoverished public realm—all consequences of sprawl development patterns—had raised increasing concerns in the community. Based on an unprecedented public engagement process, the team addressed all the traditional elements of a comprehensive plan while focusing strategically on key themes and issues critical to Tyler's future. With strong support from the city's leadership, we organized and led a series of public meetings to develop a community vision and principles to guide the plan, as well as topical working groups to



discuss and review draft plan elements. We kept residents informed and gathered additional input through a robust website and a newsletter.

Warwick Comprehensive Plan*, Warwick, Rhode Island: Members of our team led a process that produced a full update of the city's comprehensive plan, creating a ten-year framework for advancing physical connections, economic prosperity, and sustainability. Building on previous initiatives, the plan identifies policies and strategies for green systems, housing and neighborhoods, economic development, infrastructure and community services. It includes recommendations on energy efficiency and resilience—particularly for flood risks facing a coastal city in light of projected sea-level rise. (Because of the nature of this threat, these recommendations reach beyond the plan's timeframe.) An extensive community-engagement process included citywide meetings and open houses; meetings in all nine wards to focus on “communities of place”; meetings that gathered “communities of interest” to identify central issues in environmental impacts, transportation, and economic development; a dedicated project website; and an online survey that attracted more than 700 responses. In addition, the project provided the city with new GIS data.

**Members of our project team completed this work while employed at Goody Clancy.*



Corpus Christi Comprehensive Plan and Downtown Development Area Plan, Corpus Christi, Texas

Our team is leading preparation of a new comprehensive plan for the City of Corpus Christi, Texas. The existing comprehensive plan has developed over the years as a set of stand-alone documents, including goals and policies, area plans, neighborhood plans, topical plans, and utility plans of varying vintages between 1987 and 2013. After years of very slow growth, the city has entered a new era of economic expansion and needs a new comprehensive plan to guide that expansion. Creation of the new comprehensive plan involves an extensive public participation program to develop an updated vision for the city, review and evaluation of existing plans, incorporation of plans that are still relevant, new goals and strategies, and an implementation plan to achieve the vision. Focus areas of the plan include accommodation of new growth, potential for smart growth development patterns, infrastructure best practices, and downtown revitalization.

The 20-year plan is intended to help Corpus Christi benefit from the current energy boom through diversification of the economy, enhanced education and workforce development to provide more opportunity for everyone

in the city; modernization of services and infrastructure systems to support growth; high-quality, safe, connected and diverse neighborhoods that provide a variety of living choices; enhanced stewardship of natural heritage including the bay, gulf, and network of green spaces. Three growth scenarios accompanied by potential implementation actions and fiscal implications were presented to residents and stakeholders to help them make informed choices about the future. The plan is expected to be adopted in June 2015.

Sustainable Rhode Island/RhodeMapRI*, State of Rhode Island: As part of a consultant team led by Horsley and Witten, Larissa Brown, and other members of the Stantec team are working with the Rhode Island State Division of Planning on a federally-funded project to update the state's planning framework with a new economic development program, a new housing plan, and a growth centers plan to help local communities determine where and how future development should occur within their borders. This project is a local and regional dialogue among businesses and non-profit organizations, governmental agencies and voters, newcomers and long-term residents to consider the critical question: how should we plan for the future?

Civic Vision for Turnpike Air Rights Real Estate Planning and Analysis

Boston, Massachusetts

Project leaders David Dixon (while at Goody Clancy) and Drew Leff (while at Leff Consulting Group and GLC Development Resources) led the consultant team that worked with a citizen committee to develop a plan to guide air rights development above the Massachusetts Turnpike Extension, which runs through the center of Boston. Simultaneously we worked with a subcommittee appointed by the city to evaluate the impact of a specific development proposal for a parcel over a part of the Extension.

Our team had primary responsibility for helping both groups understand how developers would judge the potential of individual air rights parcels. Among other things, we measured the impact of air rights premiums on the economic viability of development, evaluated the real estate implications of possible urban design, land use and transportation recommendations, and helped draw up the physical plan. For the subcommittee, we assessed the economic assumptions of the specific development proposal and suggested program modifications that might achieve desired physical results while retaining development feasibility.

Members of our project team completed this work while employed at Goody Clancy and at GLC Development Resources.

Longwood Medical Area Long-Range Plan

Boston, Massachusetts

David Dixon led the team that developed a long-range vision and strategy for accommodating growth in Boston's 213-acre Longwood Medical and Academic Area (LMA). The LMA's remarkable concentration of medical, research and academic institutions includes Harvard Medical School, Brigham & Women's Hospital, and the Joslin Diabetes Center. Collectively, its 19 institutions attract more than 50,000 workers, students, patients, and researchers every day. David's team worked to quantify the space needs of each institution, harmonize district-wide demand, evaluated opportunities for shared facilities, and address the concerns of abutting residential neighborhoods. The study also analyzed parking and transportation needs and laid out urban design strategies for improving the character of the district's streets and public spaces. Ultimately the team identified the potential for 5,000,000SF of new development, allowing continued expansion deemed critical to keeping the area competitive with other biomedical clusters across the U.S., adding new jobs, and mitigating impacts on nearby communities.

Members of our team completed this work while employed at Goody Clancy.

Fairmount Smart Growth Corridor

Roxbury Dorchester, Massachusetts

Members of our team provided technical support to a coalition of community development corporations working to promote service expansion on the Fairmount branch of Boston's commuter rail network. Under the plan, the regional transit authority would build four new stations that would dramatically increase the minimal service these low-income neighborhoods had historically received.

We advised the groups on working collaboratively with the transit authority; identified eight potential development sites adjacent to the new stations; and helped devise a strategy for lobbying legislators to approve funding for station design and construction (which the legislature ultimately appropriated). Dubbed the Indigo Line, the new service will lay the foundation for a smart-growth corridor with:

- » Urban villages clustered around the new stops
- » Affordable housing in compact development at new and existing stations
- » Mixed-use development supported by the service expansion and the addition of new residents;
- » Better resident access to jobs along the route and in central Boston
- » A green corridor with improved access to parks, playgrounds, and the Neponset River

In June 2011, the transit agency broke ground for the third of the four planned stations, with a total of \$81 million in state funding committed for station construction and rail-bed upgrades along the route. The coalition's constituent CDCs have drawn up plans to develop more than 1,500 units of housing and nearly 800,000SF of commercial space. The initial planning also helped the City of Boston make the case for, and in November 2011 win, a \$1.8 million sustainable communities grant from HUD to facilitate mixed-use, mixed-income development in conjunction with station construction and improvements along the corridor.



2007, Honor Award for Regional and Urban Design, American Institute of Architects
2006, Charter Award, Congress for the New Urbanism
2006, New England Chapter Award, Congress for the New Urbanism - GNU New England

Members of our project team completed this work while employed at Goody Clancy.

Great Expectations: Shreveport-Caddo 2030 Master Plan

Shreveport, Louisiana

www.shreveportcaddomasterplan.com

The Great Expectations Plan is designed to put the City of Shreveport-Caddo and surrounding areas of Caddo-Parish County, an area of over 300 square miles, on a new strategic path for the 21st-century toward more jobs, more households, smarter growth patterns, and a better quality of life for all. Led by Larissa Brown, PhD, AICP, the team worked with the Shreveport-Caddo community to develop the plan through broad public participation of citizens from all over the city and nearby parts of Caddo Parish. The planning process touched thousands of people through public opinion surveys, visioning events, neighborhood workshops and open houses, as well as a detailed project website that tracked progress and helped disseminate plan information.

The city's first comprehensive master plan in more than five decades, this 20-year master plan (including a fiscal analysis) provides strategies and an action plan to achieve the community's vision for a prosperous, creative, and green city with a revitalized downtown and inner city. The master plan is based on four themes:

Grow Smarter

- » After a generation of sprawl without growth, strategies to promote development "inside the loop" rather than at the City's edges and in rural areas; creation of a unified development code reflecting the master plan and high development standards; creation of walkable, mixed-use centers and urban villages; and public transportation improvements.

Celebrate Uniqueness

- » With the only truly urban downtown in the region, Shreveport has a rich history, a beautiful landscape, and a unique cultural mix. The plan lays out clear steps for downtown revitalization.

Invest in People

- » To provide opportunity for all, the economic development program must focus on human capital, including investment in retaining and attracting talent, providing a hospitable environment for entrepreneurs, and intensifying workforce development partnerships and educational opportunities.

Invest in Place

- » To enhance quality of life for current residents and attract new ones, the master plan provides place-based strategies, including investment in neighborhood housing, amenities and connections; revitalization of disinvested areas by comprehensive blight elimination and redevelopment that creates new neighborhoods; and investment in infrastructure that supports community life, from the gray infrastructure of streets, water and sewer lines to the green infrastructure of parks, greenways, and natural water networks.

