

proposal for

urban design/planning study for the **central** and **kendall square area**

SUBMITTED TO **CITY OF CAMBRIDGE** | FEBRUARY 3, 2011



Goody Clancy with

Ferrell Madden Lewis | Nelson\Nygaard | MJB Consulting | Carol R. Johnson Associates | W-ZHA



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project understanding and strategy

PROJECT OVERVIEW

Multiple plans and development projects (completed, underway, or planned) in the study area require a comprehensive, consensus-based framework, or vision, that will manage change and guide future growth along and near the Kendall-Central axis while strengthening the complementary character of each. These plans range in scale from individual PUDs close to MIT to the Kendall Square/Main Street team’s work at the Third/Broadway/Main intersection to major initiatives along Massachusetts Avenue, including the Novartis expansion and the Forest City project just up from University Park. Of significant importance are plans for additional development along the Binney Street corridor, which is already signaling a new, mixed-use residential/commercial character.



Binney Street is beginning to take on a mixed-use character, with the opening of these loft apartments.



A key element of this study will be an examination of the streetscape along both Massachusetts Avenue near Central Square (image on top) and along Main Street near Kendall Square, within the context of an enhanced pedestrian experience.

Indeed, while maintaining the essential character of the areas around each of the respective squares, the project demands a vision that articulates the ways in which the squares—and the arteries leading from them—relate and link to each other, both actually and potentially, drawing people both locally and regionally to the complementary services and amenities that each offers.

The physical distance between Kendall Square and Central Square is little more than one mile; the vision must incorporate strategies to make the *perceived* distance equal to the actual distance, through the various design and transportation elements that contribute to enhanced walkability and to an overall “humanizing” of this boomerang-shaped corridor and its adjacencies.

Central Square, including Bishop Allen Way and Green Street, retains its ties—in terms of scale, materials, granularity—to its surrounding residential neighborhoods, even as it serves a regional population through the proliferation of restaurants and clubs. Retail vacancies along Massachusetts Avenue appear to be clustered within a handful of buildings—and even those vacancies are buffered on either side by what appear to be thriving businesses.



While continuing to nurture **Kendall Square's** unique position—both geographic and economic—as an international center for biotech research and other high-tech enterprises the vision plan must, while acknowledging the surrounding neighborhoods in terms of scale, amenities, etc., outline the conditions for a richer, more vibrant area of diversified mixed uses that attract not only daytime workers and area visitors, but also residential population that continues to grow.

Already a major new amenity for Cambridge, Lafayette Park, situated at the hinge of Main Street and Massachusetts Avenue, can become an even more significant attractor for new economic and social activity.

Finally, **Lafayette Park**, as the “transition area” between the two existing Squares, suggests a new “centerpiece” for the Kendall/Central corridor, as well as for Cambridge as a whole.

The RFP outlines two phases, each structured the same, beginning with Kendall Square (and the Transition Area) and moving to Central Square (and the Transition Area). While maintaining the suggested sequencing and emphasis, our analysis will take into account the relationship—physical, economic, social—of one sub-area to the other, keeping in mind the desire of the City for a “comprehensive urban design/planning study for [both areas].”

Notes on the public process

The success of the project will depend on achieving consensus among a multitude of actors, ranging from MIT to individual business owners to residents. This is an especially high-profile area, and demands a full understanding of stakeholder issues, including but not limited to those of the Cambridge Housing Authority, the Institute, local businesses, and residents, as well as the Cambridge Redevelopment Authority, major property owners and developers, etc. The Goody Clancy team has successfully worked in similar environments, using mutual education techniques, inquiry, interviews, and conversations to understand underlying interests and, ultimately, build consensus—a definition of success that does not mean unanimity but that does encompass overwhelming agreement.



We anticipate that public housing residents living along Main Street will be part of the public process.

While the RFP suggests that the planning process may take up to a year, we will, in collaboration with the Community Development Department (CDD), examine the feasibility—and desirability—of

moving more expeditiously, but equally thoroughly, along a shorter timeline in order to understand fully the physical and economic relationships—symbiotic or otherwise—between the two key areas. A proposed work-plan at the conclusion of this section sets forth a hypothetical approach, beginning with Phase A and shortly thereafter initiating Phase B. We look forward to discussing this further with CDD and others to ensure a deep understanding of the City’s objectives and the degree to which this approach meets those objectives.

Working again with CDD, as well as with the separate Advisory Committees, we will seek to engage—through interviews, education sessions, small-group discussions—as broad a cross-section of individual stakeholders as possible prior to the first public meeting (see below). The imperative of “getting under the skin of a place” in order to understand issues and find common ground is no less important here than in virtually every other place in which we have worked—including other projects in Cambridge.

With this in mind, we propose a slight modification of the first public meeting’s focus to one that (1) presents for comment a set of draft vision principles that will have been vetted by the respective Advisory Committee while outlining existing conditions, including the status of projects underway (in the case of Kendall Square, the Third/Broadway/Main interchange; in the case of Central Square, the Novartis expansion and the Forest City project); (2) engages the community in a discussion of the vision principles during which participants respond, in small groups, to the elements of that vision their ideas for each area (or for the entire corridor, as appropriate).

The second public meeting—again slightly modified from what is outlined in the RFP—would focus on the presentation and discussion of a draft comprehensive vision as well as on initial recommendations emerging from that vision. Meeting participants will be given the opportunity to respond to the vision and to the initial set of recommendations.

The final public meeting would continue along the lines outlined in the RFP.

PROJECT APPROACH

Urban Design

The team will analyze the urban design context throughout the study area and its connections with adjacent context, with attention to both private development and public streets and open spaces. Our work will include:

- Analyzing urban design conditions including land use, patterns of property parcelization and ownership, parks and recreation resources, places to prevent and promote change, parking configurations, pedestrian access, transit nodes, building character and view corridors. We will draw upon analysis and concepts documented in previous plans and conduct further original analysis as needed to present a comprehensive picture of the urban environment throughout the study area.
- Reviewing proposed/planned development projects in terms of program, scale, architecture, community benefits, and other relevant aspects.
- Drawing upon real estate market analysis and the community's stated priorities to identify development program goals that fit well with available development capacity, configurations and markets.
- Recommending ways to improve sense of place in distinct areas including Kendall, Lafayette, and Central Squares as well as in distinct subareas among them and along Binney Street. In collaboration with landscape design and transportation team members, identifying street design strategies to support a "Complete Streets" approach accommodating multiple transportation modes as well as enhanced development and landscape opportunities.
- Identifying relevant development prototypes from the region and across the country as models for consideration.
- Identifying priority sustainable design strategies incorporating eco-district concepts—such as stormwater biofiltration in street rights-of-way and district energy infrastructure serving buildings of mixed uses.
- Outlining a preliminary urban design framework addressing priority land uses, multi-modal access, parking, parks, sustainability goals, building heights and massing, and other key elements of the public realm.
- Exploring conceptual development scenarios to evaluate with the City and key stakeholders, with special focus on sites with significant redevelopment potential and/or refinements to projects in development.