Implementation since adoption of the plan in 2011 includes creation of a Unified Development Code, hiring of an implementation planner, and downtown improvements. The Master Plan helped Shreveport in successful applications for federal funding from the National Endowment for the Arts and the Department of Housing and Urban Development - Choice Neighborhoods Program. A 2013 Monitoring Report with implementation details can be found at www.shreveportcaddomasterplan.org under "Long Range Planning."



2013, Excellence Award for a Plan, American Planning Association, Louisiana Chapter

Members of our project team completed this work while employed at Goody Clancy.

Union Square Development

Somerville, Massachusetts

With a new transit connection coming into Union Square, we're working on a plan that will drive business and economy without driving out the residents.

Years before new service would join Somerville's Union Square to Boston's light rail system, city officials began thinking. They wanted to use redevelopment of key parcels near the station to jump-start high-quality development in the neighborhood.

Our team took to the streets of Union Square, a diverse, energetic and, funky community, to get a read on the unique look and feel of the place. We ran workshops that brought developers and community members together, starting a conversation about how redevelopment could create jobs at all skill levels, slash environmental impacts, and increase revenue to the city—while keeping Union Square fun, affordable, and distinctive.

Our plan uses mixed-income housing to make current residents can stay in the square. It adds mixed-use buildings to increase generate the activity that supports new and existing businesses. And it puts local artists in charge of street furniture, public art, and signage. That will help make sure the flavor of Union Square remains as distinct as its signature maple-bacon doughnuts. With other strategies like district utilities and green roofs, we don't just aim to make a great place to live and work, we aimed to build a new model for how urban communities can develop without losing their roots.

City of Miami Parks and Public Spaces Master Plan, 2007 & Parks Level of Service Study, 2012

Miami, Florida

This master plan creates a framework for Miami's continuing growth in the 21st century. New residents, new visitors, new investment, the dynamism of immigrant communities, and neighborhoods in renovation are transforming Miami into America's next international city. Exhaustively exploring multiple perspectives—including environment, urban design, recreation, community development, culture, and changing demographics—the plan re-envisioned the public realm as a citywide system of parks and public spaces.

The plan balances a citywide strategy for a system of green infrastructure and a set of district-level plans for each of the city's thirteen neighborhood planning districts. With wide support, implementation began even before the plan's adoption in May 2007.

The Parks Level of Service Study followed up the Master Plan in 2012, applying a "composite value level of service" to assess both the condition of the park system as a whole and the degree to which each park is accessible within a comfortable walk by its local community and meets their unique needs. Parks are classified by type, scored based on a standardized amenity and condition assessment survey, and mapped relative to socioeconomic and demographic profiles by neighborhood and census block. The study provides a reproducible and updateable methodology that helps the city prioritize needs and direct open space investment.

Members of our project team completed this work while employed at Goody Clancy.



*Union Square Redevelopment Plan,
Somerville, Massachusetts*

Sub-Consultant Core Team Member Experience

CONSENSUS-BUILDING INSTITUTE

Boston Redevelopment Authority District-Scale Sustainability Initiative

Boston, Massachusetts

Project lead for an assessment of interest in and potential commitment to a district-scale sustainability initiative in the Innovation District (South Boston).

Greater Boston Bus Rapid Transit Study Group

Boston, Massachusetts

Co-facilitator for a study group to assess the technical and political feasibility for high standard BRT in the Greater Boston Area. Includes stakeholder interviews, technical analysis, and community-level engagement in select corridors

Envirothon Strategic Planning

Boston, Massachusetts

Worked with the leaders of the Massachusetts Envirothon, an annual environmental competition for high school students around the Commonwealth, to assess the structure of the Envirothon and develop a plan for developing a vision for the future with the many agency and other partners involved in carrying out this extensive effort every year involving hundreds of volunteers on a very limited budget.

Massachusetts Health and Human Services Facilities Visioning

Boston, Massachusetts

Developed and led a visioning process for consolidating 750 buildings with 11 million square feet on 5,400 acres in order to improve remaining facilities, save costs, and provide significantly increased services in the community for HHS clients.

Greater Boston Breathes Better (GB3)

Boston, Massachusetts

Facilitated 20-member Working Group and assisted in project development of a region-wide, voluntary program to reduce air toxics from transportation sources. Activities included engaging cities, towns, and universities in off-road construction retrofits, implementing no idling efforts around public schools, and working with local hospitals to reduce associated transportation-related emissions. Project obtained funding from the Boston Foundation, U.S. EPA, and the City of Boston. GB3 received a national Clean Air Excellence Award from EPA in 2009.

Rethinking Urban Transportation Forums

Boston, Massachusetts

Facilitated four Boston Museum of Science forums for members of the public in which new transportation technologies were presented and up to 60 participants were invited to share their insights.

Climate Change Vulnerability Assessment

Cambridge, Massachusetts

The City of Cambridge had been working on climate change issues for nearly a decade when in July 2010 four inches of rain fell in one hour overwhelming the storm drain system, flooding the city streets and residential properties, and causing sewage backups. Soon after this, and based on a recommendation from the active Climate Protection Action Committee, the City Manager directed municipal agencies to conduct a climate change vulnerability assessment and adaptation plan. The effort would require decision-making and collaboration between local, regional, and state stakeholders in the face of significant uncertainty stemming from the lack of examples to draw upon for guidance and the variability in climate change science itself.

Working as part of the consultant team to manage stakeholder engagement, the Consensus Building Institute designed and launched a stakeholder engagement process to ensure efficient and meaningful communication between the City and its residents, climate experts, and key stakeholders during the three-year project. This built on previous work by CBI to facilitate the 2010 Climate Congress and dialogue among residents and City leadership. The engagement strategy for the vulnerability assessment shaped the formation of a Technical Advisory Panel (TAP) of key stakeholders and institutions and an Expert Advisory Panel (EAP) of local stakeholders. CBI provided expert facilitation for many TAP and EAP meetings. In addition, CBI helped the City's steering committee develop an approach to conduct outreach across the city, which resulted in city staff talking about the vulnerability assessment with over 800 people.

CBI planned, facilitated, and documented two large interactive public workshops to seek community input on the vulnerability assessment. Eighty participants provided input on potential impacts the community could face during the first public workshop. Approximately 140 participants attended the second public workshop to provide feedback on the final vulnerability assessment and considerations for the City as it moves into the adaptation-planning phase.

HÖWELER AND YOON

MIT Sean Collier Memorial

Cambridge, Massachusetts

Situated on MIT's campus in honor of Officer Sean Collier who was shot and killed on April 18th 2013, the Collier Memorial marks the site of tragedy with a timeless structure—translating the phrase “Collier Strong” into a space of remembrance through a form that embodies the concept of strength through unity. The memorial is composed of thirty-two solid blocks of granite that form a five-way stone vault. Each block supports the other to create a central, covered space for reflection. Inspired by the gesture of an open hand, the memorial's shallow stone vault is buttressed by five radial walls, which extend outward toward the campus. The ovoid space at the center of the radial walls creates a passage, a marker, and an aperture that reframes the site.



The intersection of the star-shaped form and the central void creates a smooth, curved surface the underside of which acts as a bevel marker and reads “In the line of duty, Sean Collier, April 18, 2013.” The longest walls of the memorial shelter the site from Vassar Street and simultaneously create an entry into the memorial. The two most acute walls are aligned with the location of the shooting just a few feet away. Carved into the south-facing wall is an epitaph from Sean's brother's eulogy, “Live long like he would. Big hearts, big smiles, big service, all love.” Clusters of honey locust trees create a living canopy above the solid stone structure to mark the passage of time. In contrast, point lights set into the pavers permanently inscribe the constellation of stars in the sky the night of April 18th, 2013.

The design of the memorial combines age-old structural techniques for spanning masonry vaults with new digital fabrication and structural computation technologies to create an unprecedented form. The stone arch is among the most elemental of structural organizations, ordering materials in space and translating force into form. The design relies on the exact fit of the 32 stone blocks to transfer loads in pure compression from stone to stone. The shallowness of the massive stone vault overhead creates an effect of suspension and weightlessness, while the tapered geometry of the individual stone blocks that form the compression ring reveals the keystone geometry of the masonry arch.



South Hayes

Arlington, Virginia

Situated between the monumental sites of Arlington National Cemetery, the Pentagon, and major infrastructural arteries in Arlington, VA, the flour block stretch of South Hayes Street currently lacks a distinctive urban identity. This project seems to find a strategy of public space enhancement that will synthesize the competing demands of the existing streetscape: the desire for planting, the accommodation of amenities, the benefits of lighting, and the necessity of security. Currently in Schematic Design, the site strategies are operating on five categories: lighting, barriers, surfaces, crossings and landscapes, identifying opportunities for design invention, and in some cases hybrids. A variable porosity paver could be integrated into a system of security bollards and planting boxes to create an integrated streetscape environment.