Critical to the urban design context are the neighborhoods immediately adjacent to both Massachusetts Avenue (on left) and Main Street (on right).

Landscape Design

The recent increased interest in development around Kendall Square, the growing importance of Central Square as a magnet, and the resulting new significance of the transition areas around and between the two has introduced a fresh set of opportunities for the City of Cambridge. Consideration and implementation of a meaningful public realm framework upon which to build strong mixed uses will be key to ensuring community benefits are prioritized, realized, and sustainable long term.

As the building blocks of “community,” this public realm framework—which includes streetscapes, plazas, parks, and paths—is the critical place-making element, helping people feel physically and emotionally connected to and a vital part of neighborhoods. The open space system is “common ground” conveying people and goods with remarkable ease of mobility and promoting commerce; however, in the spirit of Cambridge, it is really about places of social interaction and learning, places to stroll, places of comfort and respite, and places where the diversity of people and cultures is celebrated, and quality of life is improved.

Ultimately, the success of Kendall Square, Central Square, and the transition zones will depend upon the success of the study area as a whole with no one site taking priority. The goal is to develop a model that is sustainable as well as beautiful. That said, each parcel needs to be analyzed and its context understood, so that roles in and benefits to the whole can be capitalized upon, and community and private aspirations seamlessly achieved.

The public realm improvements envisioned will provide a new network that will move people, information and goods in ways that are safe, green, healthy, connected, efficient, and fun....making a lasting contribution. Seldom does a project have the opportunity to transform neighborhoods, enrich the local community and contribute to the social, economic and environmental development of a city.

Transportation Analysis

Central Square and, especially, Kendall Square are among the most exciting, innovative districts in the country. Business, residential, and institutional expansions all are growing in both squares and the area between them. Managing this growth pressure in a way that fits with Cambridge’s longstanding urban livability, and with modern transportation sensibility in a way that doesn’t stifle this potential is the key challenge before us.

Despite the proximity of these squares to each other, there is very little of a connected relationship between these locations today. Outside of the Red Line, the connection today is not pleasant, and is not often used. Most users of either Kendall or Central are coming from the surrounding area and choosing one Square or the other, rarely using both as a system. Partially, this is due to the land use pattern, as the urban vibrancy of Central Square serves as a counterpoint to the undefined nature of Kendall Square. Building sizes and scales also differ as we move from the smaller, denser mix of Central to the larger scale buildings and developments in Kendall. This change in form is not well managed today, and absolutely contributes to a disconnect between the squares.



One of the area's key intersections at Massachusetts Avenue and River/Magazine/Western Avenue.

A thorough review of the street grid and circulation patterns will be necessary within the entire study area. It is crucial that a “Complete Streets” approach be taken for this review. Streets within the study area can be analyzed by how well they serve the varying modes of travel. Other connections (some off-street) will also be reviewed to assess the connections and barriers for pedestrians, bicyclists, transit users, and motorists within the study area. Recommendations for improved streets, new streets, or additional off-street connections will

be made in conjunction with planned development. Secondary and even tertiary roads may be needed to not only provide these connections, but meet emerging circulation needs or to establish an improved street pattern in conjunction with development.

Additional key elements to developing a vision for this area that connects these locations will include:

- Reviewing where possible existing development proposals for form, scale, and layout to ensure proper transition between the squares, including creating connections to adjacent side streets and breaks in the street wall. These may be for new roads, pedestrian paths, bicycle connections, or even driveway entrances.
- Review cumulative impacts of proposed developments for access and circulation, vehicular trips, pedestrians, transit, bicyclists, and parking.
- Working in tandem with the project team to establish vision, goals, and development scenarios.
- Reviewing connections across all modes between Central and Kendall Squares, as well as in the transition area.
- Re-evaluate existing transportation improvement plans, especially the current designs for Broadway. Ensure that these are pedestrian friendly and provide connections from Kendall Square to the emerging development area to the North.
- Review the proposed Urban Ring connections through Kendall Square for opportunities to penetrate further into the transition area, and Central Square.
- Establish connection priorities across modes in Kendall Square as a means to help define a center that reinforces the existing vibrancy in the area.
- Refine city development review standards to develop a tailored review and zoning strategy for the study area.
- Reinforce that any roadway and design changes are more about establishing and prioritizing connections, rather than expanding capacity.

Retail Market Analysis

While most market analyses focus on consumer demand in assessing retail potential (e.g. what the trade area can support), our retail analysis will also view the opportunity from the standpoint of the prospective tenant, and how that potential tenant is likely

to assess the study area vis-à-vis the available alternatives. The “supply side” of the equation is, in short, equally critical in devising a realistic and appropriate market positioning.

While analyzing the retail potential of, say, Central Square, we will be looking not just at the quantitative “sales leakage” or “retail float” data, but will also consider what prospective tenants would actually think of the sorts of locations and spaces that are available in the district, and how, in their minds, it “matches up” with nearby competing districts/centers.

In addition to the traditional quantitative methodologies, our analysis will apply psycho-graphics to an understanding of how urban business districts can define and differentiate themselves today. Led by MJB Consulting, the team will apply a proprietary segmentation scheme to reflect the nuance and complexity of urban and Main Street sub-markets that go beyond pure data-mining.

For example, to what extent do each of the different “squares” or districts within Cambridge—not just those to be studied, but also, the ones that represent their competition (e.g. Harvard, Inman, etc.)—cater or appeal to a specific consumer lifestyle or sensibility? And do these varying thrusts provide us with useful guidance on how

best we might try to position and differentiate Kendall and Central (and unify the two) going forward?

Other tools to be applied include a proprietary typology of different kinds of urban and Main Street business districts, which correlates certain site and demand variables with particular tenant mixes and retail brands. This will help in understanding what a particular business district is “ready for” at the present moment, and what it still might need.