Light Drift

Philadelphia, Pennsylvania

Light Drift is a temporary interactive lighting installation along the edge of the Schuylkill River drawing viewers into a playful engagement with the artwork, the river's edge, and each other. The project creates a matrix of lighting elements arrayed along the waterfront, with seating elements on land and floating elements in the water. The orbs on land use sensors to detect the presence of a person and relay a radio signal to the corresponding orbs in the water, allowing visitors to transform the lighting behavior and color of the orbs in the river. As viewers engage and occupy the orbs along the park, the grid of lights in the water becomes an index of the activities on land. Multiple viewers create intersections of linear patterns, encouraging viewers to “play” with each other. Light Drift creates an atmosphere, a field of matrix that transform in color and intensity based on the public's interaction with it.

Station Area Plans

Somerville, Massachusetts

The planned westward expansion of the MBTA's Green Line into Medford will create four new station stops in Somerville, one of America's most densely settled cities. The municipality retained Speck & Associates to work with its planning department to create station area master plans for three of these locations: Ball Square, Lowell Street, and Gilman Square. Completed in 2013, these plans have established the official template for transit-oriented redevelopment in each of the station areas.

Taking advantage of staff capacities in coding and document production, Speck & Associates was hired for a very limited fee to lead the public process and the urban design effort. As a part of the more extensive Somerville by Design process, the project's workshops were extremely well attended, and the proposals have been embraced by Somerville's exceptionally activist citizenry.

Each site presented unique challenges and opportunities. Ball Square required an "urban acupuncture" approach of limited interventions along a linear corridor. Lowell Street's six-point intersection provided grounds for what may be the first major "shared space" intersection in the U.S. And Gilman Square's odd street configuration allowed for the creation of an actual public square, formerly missing, in that location (pictured above).

Implementation is anticipated in tandem with the arrival of Green Line service by 2020.



Lowell Downtown Evolution Plan

Lowell, Massachusetts

The plan focuses on Lowell's Lower Locks as the most promising site for long-term investment.

Speck & Associates led a team including AECOM Transportation Planning and Rock Maple Studio to create a comprehensive plan for the continued development of downtown Lowell. To complete the work, Jeff Speck moved his family to the city for a month long "slow charrette," in which he led many dozens of meetings and public sessions while receiving constant feedback from his client, the non-profit Lowell Plan.

The plan addresses all aspects of the physical form and programming of the downtown, including:

- A full redesign of the street system, converting many one-way streets back to two-way, implementing "road diets" on oversized thoroughfares, and introducing a comprehensive bike system where none existed;
- An "urban triage" study of the downtown area to determine where future investments are likely to have the most positive impact on the city's livability and future success;
- Based on that study, a series of short-term, mid-term, and long-term proposed interventions for public and private investment in downtown Lowell; and
- Specific proposals for several key challenges facing the city, including the location and design of its high school.
- In the five years since the plan's completion, many of its recommendations have been implemented, including the controversial reversion of the downtown street network from principally one-way to principally two-way traffic—now a widely heralded decision.



South Boston Waterfront Sustainable Transportation Plan

Boston, Massachusetts

Civic Engagement for the South Boston Waterfront Sustainable Transportation Plan for the Boston Convention Center Authority, City of Boston, MassDOT and MassPort, Managed by A Better City

Purpose and Need: Early in 2014, RVA joined a team managed by A Better City (ABC) and led by VHB to develop a new sustainable transportation plan for the South Boston Waterfront. The Working Group consisted of senior leadership from the sponsoring agencies: Massachusetts Convention Center Authority, MassPort, the City of Boston and the Massachusetts Department of Transportation. RVA worked closely with the lead agencies and ABC's project manager, Jane O'Hern, to implement a successful stakeholder outreach and involvement program. The process was complex, with numerous public and private sector landowners; significant pressure on the transportation system; a need to improve the pedestrian and bicycling experiences; and the goal of preserving the quality of life for a growing residential population and adjacent neighborhoods.

Activities: The outreach plan targeted a wide variety of stakeholders: employers, employees, the hospitality industry, marine and commercial interests, commuters, area residents and adjacent neighborhoods, and developers. The outreach included five community meetings, with one intensive workshop where agency leaders and planners answered questions and discussed goals at tables with the participants. There were 50 outreach meetings to brief and gather ideas from the stakeholders. RVA developed an online survey in multiple languages to incorporate input from Title VI populations employed in South Boston, and worked with hotels, restaurants and the tourism and hospitality industries to encourage participation by their employees. Our team also worked with the Seaport TMA and neighborhood organizations to welcome and incorporate their goals. Regular emails updated the stakeholders on activities, products and ways to comment.

Results: The final plan for the South Boston Waterfront includes short, medium and long-term actions to solve the challenges of the rapidly growing neighborhood. It includes strategies to address growth and improve the public realm, while offering immediate and longer term transportation solutions. The agency Working Group is charged with implementing the Plan, featuring an unprecedented collaboration of the private and public sectors, is a blueprint for improving the growth of the Waterfront, proposing real solutions to meet the growing and changing transportation.

Civic Engagement for MassDOT and the MBTA's South Coast Rail Project

Boston, Massachusetts

Purpose and Need: In April 2007, the Massachusetts Department of Transportation (MassDOT) published the Patrick-Murray Administration's Plan for Action to initiate a new environmental review process for the South Coast Rail project, to restore passenger rail service between Boston and Taunton, Fall River and New Bedford. The project will address long-standing transportation inequity, encourage economic development, foster job creation and connect people with affordable housing options, while protecting the natural environment. Development of the South Coast Rail Economic Development and Land Use Corridor Plan was a key project component. The plan provides South Coast communities with a planning road map to promote sustainable economic development and preserve open space. RVA initially planned and staffed a robust civic engagement campaign for the planning phase of the project and is staffing public outreach for PM/CM Services with the MBTA. RVA also assists the regional planning agencies with outreach and events.

Phases and Services: RVA facilitated civic engagement public meetings in numerous South Coast communities for phase 1 of the project, alternatives screening, to move into the environmental review process. For the phase 2 environmental review, RVA managed a wide-ranging civic engagement effort, which included public meetings, station workshops, legislative briefings, press conferences, a library display and design competition. Through both phases, RVA supported, documented and organized events, materials, and issues; assisted with development of a transit rider survey; maintained a communications database; drafted papers and replies to inquiries; produced project fact sheets, press releases, meeting minutes and other public materials; and coordinated with MassDOT IT to update and post new documents to the South Coast Rail website, www.southcoastrail.com, and meet accessibility and Title VI standards. As elements of the project were funded (e.g., rail bridges in New Bedford), RVA worked with the team and impacted communities on outreach and project updates. With the acceptance of the FEIS/FEIR, the focus has shifted to securing permits in the host communities; developing a wetlands mitigation plan; and completing final design with the MBTA. Outreach will continue to finalize station designs and prepare communities for construction.

Corridor Plan and Technical Assistance: The South Coast Rail Economic Development and Land Use Corridor Plan grew out of a collaborative partnership between the Commonwealth, local municipalities and regional planning agencies. RVA contributed to the Corridor Plan and worked with MassDOT and the Executive Office of Housing and Economic Development to provide local cities and towns with technical assistance (TA) to help implement the Corridor Plan's objectives.

Results and Verification: The Massachusetts Chapter of the American Planning Association gave the South Coast Rail Economic Development and Land Use Corridor Plan the 2009 President's Award for Outstanding Planning; the plan won several other awards as well.

STOSS LANDSCAPE URBANISM

Grand Rapids Downtown + River Edges

Grand Rapids, Michigan

This multi-disciplinary, multi-site project focuses on reconnecting the Grand River with the community of Grand Rapids as a part of new efforts to restore the rapids to the Grand River, an interest in creating new recreational opportunities along the water, and an emerging vision to create a more energetic and resilient downtown. The project looks to provide a singular experience and strengthen the City's identity as progressive, healthy, and vibrant.

The result is a vision for redesigning the Grand River's outmoded flood protection system with accessible and public amenities aimed not only at protecting the city from an increasing flood risk, but that also provide entertainment and recreation, including floating boardwalks, kayak docks, yoga decks, biking trails, and wildlife habitat.

Stoss identified 16 parcels along the Grand River that address issues of flood protection, public access, and ecology. The plan calls for each site to be connected with a series of promenades, floating riverwalks, and trails.

The Plaza at Harvard University

Cambridge, Massachusetts

The Plaza is a new public open space at Harvard University, designed to become the new social hub of the University and a meeting place for residents and visitors like. It sits atop a vehicular tunnel, adjacent to Harvard's historic Yard. The strategy articulates the space atop the tunnel as a new kind of public infrastructure, an active threshold between the Yard and the North Campus. A distinct paver field extends across the tunnel cap, and is intermittently interrupted by clusters of sculptural benches. The benches accommodate people's bodies in various ways, and aggregate differently—allowing for a broad range of sitting and gathering situations: alone or in groups, in sun or full shade, lounging or sitting properly. The plaza is flexible and can host events of many sizes, including performances, movies, skating rinks, and art installations.