For example, urban retail is arguably an evolutionary process, with urban business districts proceeding through a number of sequential phases. “Present-day” Kendall Square and Central Square can be placed along this trajectory, along with their respective next stages, accurately predicted, in terms of the retail categories that can (and cannot yet) be supported and the kinds of operators that can (and cannot yet) be attracted.

An additional proprietary database identifies the larger national and regional brands that have shown a willingness to locate in different types of urban and Main Street business districts, complete with relevant information on market thresholds, site requirements, preferred co-tenants, comparable locations, etc. A patterned approach will be used to identify and pursue smaller regional and local “chain-lets” that would seriously consider such opportunities.



The vacancies along Massachusetts Avenue have been in part countered by new retail development there.

The team will also be working with a “total immersion” research methodology to reflect the unique, anthropological, and psycho-graphic approach to market analysis, gaining an on-the-ground, immediate understanding of the study area, the people, and the challenges. This approach demands a great deal of time on-site. For example, in undertaking a market analysis and devising a positioning strategy for Downtown Pittsburgh, Mike Berne, MJB’s principal, was in town for roughly 25 days, with the typical visit lasting approximately six days and including an entire weekend; it is anticipated that he would spend roughly the same amount of time in Cambridge for this assignment.

Finally, MJB, in leading this part of the planning process, will work with the City of Cambridge and appropriate agencies to secure “buy-in” from landlords, brokers and other key stakeholders, help public officials understand the role that they should play in the retail attraction effort, develop content for leasing brochures and other collateral, devise lists of prospective tenants, make “exploratory” calls to gauge their interest and train an in-house “retail recruiter.”

Zoning and Design Review

The study area has the potential to become a “complete community”: a walkable, people-friendly place that balances all movements, regardless of the mode of travel, and reflects community cohesion, an enhanced quality of life, and a realization of economic development potential. Envisioning the Kendall-Central corridor as a whole will allow the team—and the City—to address the larger transportation and regulatory issues that hinder pedestrian activity and growth while providing special focus on the different characters of the individual public spaces and neighborhoods.

Many of the concerns about future development growth and traffic congestion due to development are likely to generate much active discussion in Cambridge but can be mitigated by careful planning and coordination with City staff on land use and zoning regulations. Urban college towns often face the dilemmas confronting the Kendall Square/Central Square areas, the links between them, and the opportunity sites nearby, particularly along Binney Street: the desire to achieve an element of surety in the redevelopment process, in the pedestrian character, building form, and transportation network, without custom negotiations for each and every project. Success of this strategy will hinge on the ability to identify and amend the regulatory constraints on this type of holistic land development approach, and to secure community consensus on this “smart growth” approach to integrated land use and transportation planning that has gained such momentum nationally.

As in most places, standards for the corridor can be based on the local precedent of town fabric, on an understanding of the character of each node, and on the local ordinance legal structure. As noted in the RFP, an extensive document review (as well as an existing conditions review) will be necessary. The design team will have a full understanding of the existing zoning and development rights for the study area, the comprehensive plan, recent development proposals, and other public policy issues. The review will also include administrative processes and policies to ensure that the requirements can manifest the intended outcome. This will likely involve asking some difficult questions that require brutally honest answers to be able to provide realistic

implementation strategies, such as whether there are different approvals and reviews for private developers versus MIT and public entities.

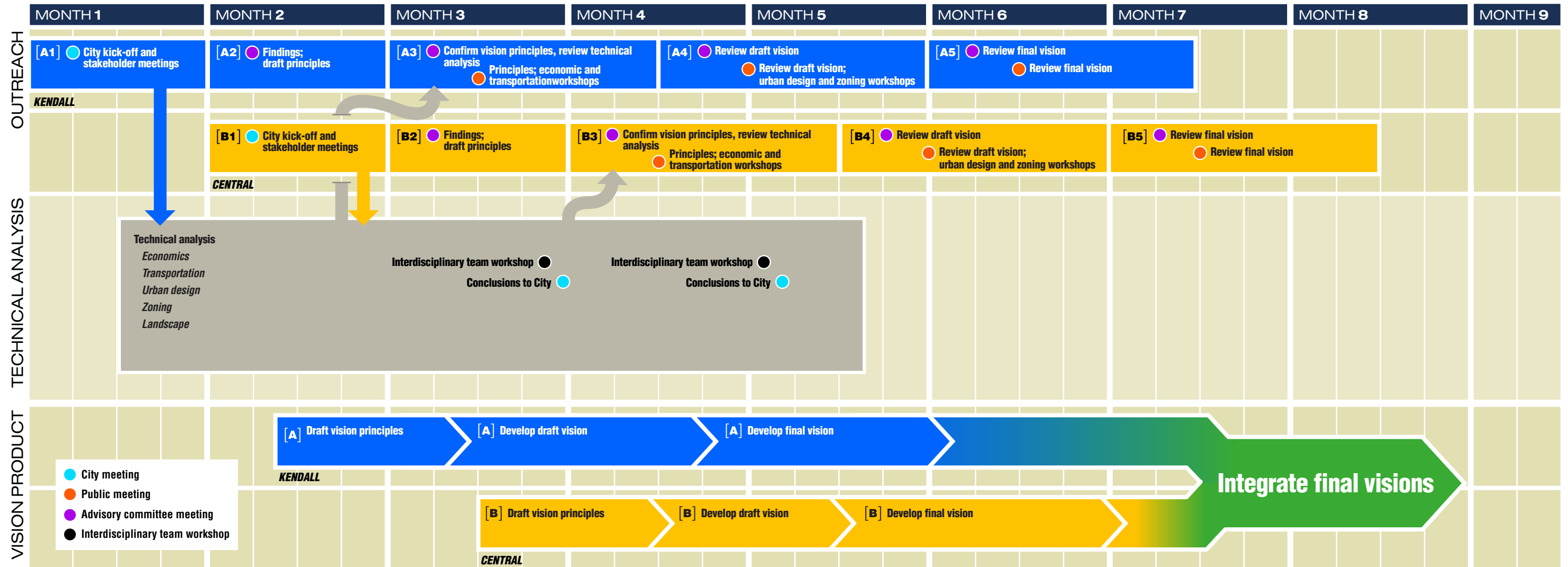
It is also important to understand the difference between standards and guidelines when considering implementation strategies. Overlay districts, form-based codes, and zoning rewrites are regulatory; they specify what must be done. Whereas pattern books and guidelines are advisory only, they suggest what may be done. A good approach is to make sure that the regulations have a primary emphasis on physical form and place-making, with a secondary focus on land uses. The guidelines that are considered during the visioning process will naturally include decisions about building height, informed by development economics; placement in relation to the street (the public realm); and architectural elements. These choices can be eventually defined further to become regulations within an overlay for the entire area.