STULL AND LEE

Roxbury Master Plan

Roxbury, Massachusetts

Stull and Lee was the lead consultant in the preparation of a strategic master plan for the Roxbury neighborhood in Boston. A comprehensive, community-driven plan developed with the Boston Redevelopment Authority, the plan focuses on four key elements: quality of life, housing, economic development and transportation. The planning process included extensive meetings with a smaller working group supplemented by a series of community-wide public presentations. The outcome of the process yielded a strategic planning framework to guide future development in this vital urban neighborhood. As a component of the plan, detailed land use and urban design guidelines were developed for specific priority sites and focus areas.

Northeastern Institutional Master Plan

Boston, Massachusetts

Stull and Lee was commissioned by Northeastern University to lead a recent phase of its campus master plan. In an ongoing effort to maintain good relations with surrounding neighbors and stakeholders, the university commissioned S+L to lead a participatory planning process to address future expansion of academic facilities, increased demands for on campus housing and the need for active recreation fields and quality open space.

URBAN INTERACTIVE STUDIOS

Imagine Central Arkansas Long-Range Transportation Plan

imaginecentralarkansas.org

Imagine Central Arkansas was a 3-year process inviting residents of central Arkansas to participate in conversations about the region's long-term future. UIS was retained by Metroplan to design an interactive website that fosters stakeholder dialogue. The project culminated in a new transportation plan in 2014.

UIS created a customized EngagingPlans site that featured a visual timeline on the homepage highlighting upcoming events, project phases, and other ways to get involved. The project used the Community Mapping app and called it Treasured Places, encouraging locals to submit their favorite places in the area.

To make the extensive State of the Region report accessible and fun, UIS visualized it using the Digital Workshop app. At the core of this activity were small games that display content with the user in mind and trivia questions with incentives like badges and high scores. In later phases of the project, two other games based on the Trade-Off Explorer app were used to allow residents to explore different transportation alternatives and provide feedback. The Imagine Central Arkansas team also used our Interactive Kiosks to encourage on-site participation and amplify their outreach potential.

Plan East Tennessee Regional Blueprint

playbook.planeasttn.org

Plan East Tennessee (PlanET) is a regional partnership of communities building a shared direction for their future. Launched in 2011, the project is seeking ideas for protecting the region's valuable resources and addressing their challenges related to jobs, housing, transportation, environment, and health. PlanET's goal is to create long-term solutions for investments in the region and to define the next chapter in their rich history, leaving a legacy of optimism and opportunity for future generations.

Urban Interactive Studio supported PlanET through the Interactive Plan app, turning a traditionally static document into an intuitive, fun, and engaging experience. Infographics, data visualization and maps were combined with ways for the public to explore solutions and provide feedback on the plan.

#43 Exhibit D: References

STANTEC

Tom Magee

Chief Planner
Department of Planning, Engineering and Permits
City of Birmingham, AL
205-254-2479
tom.magee@birminghamal.gov
Project: Birmingham Comprehensive Plan

Roy Jambor

Senior Planner
Shreveport Metropolitan Planning Commission
City Shreveport, LA
318-673-6464
roy.jambor@shreveportla.gov
Project: Shreveport-Caddo Master Plan

Leslie Alley

Deputy Director
New Orleans City Planning Commission
504-658-7000
lalley@nola.gov
Project: New Orleans Master Plan

Kristina Egan (former project director for the state)
Massachusetts Department of Transportation
617-223-1655
Kegan@t4ma.org
Project: South Coast Rail Economic Development and Land Use Plan

CONSENSUS-BUILDING INSTITUTE

Travis Sheehan

Boston Redevelopment Authority
travis.sheehan@boston.gov
617-918-4382

Mary Skelton Roberts

Barr Foundation
mskeltonroberts@barrfoundation.org

Armando Carbonell

Lincoln Institute for Land Policy
acarbonell@lincolninst.edu

HÖWELER AND YOON

Anthony Pangaro

Principal
Millennium Partners Boston Client
617-451-0300
apangaro@mdaboston.com
Project: Millennium Tower Plaza

Judy Hellman

Director
Special Projects Philly Mural Arts Client
215-685-0725
judy.hellman@muralarts.org
Project: Light Drift

Richard Amster

Director
Campus Construction Client
617-324-3990
ramster@mit.edu
Project: MIT Collier Memorial

JEFF SPECK

Joseph Riley

Mayor
City of Charleston, SC
843-577-4727
donator@ci.charleston.sc.us

Mick Cornett

Mayor
City of Oklahoma City, OK
405-297-2424
mayor@okc.gov

Jim Brainard

Mayor
City of Carmel, IN
317-571-2496
jbrainard@carmel.in.gov

MORE ADVERTISING

Joy Rosen

Vice President
Department of Psychiatry
Massachusetts General Hospital
617-726-9570
jrosen@partners.org

Noel Cotterell

University of Massachusetts Boston
617-287-5386
noel.cotterell@umb.edu

Jeanne Richardson

Director of Communications & External Relations
Boston Water and Sewer Commission
617-989-7361
richardsonje@bwsc.org

REGINA VILLA ASSOCIATES

Steve Woelfel

Director of Strategic Planning
Massachusetts Department of Transportation
857-368-8889
steve.woelfel@state.ma.us

Jean Fox

Manager of South Coast Rail
Massachusetts Department of Transportation
857-368-8853
jean.fox@state.ma.us

John Sullivan

Chief Engineer
Boston Water and Sewer Commission
617-989-7447
sullivanjp@bwsc.org

STOSS LANDSCAPE URBANISM

James Schmitt

Mayor
Green Bay, Wisconsin
920-448-3010
jimsc@ci.green-bay.wi.us
Project: The CityDeck, Green Bay, WI

Susan Viglione

Senior Project Director
Harvard Planning & Project Management
617-384-7316
susan_viglione@harvard.edu
Project: The Plaza at Harvard University

Jonathan F. Mitchell

Mayor
City of New Bedford, MA
508-979-1410
Project: Courthouse Square Plaza, New Bedford, MA

STULL AND LEE

David Block

Director of Development
VeriGreen Residential Development
312-382-3259
dblock@verigreendevlopment.com
Project: Hartford Dutch Point and Chicago South Side,
Chicago, IL

Nancy May

Vice President for Facilities
Northeastern University
617-373-2623
n.may@neu.edu
Project: Northeastern Master Plan Phase II, Boston, MA

Kara Brewton

Economic Development Director
Department of Planning and Community Development
Town of Brookline, MA
617-730-2468
kbrewton@brooklinema.gov
Project: Brookline Coolidge Corner Studies, Brookline, MA

URBAN INTERACTIVE STUDIO

Casey Covington

CARTS Study Director
Metroplan - A Council of Local Governments
501-372-3300
covington@metroplan.org
Project: Imagine Central Arkansas, Little Rock, AR

Kelly Gwin

Project Manager
Office of Planning
Georgia Department of Transportation
404-651-5330
kgwin@dot.ga.gov
Project: GDOT 2040, Atlanta, GA

Amy Brooks

Senior Planner
Knoxville Regional Transportation Planning Organization
865-215-4001
amy.brooks@knoxtrans.org
Project: Plan East Tennessee, Knoxville, TN

#44 Exhibit E: Financial Information

(a) Statement of Financial Condition, (b) Date of Statement, and (c) Firm that Prepared the Statement

As a public company, our financial capacity and performance is public knowledge. Stantec has a sound corporate structure with strong senior management abilities in all facets of our provided consulting services.

The following pages contain a Balancing Sheet and Operations Statement from our 2014 Financial Statement. Additional information and access to financial publications can be obtained from the Investor Relations homepage on stantec.com: www.stantec.com/InvestorRelations.html. The report was prepared February 25, 2015 by Ernst + Young LLP, Chartered Accountants.

Bank References

Lynne Gleave

Senior Manager, Large Corporate Cash Management Sales

Canadian Imperial Bank of Commerce (CIBC)

855 2nd Street SW, 9th Floor

Calgary, AB

T2P 4J7

Office: (403) 221-5059

Fax: (403) 221-5888

Email: lynne.gleave@cibc.com

Michael Maria

Treasury Services, Sr. Advisor

Bank of America Merrill Lynch

Global Corporate and Commercial Banking Client Services

CA4-704-05-41

200 Clayton Road, Building D

Concord, CA 94520-2425

Office: (800) 715-1000 extension 57742

Fax: (800) 97 6-1251

Email: dicatedwestfour@bankofamerica.com

*** Please note that for Bank of America, requests of this nature are typically handled at the following website: www.bankvod.com. Vendors should be able to obtain ALL necessary information from this website. Otherwise, please contact their Account Validations Team. Their fax number is as follows: (900)500-5100. ***

Steven Chong

Senior Corporate Banking Manager II. Large Corporates and Sponsor

Finance

HSBC Bank Canada

9th Floor. 10250 - 101 Street

Edmonton. AB

T5J 3P4

Office: 780 409-7 453

Fax: 780 426-2660

Email: Steven M Chong@hsbc.ca

Balance Sheet

The following highlights the major changes to our assets, liabilities, and equity from December 31, 2013, to December 31, 2014:

<i>(In millions of Canadian dollars)</i>	Dec 31, 2014	Dec 31, 2013	\$ Change	% Change
Total current assets	844.4	726.2	118.2	16.3%
Property and equipment	152.7	133.5	19.2	14.4%
Goodwill	760.6	594.8	165.8	27.9%
Intangible assets	97.2	78.9	18.3	23.2%
Other financial assets	90.7	83.2	7.5	9.0%
All other assets	64.9	51.6	13.3	25.8%
Total assets	2,010.5	1,668.2	342.3	20.5%
Current portion of long-term debt	53.2	37.1	16.1	43.4%
Other liabilities	12.0	9.8	2.2	22.4%
All other current liabilities	409.9	360.1	49.8	13.8%
Total current liabilities	475.1	407.0	68.1	16.7%
Long-term debt	256.1	200.9	55.2	27.5%
Other liabilities	64.3	58.0	6.3	10.9%
All other liabilities	128.8	109.7	19.1	17.4%
Equity	1,086.2	892.6	193.6	21.7%
Total liabilities and equity	2,010.5	1,668.2	342.3	20.5%

Refer to the Liquidity and Capital Resources section of this report for an explanation of the change in current assets and current liabilities.

Property and equipment increased mainly because of the number of leasehold and furniture improvements made to various offices and as a result of the acquisitions of WEG, ProU, JBR, SHW, USKH, ADD, Inc., and Penfield & Smith. Because of these acquisitions and changes in foreign exchange, goodwill increased (explained below). Intangible assets increased mostly because of customer relationships and backlog acquired from these acquisitions and the renewal of our Autodesk and Bentley agreements in Q1 14 and incremental software licenses on our enterprise management system. Total current and long-term other financial assets increased mainly due to an increase in investments held for self-insured liabilities. Total current and long-term debt increased mainly as a result of an increase in notes payable from acquisitions, as well as an increase in our revolving credit facility and finance lease obligations. The increase in other liabilities was primarily caused by an increase in lease inducement benefits from leasehold improvements.

Overall, the carrying amounts of the assets and liabilities of our US subsidiaries on our consolidated balance sheets increased because of the weakening of the Canadian dollar—from US\$0.94 at December 31, 2013, to US\$0.86 at December 31, 2014.

Goodwill

In accordance with our accounting policies, described in note 4 of our audited consolidated financial statements, we conduct a goodwill impairment test annually as at October 1 or more frequently if circumstances indicate that an impairment may occur or if a significant acquisition occurs between the annual impairment test date and December 31.

- On October 24, 2014, we acquired Penfield & Smith Engineers, Inc. (Penfield & Smith), adding approximately 90 staff to our Company. Penfield & Smith is based in Santa Barbara, California, with additional offices in Camarillo, Santa Maria, and Lancaster, California. This addition strengthens our civil engineering and land planning expertise and enhances our presence along the California Central Coast.

Discussion of Operations

Our Company operates in one reportable segment: Consulting Services. We provide knowledge-based solutions for infrastructure and facilities projects through value-added professional services, principally under fee-for-service agreements with clients.

The following table summarizes key operating results on a percentage of net revenue basis and the percentage increase in the dollar amount for each key operating result:

	Year Ended Dec 31		
	Percentage of		Percentage
	Net Revenue		Increase
	2014	2013	2014 vs. 2013
Gross revenue **	121.9%	122.0%	13.1%
Net revenue **	100.0%	100.0%	13.3%
Direct payroll costs	45.1%	45.3%	12.9%
Gross margin **	54.9%	54.7%	13.6%
Administrative and marketing expenses	40.8%	40.7%	13.4%
Depreciation of property and equipment	1.9%	1.8%	19.4%
Amortization of intangible assets	1.2%	1.2%	14.6%
Net interest expense	0.4%	0.5%	(1.2%)
Other net finance expense (income)	0.1%	(0.2%)	n/m
Share of income from joint ventures and associates	(0.1%)	(0.1%)	4.3%
Foreign exchange gain	0.0%	0.0%	n/m
Other (income) expense	(0.2%)	(0.1%)	n/m
Income before income taxes	10.8%	10.9%	12.2%
Income taxes	2.9%	2.9%	11.4%
Net income	7.9%	8.0%	12.5%

n/m = not meaningful

** Percentage increase (decrease) calculated based on the dollar change from the comparable period.*

*** The terms gross and net revenue and gross margin are discussed in the Definitions section of this report.*

The percentage increase in gross and net revenue in 2014 compared to 2013 was due to acquisition growth and organic growth in all geographic regions and business operating units (further explained in the Gross and Net Revenue section that follows). We were positively impacted by an increase in our gross margin as a percentage of net revenue. This was partly offset by our administrative and marketing expenses and depreciation of property and equipment since both as a percentage of net revenue increased compared to 2013 (further explained in the respective sections of this report). Our net income for 2014 increased by 12.5%.

2014 Financial Summary

(In thousands of Canadian dollars, except per share amounts and ratios)	14	13	12*	11	10
Gross revenue	2,529,918	2,236,410	1,870,259	1,683,403	1,513,062
Net revenue	2,075,311	1,832,379	1,553,814	1,378,547	1,226,040
EBITDA ⁽¹⁾	294,665	261,156	220,996	195,727	185,391
Income before taxes	223,200	198,912	164,458	49,676	134,779
Net income	164,498	146,201	121,019	12,662	94,741
Current assets	844,417	726,231	582,966	529,153	500,944
Property and equipment	152,707	133,534	114,994	107,853	113,689
Current liabilities	475,069	406,984	340,780	327,516	323,992
Long-term debt	256,093	200,943	256,408	236,601	275,636
Shareholders' equity	1,086,245	892,634	727,025	627,048	615,585
Cash and cash equivalents	153,704	143,030	40,708	36,111	62,731
Gross revenue backlog ⁽²⁾	1,795,000	1,413,000	1,272,000	1,120,000	1,043,000
Earnings per share – basic ⁽³⁾	1.76	1.58	1.32	0.14	1.04
Earnings per share – diluted ⁽³⁾	1.74	1.57	1.32	0.14	1.03
Current ratio	1.78	1.78	1.71	1.62	1.55
Net debt to equity ratio	0.14	0.11	0.36	0.41	0.42
Weighted average number of shares outstanding ⁽³⁾	93,540,206	92,510,462	91,503,656	91,276,622	91,381,110
Shares outstanding ⁽³⁾	93,836,258	93,152,264	91,967,788	91,047,170	91,536,640
Shares traded ⁽³⁾	64,933,061	53,330,260	84,405,722	85,482,228	73,855,580
TSX (In Canadian dollars)					
High ⁽³⁾	38.14	36.17	20.66	15.17	15.20
Low ⁽³⁾	29.17	19.15	12.96	10.75	11.40
Close ⁽³⁾	31.93	32.93	19.88	13.79	13.87
NYSE (In US dollars)					
High ⁽³⁾	34.75	34.03	20.91	15.95	14.65
Low ⁽³⁾	25.15	19.13	12.87	10.48	10.40
Close ⁽³⁾	27.42	31.00	20.05	13.63	13.99

⁽¹⁾ EBITDA is calculated as income before income taxes less net interest expense, amortization of intangible assets, depreciation of property and equipment, and goodwill and intangible impairment.

⁽²⁾ This is audited information for 2014 and 2013 and unaudited otherwise.

⁽³⁾ For 2010 to 2013, the amounts have been adjusted from previously reported amounts for the two-for-one share split that occurred on November 14, 2014.

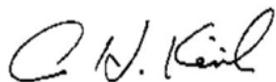
* Certain figures for 2012 have been restated due to the adoption of IFRS 10 and 11.

Consolidated Statements of Financial Position

<i>(In thousands of Canadian dollars)</i>	Notes	December 31 2014 \$	December 31 2013 \$
ASSETS	16		
Current			
Cash and cash equivalents	8	153,704	143,030
Trade and other receivables	9	431,751	384,907
Unbilled revenue	32	192,310	143,894
Income taxes recoverable		11,171	8,792
Prepaid expenses		23,425	18,959
Other financial assets	14	31,526	21,418
Other assets		530	5,231
Total current assets		844,417	726,231
Non-current			
Property and equipment	10	152,707	133,534
Goodwill	11	760,631	594,826
Intangible assets	12	97,243	78,857
Investments in joint ventures and associates	13	4,975	4,996
Deferred tax assets	25	58,801	45,383
Other financial assets	14	90,667	83,163
Other assets		1,029	1,188
Total assets		2,010,470	1,668,178
LIABILITIES AND SHAREHOLDERS' EQUITY			
Current			
Trade and other payables	15	300,293	259,113
Billings in excess of costs	32	96,082	77,803
Income taxes payable		-	9,127
Current portion of long-term debt	16	53,172	37,130
Provisions	17	10,796	12,047
Other financial liabilities		2,773	1,927
Other liabilities	18	11,953	9,837
Total current liabilities		475,069	406,984
Non-current			
Long-term debt	16	256,093	200,943
Provisions	17	51,596	49,539
Deferred tax liabilities	25	74,602	58,082
Other financial liabilities		2,547	2,041
Other liabilities	18	64,318	57,955
Total liabilities		924,225	775,544
Shareholders' equity			
Share capital	21	276,698	262,573
Contributed surplus	21	13,490	12,369
Retained earnings		735,917	606,056
Accumulated other comprehensive income		60,140	11,636
Total shareholders' equity		1,086,245	892,634
Total liabilities and shareholders' equity		2,010,470	1,668,178