Livability is created by providing choice; whether in housing location, transportation possibilities, residential type, or education and employment opportunities. Communities everywhere are rethinking redevelopment and growing in smarter ways—realizing there does not need to be a “trade off” between economic viability and a strong sense of place when citizens and stakeholders work together. Emphasizing infill and redevelopment of existing urbanized areas is central to protecting our environment—compact and mixed-use communities reduce our dependence on foreign oil, improve air quality, reduce greenhouse gas emissions, and promote public health. The entire Kendall to Central Square “boomerang” is poised to offer this type of livable, sustainable community; the results of this study will identify the existing missing pieces/uses and their development impediments, and then recommend solutions to achieve city and neighborhood goals.

Alternate Add-On:

Although the focus of this study is on an overall vision for Kendall and Central Square, and the links between the two, versus a comprehensive market study, it could well be desirable to give greater attention and a more fine-grained look at an analysis of the residential market dynamics affecting the area. In that regard, we have worked steadily with Zimmerman/Volk Associates (ZVA) on many assignments in locations that include Dublin, OH, Asheville, NC, Wichita, KS, Baltimore, MD, and Norfolk, VA. As you may know, Laurie Volk’s distinct talent is to focus particularly on emerging markets by looking primarily at long-term demographics rather than current “comps.” This method has proven highly successful in predicting future demand trends, as national housing preferences have undergone substantial demographically-driven changes in the recent decade. These changes have revived interest in living in urban settings, and led to a great diversification of demand among various age groups and household types. Adding ZVA to the assignment would be a highly leveraged investment, for it would supply detailed information on market housing demand including recommended unit types and target demographics. This information will in turn add value to the current study’s urban design and land use strategies.

Proposed Project Timeline



Goody Clancy has extensive experience creating visionary yet feasible plans for growing, redeveloping, and revitalizing neighborhoods, towns, and cities across the United States. Our award-winning projects build on close working relationships with key stakeholders and meaningful public participation structured in innovative ways that ensures consensus, builds community support and creates the political will to move forward.



By working closely with stakeholders and providing multiple channels for public comment and participation, Goody Clancy helps generate the political will to move plans into implementation.

Based in Boston, our 110-person firm (architecture, planning, and preservation) has built an award-winning national planning and urban design practice. An interdisciplinary team of urban designers, planners, architects, and graphic designers staff our 20-person planning and urban design group. A commitment to collaborative planning based on an interactive dialogue with community members informs our work and has helped us compile a record of successful outcomes in complex settings with multiple stakeholders. Our plans for downtowns, neighborhoods, commercial districts, corridors, and citywide planning areas 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 planning practice is informed by work with both public and private clients: municipal, state, and federal governments; foundations, universities, and community development corporations; and private developers. Our work consistently embodies several key elements:

- visionary plans that get implemented;
- strategies that reflect interdisciplinary thinking and address both 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 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 public investment.

Reflecting a unique range and depth, Goody Clancy's planning and urban design practice has achieved national recognition for its work in complex urban environments, always involving deliberate and innovative in-depth public participation and consensus building. We participate with our clients and other stakeholders—whether at the neighborhood, the city, or the regional level—in an on-going learning process focused on the character and fabric of a place and those whose lives intersect with and who influence/are influenced by that place. This process was critical to one of our most challenging recent assignments—leading the Master Plan and Comprehensive Zoning Ordinance for the City of New Orleans.

We are very proud to say that our work for New Orleans was awarded both local and national awards from the American Planning Association in 2011.

Other recognition for our work includes dozens of national and regional awards from the American Institute of Architects, the American Society of Landscape Architects, The Congress for the New Urbanism, the American Planning Association, the Society for College and University Planning, and similar organizations. Current and recent clients include major cities and public agencies, leading universities and other institutions, and prominent developers. Our work in cities as diverse as Cambridge, Boston, Alexandria (VA), Chicago, Cincinnati, Miami, Savannah, Louisville, Columbus (OH), New Orleans, and Washington DC, has continued to generate successful, feasible, award-winning plans that attract wide public support and public, private, and institutional investment.

In addition to dozens of national and regional awards, Goody Clancy's work has also earned frequent national press coverage. A recent *Washington Post* article by AIA President George Miller referenced Goody Clancy's work to connect transit to new development in Alexandria, VA. The *Wall Street Journal* cited our charrette-based urban design vision for redevelopment of Chicago's Cabrini-Green public housing as a model for creating new mixed-income neighborhoods; the *Baltimore Sun* gave repeated coverage to our successful plan to create The Uplands, a new mixed-income urban neighborhood



transforming obsolete public housing; the *New York Times* reported on the effectiveness of our revitalization planning for the university district in Columbus Ohio; and *Urban Land* has repeatedly reported on our successful revitalization work and used a lively new mixed-use development that was built in response to our planning

for Columbus' High Street as the cover photograph for a recent feature article on creating vital urban places (inset). This work was also recognized with an APA Outstanding Planning Award for Implementation in 2010.

For the Kendall and Central Square area project we have assembled a team whose members have worked together—and are currently collaborating—on significant efforts to transform the widest possible array of urban environments. **David Dixon FAIA**, who directs all Goody Clancy downtown planning and development work, will serve as principal-in-charge for the team. Known nationally for his expertise in downtown revitalization, sustainable communities and urban design, in 2007 he received the field's highest award for individual achievement, the Thomas Jefferson Award for Public Architecture from the American Institute of Architects. The award recognizes David's career-long achievement in raising "the public's awareness and/or appreciation of design excellence." **Ben Carlson, LEED AP**, senior urban designer for Goody Clancy, will serve as the project manager. Ben has overseen successful neighborhood and downtown planning initiatives for cities including Cambridge, Wichita, Kansas City, Asheville, and Norfolk (VA), and has



Goody Clancy's planning study for Eastern Cambridge received a planning award from the Massachusetts Chapter of the APA; the firm's work on the Concord-Alewife study was recognized by the Governor's Smart Growth Innovation Awards program.



significant experience in transit-oriented development, green design and neighborhood planning. Goody Clancy's senior planning staff will be represented by **Ron Mallis**, who led Goody Clancy's efforts for Cambridge's Concord-Alewife planning study. Ron's planning experience includes creation of institutional and neighborhood master plans, community redevelopment plans, community process and outreach strategies, land use strategies, economic development action plans, and urban design guidelines. Additional design support will be provided by senior urban designer **Ganesh Ramachandran, LEED AP**.