See accompanying notes

On behalf of Stantec's Board of Directors



Aram Keith, PE, FASCE, Director



Bob Gomes, P.Eng., Director

Consolidated Statements of Income

Years ended December 31 <i>(In thousands of Canadian dollars, except per share amounts)</i>	Notes	2014 \$	2013 \$
Gross revenue		2,529,918	2,236,410
Less subconsultant and other direct expenses		454,607	404,031
Net revenue		2,075,311	1,832,379
Direct payroll costs	27	936,918	829,926
Gross margin		1,138,393	1,002,453
Administrative and marketing expenses	7,21,27	846,148	746,138
Depreciation of property and equipment	10	38,698	32,389
Amortization of intangible assets	12	24,252	21,235
Net interest expense	26	8,515	8,620
Other net finance expense (income)	26	3,083	(1,346)
Share of income from joint ventures and associates	13	(2,419)	(2,276)
Foreign exchange gain		(425)	(184)
Other income		(2,659)	(1,035)
Income before income taxes		223,200	198,912
Income taxes	25		
Current		59,728	60,141
Deferred		(1,026)	(7,430)
Total income taxes		58,702	52,711
Net income for the year		164,498	146,201
Earnings per share			
Basic	28	1.76	1.58
Diluted	28	1.74	1.57

See accompanying notes

Consolidated Statements of Comprehensive Income

Years ended December 31	2014	2013
<i>(In thousands of Canadian dollars)</i>	\$	\$
Net income for the year	164,498	146,201
Other comprehensive income (All items may be reclassified to net income in subsequent periods)		
Exchange differences on translation of foreign operations	46,266	26,079
Net unrealized gain on available-for-sale financial assets	2,913	5,032
Net realized gain on available-for-sale financial assets transferred to income	(635)	(535)
Income tax effect on available-for-sale financial assets	(40)	(78)
Other comprehensive income for the year, net of tax	48,504	30,498
Total comprehensive income for the year, net of tax	213,002	176,699

See accompanying notes

Consolidated Statements of Shareholders' Equity

	Shares Outstanding (note 21)	Share Capital (note 21)	Contributed Surplus (note 21)	Retained Earnings	Accumulated Other Comprehensive Income (Loss)	Total
<i>(In thousands of Canadian dollars, except shares outstanding)</i>	#	\$	\$	\$	\$	\$
Balance, January 1, 2013	91,967,788	240,369	14,291	491,227	(18,862)	727,025
Net income				146,201		146,201
Other comprehensive income					30,498	30,498
Total comprehensive income				146,201	30,498	176,699
Share options exercised for cash	1,184,476	16,504				16,504
Share-based compensation expense			3,778			3,778
Reclassification of fair value of share options previously expensed		5,700	(5,700)			-
Dividends declared (note 21)				(30,569)		(30,569)
Purchase of non-controlling interests				(803)		(803)
Balance, December 31, 2013	93,152,264	262,573	12,369	606,056	11,636	892,634
Net income				164,498		164,498
Other comprehensive income					48,504	48,504
Total comprehensive income				164,498	48,504	213,002
Share options exercised for cash	683,994	10,587				10,587
Share-based compensation expense			4,659			4,659
Reclassification of fair value of share options previously expensed		3,538	(3,538)			-
Dividends declared (note 21)				(34,637)		(34,637)
Balance, December 31, 2014	93,836,258	276,698	13,490	735,917	60,140	1,086,245

See accompanying notes

Consolidated Statements of Cash Flows

Years ended in December 31 <i>(In thousands of Canadian dollars)</i>	Notes	2014 \$	2013 \$
CASH FLOWS FROM (USED IN) OPERATING ACTIVITIES			
Cash receipts from clients		2,599,190	2,225,332
Cash paid to suppliers		(871,696)	(646,719)
Cash paid to employees		(1,438,417)	(1,247,723)
Interest received		2,422	1,774
Interest paid		(8,662)	(9,150)
Finance costs paid		(2,654)	(2,571)
Income taxes paid		(75,667)	(61,201)
Income taxes recovered		2,705	12,387
Cash flows from operating activities	29	207,221	272,129
CASH FLOWS FROM (USED IN) INVESTING ACTIVITIES			
Business acquisitions, net of cash acquired	7	(123,713)	(43,539)
Dividends from investments in joint ventures and associates	13	2,472	2,685
Increase in investments held for self-insured liabilities		(19,597)	(25,129)
Decrease in investments and other assets		3,531	4,681
Proceeds from lease inducements		8,884	-
Purchase of intangible assets		(3,365)	(4,490)
Purchase of property and equipment		(42,706)	(52,639)
Proceeds on disposition of property and equipment		176	998
Cash flows used in investing activities		(174,318)	(117,433)
CASH FLOWS FROM (USED IN) FINANCING ACTIVITIES			
Repayment of bank debt		(136,823)	(70,924)
Proceeds from bank debt		140,320	36,319
Payment of finance lease obligations		(5,174)	(6,271)
Proceeds from issue of share capital		10,587	16,504
Payment of dividends to shareholders	21	(33,641)	(29,782)
Cash flows used in financing activities		(24,731)	(54,154)
Foreign exchange gain on cash held in foreign currency		2,502	1,780
Net increase in cash and cash equivalents		10,674	102,322
Cash and cash equivalents, beginning of the year		143,030	40,708
Cash and cash equivalents, end of the year	8	153,704	143,030

See accompanying notes

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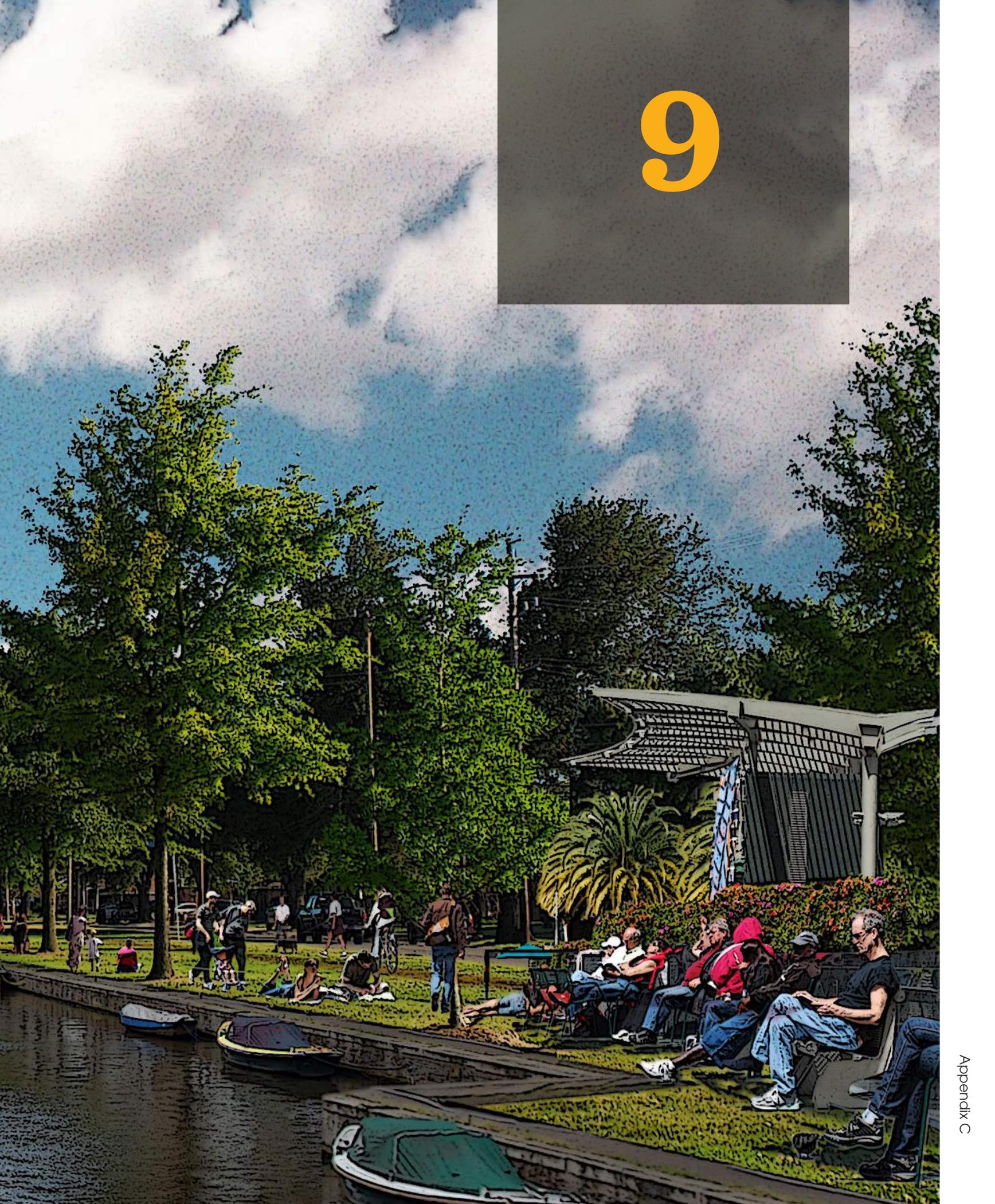