For our work in Cambridge we also propose to enlist the services of: **Ferrell Madden Lewis**, for zoning assessment and recommendations; **Nelson\Nygaard**, focusing on multi-modal transportation strategy and design; **MJB Consulting**, focusing specifically on retail markets; **Carol R. Johnson Associates** addressing landscape architecture and connectivity; and **W-ZHA** advising the team on economic and market feasibility.

Please see brief overviews for these firms on the following pages and additional information about our entire team's project experience and staff capabilities in sections 3 and 4.

STATEMENT OF FIRM STABILITY

Goody Clancy & Associates, Inc. (Goody Clancy) is a privately-held, employee-owned company. Goody Clancy certifies that is solvent and operating on a sound financial basis. Financial statements are available on a need-to-know basis. Please contact Glenn Rizzo, Controller, 617-262-2760 for more information.



Planning & Urban Design Awards

national recognition

AMERICAN INSTITUTE OF ARCHITECTS

Honor Award for Regional and Urban Design

- Boston's Newest Smart Growth Corridor (2007)
- Harvard University/North Allston Strategic Framework for Planning (2005)
- UrbanRiver Visions (2004)
- A Civic Vision for Turnpike Air Rights in Boston (2001)

Thomas Jefferson Award for Public Architecture

Awarded to David Dixon, principal-in-charge of planning and urban design (2007)



Plan for the 21st Century: New Orleans 2030

AMERICAN PLANNING ASSOCIATION

Planning Achievement Award for a Hard-Won Victory

Plan for the 21st Century: New Orleans 2030 (2011)

Planning Excellence Award for Implementation

Campus Partners' University District Revitalization (2010)

Merit Award

West Broadway Housing

AMERICAN SOCIETY OF LANDSCAPE ARCHITECTS

Award of Excellence for Analysis and Planning

Charles River Basin Master Plan (2001)

BRUNER FOUNDATION

Rudy Bruner Award for Urban Design Excellence

Harbor Point

CONGRESS FOR THE NEW URBANISM

Charter Award

- Clifton Corridor Urban Design Guidelines (2010)
- Boston's Newest Smart Growth Corridor (2006)
- Harvard University/North Allston Strategic Neighborhood Plan (2004)
- UrbanRiver Visions (2003)
- Initiative for a 20/20 Vision for Concord, New Hampshire (2002)
- Cleveland Riverview HOPE VI Redevelopment (2002)
- A Civic Vision for Turnpike Air Rights in Boston (2001)



Columbus: High Street/University District Plan

INTERNATIONAL DOWNTOWN ASSOCIATION

Merit Award in Planning

Asheville Downtown Master Plan (2010)

Unified New Orleans Plan—District 1 (2007)

SOCIETY FOR COLLEGE AND UNIVERSITY PLANNING

Excellence in Planning Award

- University Village Land Use Plan—Faculty of Arts & Sciences, Aga Khan University (2010 Merit Award)
- Clifton Community Partnership Urban Design Guidelines (2009 Merit Award)
- Harvard University/North Allston Strategic Framework for Planning (2005)
- High Street/University District Plan (2004)
- Emmanuel College Endowment Campus Plan (2001)

URBAN LAND INSTITUTE

Special Award for Excellence

Harbor Point

THE WATERFRONT CENTER

Excellence on the Waterfront Award

UrbanRiver Visions (2003)



Boston's Newest Smart Growth Corridor



regional and local recognition

AMERICAN INSTITUTE OF ARCHITECTS

AIA NEW ENGLAND

New England Regional Award

Cabrini-Green Revitalization Plan

Outstanding Planning Award for Comprehensive Planning

A Civic Vision for Turnpike Air Rights in Boston (2000)

TEXAS SOCIETY OF ARCHITECTS

Citation of Honor

Tyler 21 Comprehensive Plan

AMERICAN PLANNING ASSOCIATION

APA CONNECTICUT

Community Development Award

Quinnipiac Terrace/Riverview HOPE VI Redevelopment (2003)

APA FLORIDA

Award of Merit

Miami Parks and Public Spaces Master Plan (2007)

APA GEORGIA

Outstanding Implementation Plan Award

West Savannah Revitalization Plan (2007)

APA ILLINOIS

Excellence in Planning Award

Near North Redevelopment Vision, Plan and Guidelines (2003)

APA KANSAS

Sod Award

Wichita's Mayor Carl Brewer for his work on the Wichita Downtown Master Plan (2010)

APA LOUISIANA

Outstanding Large Jurisdiction Plan

Plan for the 21st Century: New Orleans 2030 (2011)

APA MASSACHUSETTS

Outstanding Planning

- South Coast Rail Corridor Rail (2009, President's Award)
- A City-Building Vision for Lowell's Hamilton Canal District (2009, Social Advocacy Award)
- Concord-Alewife Plan (2006, Planning Project Award)
- Advancing Downtown Attleboro (2006, Planning Project Award)



Miami: Parks and Public Spaces Master Plan



Chicago: Cabrini-Green Redevelopment Planning

Excellence in Planning

Brookline Comprehensive Plan (2005)

Award for Comprehensive Planning

- Wellesley Comprehensive Plan (2007)
- A Strategic Action Plan for Plymouth (2004)
- Fort Point Channel Plan (2003)
- Charles River Basin Master Plan (2002)
- Quinnipiac Terrace/Riverview HOPE VI Master Plan (2002)
- Eastern Cambridge Planning Study (2001)

Social Advocacy Award

- Hamilton Canal District Neighborhood Visioning Plan (2009, Honorable Mention)

APA NORTH CAROLINA

Outstanding Comprehensive Planning in a Large Community

Downtown Asheville Master Plan (2010)

OHIO PLANNING CONFERENCE

President's Award

Rebuilding the Uptown Neighborhood (2005)

APA UPSTATE NEW YORK

Outstanding Comprehensive Community Plan

Jamestown Urban Design Plan (2007)

BOSTON SOCIETY OF ARCHITECTS

Campus Planning Award

Clifton Community Partnership Urban Design Guidelines (2008)

Urban Design Award

- A Civic Vision for Turnpike Air Rights in Boston (2001)
- Cleveland Riverview HOPE VI Redevelopment (2001)
- Charles River Basin Master Plan (2001)
- Federal Courthouse Area Master Plan
- MIT University Park Master Plan
- Southwest Corridor Development

CONGRESS FOR THE NEW URBANISM

CNU NEW ENGLAND

New England Chapter Award

Boston's Newest Smart Growth Corridor (2006)

COMMONWEALTH OF MASSACHUSETTS

Governor's Smart Growth Innovation Award

- Master Plan for Salem's North River Canal (2005)
- Concord-Alewife Planning Study (2005, honorable mention)

FIRM OVERVIEW

Ferrell Madden Lewis, an urban design and town planning firm located in Washington, DC, creates and codes traditional city, town, and neighborhood plans by combining sophisticated urban design with sound planning practices. We regularly work with both public and private sector clients from across the country, creating innovative physical master plans and form-based codes for redevelopment districts, transit- and pedestrian-oriented development areas, new mixed-use neighborhoods, and corridor revitalization—for large green-, brown-, and grey-field parcels under single-ownership and entire districts with multiple parcels and owners. The firm approaches all of its projects with practical idealism, seeking to balance the principles of true neighborhood and town building with market realities. FML has nearly 20 years of experience working in collaboration with talented multi-disciplinary teams to address complex urban design and master-planning projects in locations as diverse as the San Francisco Bay area; Dallas, Texas; Peoria, Illinois; and Arlington, Virginia—developing master plans rooted in tradition that also accommodate contemporary issues and produce results.

Ferrell Madden Lewis is at the forefront of the innovative regulatory technique of Form-Based Coding. Our form-based coding work has been featured in a variety of publications, such as: *Planning* magazine; *On Common Ground*, the Realtors' magazine on smart growth; *APA Zoning Practice*; and *Codifying New Urbanism: How to Reform Municipal Land Development Regulations*. Geoffrey Ferrell and Mary Madden are founding members of the Form-Based Codes Institute and have spoken on the subject in numerous forums, including national conferences such as the American Planning Association, the Congress for the New Urbanism, EPA Growing Smart, and the National Trust for Historic Preservation, as well as locally for the Washington Regional Network, and the EPA Smart Growth Speaker series in Washington, DC.

Our form-based coding approach is based on traditional American Town and City form and function—creating places that are inherently pedestrian friendly and mixed-use. We operate under the guiding philosophy that the great neighborhoods, towns, and cities in America did not happen by accident—they were planned with a physical vision. Our codes are not written in the abstract, but rather to produce a specific place—one envisioned by the local citizens and grounded in the reality of the local economic, political, and community context. We are involved throughout planning and development projects: from preliminary analysis, master planning, and urban design to creating new codes and review processes in conjunction/coordination with implementation strategies. FML incorporates the timeless principles of traditional human settlement with the most valuable aspects of science and technology—Smart Growth, ecology and sustainability, etc.—and contemporary real estate development practices.

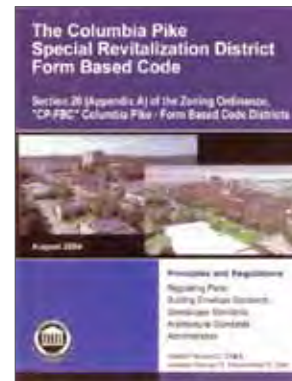
In addition, FML regularly uses a public participation charrette process as a multi-faceted tool: to clarify the public vision for future development in a targeted area; and to establish the framework for the new form-based code or other land development regulations.

Partnership established 1999. Formerly known as Geoffrey Ferrell Associates and Ferrell Madden Associates.

FERRELL MADDEN LEWIS



Rendering by Steve Price



urban design,
town planning, &
form-based coding

202.547.7141

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Washington DC 20003

Nelson | Nygaard

consulting associates

A Different Kind of Transportation Planning

Nelson\Nygaard Consulting Associates Inc., headquartered in San Francisco California, is distinguished by its commitment to planning transportation systems and identifying mobility improvements that help build and support vibrant, sustainable communities.

A fully multi-modal approach, drawn from the real world experiences of industry specialists, is a hallmark of every Nelson\Nygaard project. Covering all modes of transportation, we specialize in transit, transit oriented development, accessibility and tools that balance the needs of each mode.

Since its inception in 1987, Nelson\Nygaard has grown into a nationally recognized firm with seven offices covering North America. Today, our personnel work with a wide variety of clients including public transit operators, regional and state planning organizations, city and county municipal departments and private sector customers.

Transportation Specialists in:

- Campus Planning**
- Climate Action and CO₂ Reduction**
- Paratransit and Community Transportation**
- Parking**
- Pedestrian and Bicycle Plans**
- Traffic Engineering**
- Transit**
- Transportation and Land Use**
- Transportation Demand Management**



Nelson | Nygaard
www.nelsonnygaard.com

San Francisco, CA

Portland, OR

New York, NY

Boston, MA

Seattle, WA

Burlington, VT

Salt Lake City, UT

Bicycle and Pedestrian Planning

Whether the task is a citywide plan, a multimodal neighborhood plan, or a specific intersection design, Nelson\Nygaard maximizes the attractiveness and safety of cycling and walking. We develop design requirements, quantify bicycle and pedestrian levels of service and, most importantly, balance the inevitable tradeoffs between non-motorized transportation, automobiles, and other modes.

Master Plans

Working with cities, neighborhoods, and public parks, we identify bike and pedestrian investments that improve public safety and serve larger goals of economic development, social equity, and natural resource preservation.

Traffic Calming and Street Design

Street redesign demands a blend of technical rigor and political sensitivity. Nelson\Nygaard has successfully mediated projects where improvements stalled over competing interests, antiquated regulations, and inaccurate technical information. Using education, consensus building, and phased approaches to implementation, we have moved plans from dissension to adoption and execution.

Pedestrian and Bicycle Plans

We help municipalities understand the complex matrix of changes to existing infrastructure, policies, and design guidelines needed for a functional pedestrian and bike network. We document weak linkages in existing pedestrian networks, prioritize locations for new infrastructure and amenities, and rewrite municipal codes and standards.

Education and Outreach Programs

Nelson\Nygaard has led a broad range of safety education programs including the award-winning Safe Routes to Schools in Marin County and New York City. We also conduct intensive workshops that teach city leaders about the core principles of effective pedestrian and bike planning.