EXHIBIT D: STAFF PLAN WORKSHEET

Martin J. Walsh, Mayor

Timothy J. Burke, Chairman BRA Board

Brian P. Golden, Director BRA

Complete One Staff Plan Worksheet for **Each** Task

STAFF PLAN WORKSHEET

Phase #1

Consultant

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
David Dixon	Principal-in-Charge	Land Use/Design/Placemaking	1.5/45	20
Larissa Brown	Project Manager	Land Use/Design/Placemaking	1.5/21	160
Steve Kearney	Deputy Project Manager	Land Use/Design/Placemaking	1.5/10	160
Various	Urban Designer	Land Use/Design/Placemaking	Various	80
Various	Planner	Land Use/Design/Placemaking	Various	160
Various	Graphics	Land Use/Design/Placemaking	Various	160
Various	Admin/Support	Land Use/Design/Placemaking	Various	60
Tamara Roy	Advisor	Architecture	10/10	8
Drew Leff	Advisor	Real Estate	2/43	8
Joe Geller	Advisor	Landscape Architecture	32/32	4
Total				820

Sub-Consultants

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Stull and Lee				
M. David Lee	Principal	Land Use/Design/Placemaking	46/46	24
Varies	Planner/Urban Designer	Land Use/Design/Placemaking	Varies	12
Höweler + Yoon				
Various	Principal	Land Use/Design/Placemaking	Various	8
Various	Designer	Land Use/Design/Placemaking	Various	8
Speck and Associates				
Jeff Speck	Principal	Land Use/Design/Placemaking	11/22	8
Stoss Landscape Urbanism				
Various	Principal	Land Use/Design/Placemaking	Various	8
Various	Designer	Land Use/Design/Placemaking	Various	8
Manhan Group				
Colby Brown	Principal	Land Use/Design/Placemaking	1/10	10
Consensus-Building Institute				
Patrick Field	Principal	Public Engagement	21/21	40
Various	Associate	Public Engagement	Various	100
Regina Villa Associates				
Nancy Farrell	Principal	Public Engagement	33/33	56
Various	Project Manager	Public Engagement	Various	90
Various	Support	Public Engagement	Various	41
MORE Advertising				
Donna Gittens	Principal	Public Engagement	18/37	64
Various	Associate	Public Engagement	Various	111
Urban Interactive Studio				
Various	Digital Staff	Public Engagement	Various	104
Total				692

EXHIBIT D: STAFF PLAN WORKSHEET

Martin J. Walsh, Mayor

Timothy J. Burke, Chairman BRA Board

Brian P. Golden, Director BRA

Complete One Staff Plan Worksheet for **Each** Task

STAFF PLAN WORKSHEET

Phase #2

Consultant

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
David Dixon	Principal-in-Charge	Land Use/Design/Placemaking	1.5/45	40
Larissa Brown	Project Manager	Land Use/Design/Placemaking	1.5/21	320
Steve Kearney	Deputy Project Manager	Land Use/Design/Placemaking	1.5/10	320
Various	Urban Designer	Land Use/Design/Placemaking	Various	120
Various	Planner	Land Use/Design/Placemaking	Various	120
Various	Graphics	Land Use/Design/Placemaking	Various	80
Various	Admin/Support	Land Use/Design/Placemaking	Various	60
Tamara Roy	Advisor	Architecture	10/10	4
Drew Leff	Advisor	Real Estate	2/43	4
Joe Geller	Advisor	Landscape Architecture	32/32	4
Total				1,072

Sub-Consultants

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Stull and Lee				
M. David Lee	Principal	Land Use/Design/Placemaking	46/46	20
Varies	Planner/Urban Designer	Land Use/Design/Placemaking	Varies	16
Höweler + Yoon				
Various	Principal	Land Use/Design/Placemaking	Various	40
Various	Designer	Land Use/Design/Placemaking	Various	12
Speck and Associates				
Jeff Speck	Principal	Land Use/Design/Placemaking	11/22	16
Stoss Landscape Urbanism				
Various	Principal	Land Use/Design/Placemaking	Various	24
Various	Designer	Land Use/Design/Placemaking	Various	12
Manhan Group				
Colby Brown	Principal	Land Use/Design/Placemaking	1/10	10
Consensus-Building Institute				
Patrick Field	Principal	Public Engagement	21/21	40
Various	Associate	Public Engagement	Various	100
Regina Villa Associates				
Nancy Farrell	Principal	Public Engagement	33/33	69
Various	Project Manager	Public Engagement	Various	120
Various	Support	Public Engagement	Various	113
MORE Advertising				
Donna Gittens	Principal	Public Engagement	18/37	30
Various	Associate	Public Engagement	Various	125
Urban Interactive Studio				
Various	Digital Staff	Public Engagement	Various	104
Total				851

EXHIBIT D: STAFF PLAN WORKSHEET

Martin J. Walsh, Mayor

Timothy J. Burke, Chairman BRA Board

Brian P. Golden, Director BRA

Complete One Staff Plan Worksheet for **Each** Task

STAFF PLAN WORKSHEET

Phase #3

Consultant

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
David Dixon	Principal-in-Charge	Land Use/Design/Placemaking	1.5/45	60
Larissa Brown	Project Manager	Land Use/Design/Placemaking	1.5/21	320
Steve Kearney	Deputy Project Manager	Land Use/Design/Placemaking	1.5/10	320
Various	Urban Designer	Land Use/Design/Placemaking	Various	320
Various	Planner	Land Use/Design/Placemaking	Various	220
Various	Graphics	Land Use/Design/Placemaking	Various	120
Various	Admin/Support	Land Use/Design/Placemaking	Various	60
Tamara Roy	Advisor	Architecture	10/10	20
Drew Leff	Advisor	Real Estate	2/43	16
Joe Geller	Advisor	Landscape Architecture	32/32	4
Total				1,460

Sub-Consultants

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Stull and Lee				
M. David Lee	Principal	Land Use/Design/Placemaking	46/46	24
Varies	Planner/Urban Designer	Land Use/Design/Placemaking	Varies	120
Höweler + Yoon				
Various	Principal	Land Use/Design/Placemaking	Various	60
Various	Designer	Land Use/Design/Placemaking	Various	100
Speck and Associates				
Jeff Speck	Principal	Land Use/Design/Placemaking	11/22	40
Stoss Landscape Urbanism				
Various	Principal	Land Use/Design/Placemaking	Various	40
Various	Designer	Land Use/Design/Placemaking	Various	80
Manhan Group				
Colby Brown	Principal	Land Use/Design/Placemaking	1/10	60
Consensus-Building Institute				
Patrick Field	Principal	Public Engagement	21/21	60
Various	Associate	Public Engagement	Various	100
Regina Villa Associates				
Nancy Farrell	Principal	Public Engagement	33/33	62
Various	Project Manager	Public Engagement	Various	90
Various	Support	Public Engagement	Various	113
MORE Advertising				
Donna Gittens	Principal	Public Engagement	18/37	10
Various	Associate	Public Engagement	Various	49
Urban Interactive Studio				
Various	Digital Staff	Public Engagement	Various	104
Total				1,112

EXHIBIT D: STAFF PLAN WORKSHEET

Martin J. Walsh, Mayor

Timothy J. Burke, Chairman BRA Board

Brian P. Golden, Director BRA

Complete One Staff Plan Worksheet for **Each** Task

STAFF PLAN WORKSHEET

Phase #4

Consultant

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
David Dixon	Principal-in-Charge	Land Use/Design/Placemaking	1.5/45	30
Larissa Brown	Project Manager	Land Use/Design/Placemaking	1.5/21	320
Steve Kearney	Deputy Project Manager	Land Use/Design/Placemaking	1.5/10	160
Various	Urban Designer	Land Use/Design/Placemaking	Various	200
Various	Planner	Land Use/Design/Placemaking	Various	320
Various	Graphics	Land Use/Design/Placemaking	Various	160
Various	Admin/Support	Land Use/Design/Placemaking	Various	60
Tamara Roy	Advisor	Architecture	10/10	4
Drew Leff	Advisor	Real Estate	2/43	4
Joe Geller	Advisor	Landscape Architecture	32/32	4
Total				1,262