Recent Projects Include:

<p>Sugar Land, Texas Pedestrian and Bicycle Conceptual Plan</p>	<p>Kansas City, Missouri West Plaza Traffic Calming</p>
<p>Galveston, Texas Pedestrian and Bicycle Conceptual Plan</p>	<p>New Delhi and Ahmedabad, India Non-Motorized Transport Projects</p>
<p>New Haven, Connecticut Pedestrian and Bicycle Gap Analysis</p>	<p>Dar es Salaam BRT Corridor, Tanzania Walking and Cycling Facilities</p>

Street Planning & Design

Whether the task is a citywide roadway network, a neighborhood traffic calming plan, or a specific intersection design, Nelson\Nygaard's multi-modal approach sets us apart from our peers. We design complete streets and integrated network plans which accommodate all users. We treat issues like the number of travel lanes and level of service as political, not simply technical. We produce drawings and graphics which allow stakeholders to visualize possibilities, with the ultimate goal of enhancing their quality of life.

Network Planning

Typical street network planning begins and ends with drivers. Nelson\Nygaard emphasizes a holistic approach coordinated with land use and urban design. We begin with walking routes – be it on street, in parks or between buildings. We overlay transit lines and routes, followed by a bicycle network. Finally we introduce motorized traffic. We provide traffic operations expertise that utilizes conventional, as well as cutting-edge methodologies and software.

Street Design

Nelson\Nygaard designs streets, walkways, boulevards, paths, shared streets, parking areas, bicycle facilities, and sidewalks. Our designs balance the needs of all users and we mediate where improvements stall over competing interests, antiquated regulations, and inaccurate technical information.

Guidelines & Workshops

Nelson\Nygaard produces design guidelines for great streets and networks. We document progressive examples from around the world and apply them to specific projects. We develop interactive training programs and workshops which involve the public dynamically and interactively, and get practitioners out from behind their desks and onto the streets.

Recent Projects Include:

Abu Dhabi, United Arab Emirates

Abu Dhabi Urban Street Design Manual

Santa Monica, CA

Longfellow Street Shared Space Design

Northampton, MA

Elm Street Pedestrian Safety Project for Smith College





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Our Firm and Approach

MJB Consulting (MJB) is a New York, NY-based retail planning and real estate advisory firm retained by a wide range of clients, including public, quasi-public and non-profit sector entities as well as private developers and retailers, to undertake market assessments, develop retail strategies and guide tenant recruitment efforts.

With offices in both New York City and the San Francisco Bay Area, we work in downtown and “Main Street” business districts across all of North America, with recent assignments, for example, in the central business districts of Toronto, Pittsburgh, Cleveland, St. Louis, Denver, Long Beach (CA), Raleigh, Albuquerque, Winnipeg, Kitchener (ON), Wichita, Las Cruces (NM) and Roanoke.

Our Principal, **Michael J. Berne**, is one of North America’s leading experts on downtown and “Main Street” retail. He has spoken on the subject at the annual conferences of the International Downtown Association (IDA), the International Council of Shopping Centers (ICSC), the International Economic Development Council (IEDC), the National Main Street Center and the Local Initiatives Support Corporation (LISC), among others.

Michael has also lectured at the University of Pennsylvania, authored numerous articles for the ULI’s Urban Land magazine, served on expert advisory panels for the ULI and the IEDC, and appeared in publications such as The Washington Post and The Financial Times. He currently serves on the Board of Directors for IDA.

Our firm’s approach is, we feel, differentiated by the following:

- We are **retail specialists, first and foremost**. We live and breathe retail. It is our passion and our obsession. We understand retailers, we talk with them, know how they think, what they are planning, what they look for and who they want to co-locate with. And we understand business districts, we study them, know how they work, what they need to thrive, whom they can and cannot attract, and how they can be revitalized.
- While most market analyses focus on consumer demand in assessing retail potential (e.g. what the trade area can support), **we also make sure to view the opportunity from the standpoint of the prospective tenant**, and how it is likely to assess the study area vis-à-vis the available alternatives. We feel that this “supply side” of the equation is just as critical in devising a realistic and appropriate market positioning.
- While we also utilize all of the traditional quantitative methodologies, we firmly believe that **psycho-graphics**—that is, the lifestyles, aspirations and sensibilities of consumer populations—is central to understanding how urban business districts can define and differentiate themselves today, both in the minds of the consumer and the tenant, and **we have developed and refined our own proprietary segmentation scheme** to reflect the nuance and complexity of urban and “Main Street” sub-markets that seems lacking in the schemes of the larger data-mining outfits.
- Also, **we have devised a research methodology called “total immersion”**, to reflect the unique, anthropological and psycho-graphic dimension that we bring to market analysis: from the moment that we step foot in a study area, we live and breathe it, staying the weekend, eating in its restaurants, caffeinating in its coffee shops, speak-



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ing to its residents, reading its local weeklies and major blogs, etc., because we believe that this is the only way to truly understand a place, its people and its potential. This approach means that **we spend a great deal of time on site**. For example, in undertaking a market analysis and devising a positioning strategy for Downtown Pittsburgh, our Principal, Michael J. Berne, was in town for roughly 25 days, with the typical visit lasting approximately six days and including an entire weekend.

- Also, we have created a number of other proprietary tools and databases to assist in our efforts. For example, **we have devised a proprietary typology of different kinds of urban and “Main Street” business districts**, which correlates certain site and demand variables with particular tenant mixes and retail brands. This will help in understanding what a particular business district is “ready for” at the present moment, and what it still might need. In addition, **we have built a proprietary database of the larger national and regional brands** that have shown a willingness to locate in different types of urban and “Main Street” business districts, complete with relevant information on market thresholds, site requirements, preferred co-tenants, comparable locations, etc. And **we have devised a patterned approach for identifying and pursuing smaller regional and local “chain-lets”** that would seriously consider such opportunities.
- Finally, we are not analysts who just write reports and formulate strategies. Our assignments typically include **direct involvement in the implementation phase**, in which we work with the client to secure “buy-in” from landlords, brokers and other key stakeholders, lobby public officials on the role that they must play in the retail attraction effort, develop content for leasing brochures and other collateral, travel to nearby cities to research possible retailers, devise lists of prospective tenants, make “exploratory” calls to gauge their interest and train an in-house “retail recruiter”.



firm profile and services



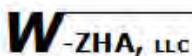
CRJA's passion for "thinking outside" drives us to take a fresh, imaginative, and collaborative approach to every landscape we design.