Sub-Consultants

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Stull and Lee				
M. David Lee	Principal	Land Use/Design/Placemaking	46/46	16
Varies	Planner/Urban Designer	Land Use/Design/Placemaking	Varies	32
Höweler + Yoon				
Various	Principal	Land Use/Design/Placemaking	Various	20
Various	Designer	Land Use/Design/Placemaking	Various	40
Speck and Associates				
Jeff Speck	Principal	Land Use/Design/Placemaking	11/22	12
Stoss Landscape Urbanism				
Various	Principal	Land Use/Design/Placemaking	Various	16
Various	Designer	Land Use/Design/Placemaking	Various	40
Manhan Group				
Colby Brown	Principal	Land Use/Design/Placemaking	1/10	20
Consensus-Building Institute				
Patrick Field	Principal	Public Engagement	21/21	40
Various	Associate	Public Engagement	Various	80
Regina Villa Associates				
Nancy Farrell	Principal	Public Engagement	33/33	34
Various	Project Manager	Public Engagement	Various	50
Various	Support	Public Engagement	Various	43
MORE Advertising				
Donna Gittens	Principal	Public Engagement	18/37	15
Various	Associate	Public Engagement	Various	24
Urban Interactive Studio				
Various	Digital Staff	Public Engagement	Various	104
Total				586

EXHIBIT D: STAFF PLAN WORKSHEET

Martin J. Walsh, Mayor

Timothy J. Burke, Chairman BRA Board

Brian P. Golden, Director BRA

Complete One Staff Plan Worksheet for **Each** Task

STAFF PLAN WORKSHEET

Phase #5

Consultant

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
David Dixon	Principal-in-Charge	Land Use/Design/Placemaking	1.5/45	16
Larissa Brown	Project Manager	Land Use/Design/Placemaking	1.5/21	160
Steve Kearney	Deputy Project Manager	Land Use/Design/Placemaking	1.5/10	200
Various	Urban Designer	Land Use/Design/Placemaking	Various	10
Various	Planner	Land Use/Design/Placemaking	Various	10
Various	Graphics	Land Use/Design/Placemaking	Various	80
Various	Admin/Support	Land Use/Design/Placemaking	Various	40
Tamara Roy	Advisor	Architecture	10/10	0
Drew Leff	Advisor	Real Estate	2/43	0
Joe Geller	Advisor	Landscape Architecture	32/32	0
Total				516

Sub-Consultants

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Stull and Lee				
M. David Lee	Principal	Land Use/Design/Placemaking	46/46	12
Varies	Planner/Urban Designer	Land Use/Design/Placemaking	Varies	0
Höweler + Yoon				
Various	Principal	Land Use/Design/Placemaking	Various	16
Various	Designer	Land Use/Design/Placemaking	Various	0
Speck and Associates				
Jeff Speck	Principal	Land Use/Design/Placemaking	11/22	4
Stoss Landscape Urbanism				
Various	Principal	Land Use/Design/Placemaking	Various	16
Various	Designer	Land Use/Design/Placemaking	Various	0
Manhan Group				
Colby Brown	Principal	Land Use/Design/Placemaking	1/10	0
Consensus-Building Institute				
Patrick Field	Principal	Public Engagement	21/21	36
Various	Associate	Public Engagement	Various	60
Regina Villa Associates				
Nancy Farrell	Principal	Public Engagement	33/33	58
Various	Project Manager	Public Engagement	Various	76
Various	Support	Public Engagement	Various	53
MORE Advertising				
Donna Gittens	Principal	Public Engagement	18/37	30
Various	Associate	Public Engagement	Various	93
Urban Interactive Studio				
Various	Digital Staff	Public Engagement	Various	104
Total				558

EXHIBIT D: STAFF PLAN WORKSHEET

Martin J. Walsh, Mayor

Timothy J. Burke, Chairman BRA Board

Brian P. Golden, Director BRA

Complete One Staff Plan Worksheet for **Each** Task

STAFF PLAN WORKSHEET

Phase #6

Consultant

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
David Dixon	Principal-in-Charge	Land Use/Design/Placemaking	1.5/45	16
Larissa Brown	Project Manager	Land Use/Design/Placemaking	1.5/21	80
Steve Kearney	Deputy Project Manager	Land Use/Design/Placemaking	1.5/10	40
Various	Urban Designer	Land Use/Design/Placemaking	Various	40
Various	Planner	Land Use/Design/Placemaking	Various	40
Various	Graphics	Land Use/Design/Placemaking	Various	40
Various	Admin/Support	Land Use/Design/Placemaking	Various	60
Tamara Roy	Advisor	Architecture	10/10	0
Drew Leff	Advisor	Real Estate	2/43	0
Joe Geller	Advisor	Landscape Architecture	32/32	0
Total				316

Sub-Consultants

Name	Title	Discipline	Years with firm/Total Years Experience	Number of job-hours
Stull and Lee				
M. David Lee	Principal	Land Use/Design/Placemaking	46/46	4
Varies	Planner/Urban Designer	Land Use/Design/Placemaking	Varies	0
Höweler + Yoon				
Various	Principal	Land Use/Design/Placemaking	Various	0
Various	Designer	Land Use/Design/Placemaking	Various	0
Speck and Associates				
Jeff Speck	Principal	Land Use/Design/Placemaking	11/22	0
Stoss Landscape Urbanism				
Various	Principal	Land Use/Design/Placemaking	Various	0
Various	Designer	Land Use/Design/Placemaking	Various	0
Manhan Group				
Colby Brown	Principal	Land Use/Design/Placemaking	1/10	0
Consensus-Building Institute				
Patrick Field	Principal	Public Engagement	21/21	24
Various	Associate	Public Engagement	Various	0
Regina Villa Associates				
Nancy Farrell	Principal	Public Engagement	33/33	40
Various	Project Manager	Public Engagement	Various	64
Various	Support	Public Engagement	Various	33
MORE Advertising				
Donna Gittens	Principal	Public Engagement	18/37	30
Various	Associate	Public Engagement	Various	40
Urban Interactive Studio				
Various	Digital Staff	Public Engagement	Various	5
Total				240

EXHIBIT F: NON-COLLUSION
AFFIDAVIT OF PRIME BIDDER

Martin J. Walsh, Mayor

Timothy J. Burke, Chairman BRA Board

Brian P. Golden, Director BRA

State of Massachusetts

)ss.

County of Suffolk

Larissa Brown, BEING FIRST DUTY

SWORN DEPOSES AND SAYS THAT:

1.0 He/she is (owner, partner, officer, representative, or agent) of Stantec Consulting Services Inc., the Bidder that has submitted the attached Bid:

2.0 He/she is fully informed respecting the preparation and contents of the attached Bid and of all pertinent circumstances respecting such Bid;

3.0 Such Bid is genuine and is not a collusive or sham Bid;

4.0 Neither the said Bidder nor any of the officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant, has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Bidder, firm or person to submit a collusive or sham Bid in connection with the Contract for which the attached Bid has been submitted or to refrain from bidding in connection with such Contract, or has in any manner, directly or indirectly sought by agreement, collusion or communication or conference with any other Bidder, firm or person to fix the price or prices in the attached Bid or of any other Bidder, or to fix any overhead, profit or cost element of the Bid price or the Bid price of any other Bidder or to secure through any collusion conspiracy, connivance or unlawful agreement any advantage against the Boston Redevelopment Authority or any person interested in the proposed Contract; and

5.0 The price or prices quoted in the attached Bid are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Bidder or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

(Signed)

Larissa Brown

Title

Subscribed and sworn to before me this 17th day of July, 2015

Allison Ross

Title

My commission expires:



ALLISON ROSS
Notary Public
Commonwealth of Massachusetts
My Commission Expires
April 11, 2019

EXHIBIT G: CERTIFICATE OF TAX,
EMPLOYMENT SECURITY, AND
CHILD CARE COMPLIANCE

Martin J. Walsh, Mayor

Timothy J. Burke, Chairman BRA Board

Brian P. Golden, Director BRA

Pursuant to Massachusetts General Laws Chapter 62C, §49A and Chapter 151A, §19A(b) and Chapter 521 of the Massachusetts Acts of 1990, as amended by Chapter 329 of the Massachusetts Acts of 1991, I:
Larissa Brown

(Name)

Principal

Stantec Consulting Services Inc.

(Title)

(Name of Consultant)

whose principal place of business is located at: 226 Causeway Street, Boston, MA 02114

_____, do hereby certify that:

- A. The above-named Consultant has made all required filings of state taxes, has paid all state taxes required under law, and has no outstanding obligation to the Commonwealth's Department of Revenue.
- B. The above-named Consultant has complied with all laws of the Commonwealth relating to unemployment compensation contributions and payments in lieu of contributions.
- C. The undersigned hereby certifies that the Consultant (please check applicable item):
 - 1. _____ employs fewer than fifty (50) full-time employees; or
 - 2. offers either a dependent care assistance program or a cafeteria plan whose benefits include a dependent care assistance program; or
 - 3. _____ offers child care tuition assistance, or on-site or near-site subsidized child care placements.

Signed under the penalties of perjury this 17th day of July, 2015

11-2167170



Federal Identification Number

(Name)

By: Larissa Brown

Title: Principal