Carol R. Johnson Associates is an award-winning landscape architectural design and environmental planning firm with offices in Boston, MA, and Knoxville, TN. Founded in 1959, our practice has expanded over the years into a 50-person firm serving national and international clients. CRJA has developed a reputation for excellence in the design of both natural and urban environments. This multifaceted reputation and our ability to collaborate effectively in team situations have led to long-standing relationships with many of the country's leading architects and engineers. Our contribution brings measurable value to the projects we undertake. Our design approach integrates natural systems with built features, achieving high quality, cost-effective solutions through the use of innovative and environmentally sensitive design. We are adept at working with complex sites for which standard landscape design technologies may not be desirable.

To every project we bring design leadership, energy, experience, fresh imagination, and a collaborative spirit.

Carol R. Johnson Associates' expertise is broad-based, encompassing the following services:

- Site analysis and master site planning
- Site selection and feasibility studies
- Open space and recreation planning
- Park and playground design
- Streetscape design and urban revitalization
- Transit and transportation site design
- Pedestrian and bicycle path planning and design
- Trail planning and design
- Healthcare and Senior Living
- Housing and residential site design
- Historic landscape rehabilitation and restoration
- Museum and visitor center design
- Waterfront design and reclamation
- Corporate facilities design
- Campus landscape planning and design
- Cemetery planning and design
- Ecological inventories, assessments and permitting
- Natural resource preservation/restoration
- Site maintenance programming and management.



1031 Skidmore Drive
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CORPORATE QUALIFICATIONS OF W-ZHA, LLC

Established in 2007, W-ZHA, LLC is the successor organization of ZHA, Inc., a firm established in 1975. W-ZHA provides real estate advisory services to private, public and non-profit clients. W-ZHA's staff has conducted development-related assignments in over 30 states for hundred's of public and private clients. With over 20 years at ZHA, Inc., Sarah Woodworth is the Managing Member of W-ZHA, LLC. W-ZHA, LLC is a woman-owned business.

THE W-ZHA APPROACH

W-ZHA's approach begins with identifying viable development opportunities and analyzing these opportunities much as an investor or developer would. W-ZHA applies market analysis conclusions to craft optimum development programs and often tests private development feasibility. Financing gaps are identified and innovative financing techniques are identified and tested. Ultimately, W-ZHA crafts implementation programs and structures equitable joint development arrangements between the public and private sectors.

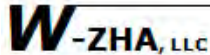
W-ZHA has extensive experience in public/private development implementation and in creating effective downtown redevelopment strategies. Strong emphasis is placed on translating redevelopment ideas into achievable development projects with the roles of all involved parties clearly defined and conditional agreements negotiated. By undertaking projects that encompass both feasibility and implementation elements, W-ZHA offers a practical, comprehensive level of expertise intent on getting projects actualized.

Municipalities, redevelopment authorities, state departments of transportation and private developers retain W-ZHA staff to create and/or evaluate development opportunities and to identify the appropriate role of the public, private and non-profit sectors. The appropriate role among various interests is a function of short- and long-term costs and benefits.

BACKGROUND OF THE FIRM

W-ZHA staff perform development-related services for a variety of public and private clients, including units of local government, private foundations, private individuals, nonprofit development corporations, private developers, property owners, downtown development associations and corporations, lending institutions, civic organizations, community and quasi-public corporations and others involved in the development process. Frequently, projects are major redevelopment efforts being pursued in the context of a public/private development partnership. Assignments can be categorized as follows:

- Large-scale, multi-use downtown development projects containing one or more of the following components: hotel; convention center; retail; residential; office;



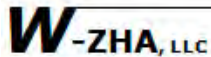
adaptive reuse; parking structures; and other public facilities. These projects often include joint development efforts involving the integration of private uses with public transportation systems or government facilities in order to minimize local capital expenditures and to leverage significant concentrations of private investment in strategic locations.

- General consultation on economic development activities including packaging the specific development projects which hold promise for job generation and relocation, attracting industry, expanding a local tax base and solving other economic development problems.
- General redevelopment studies and analyses for suburban and urban communities attempting to strategize ways of providing incentives to stimulate private investment in their communities.
- Market research, feasibility studies and financial analyses conducted on a wide range of residential, commercial and industrial projects, often in which the firm participates as a member of a multidisciplinary team.
- Joint development deal structuring for public, non-profit and private Clients. These projects involve financial feasibility analysis, economic and fiscal impact analysis and the identification of innovative financing tools. These analyses are conducted to determine the equitable distribution of investment among various stakeholders.
- Development potential analyses--analyzing a market area for various commercial, residential and industrial uses and establishing development programs which will capture and absorb significant portions of these markets.

AREAS OF PROFESSIONAL CAPABILITY

The specialized skills of W-ZHA's professional staff occur in five functional areas of particular significance. Each is briefly discussed below.

- Predevelopment Strategic Planning and Master Planning--Predevelopment strategic planning and master planning provide a sound perspective and strategic framework within which development opportunities can be evaluated. Such planning activities are often undertaken to assist local jurisdictions, redevelopment authorities, state and federal agencies, 501(C)(3) corporations and other public agencies and institutions in evaluating and implementing development opportunities. On other occasions, local and state laws may require the preparation of large-scale revitalization or redevelopment plans prior to any major development or financing initiatives being implemented.



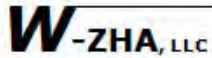
The W-ZHA approach is that the visionary, creative aspect of planning must be balanced with financial, market, physical and regulatory reality for the plan to meet the test of time. As such, our work is necessarily carried out with a clear sensitivity to the realities of financial, regulatory, market and political limitations and a working knowledge of how public initiatives, private projects and management organizations function. The focus through this process is continually implementation oriented. We provide market, financial, fiscal impact, economic impact and other analyses to support strategic and predevelopment planning efforts.

- Downtown Revitalization Strategies – The formulation of downtown revitalization strategies is an area in which W-ZHA continues to distinguish itself as a firm of innovative professionals. W-ZHA believes that downtown redevelopment activities should be driven by a defined strategy or vision of the area's role within the city and region. At the same time, these activities must also be driven by specific, identified market opportunities.

Working with its clients, W-ZHA produces comprehensive strategies containing policies, actions and elements which provide both a vision and a set of priority projects and initiatives to be undertaken to achieve that vision. Further, W-ZHA structures implementation programs to actualize the stated strategy.

- Joint Development Programming – W-ZHA staff have a track record in programming public/private development in conjunction with public transit improvements, government centers, public assembly facilities and other public facilities. These projects require the special talent of maximizing the impact of public investment, coordinating a mix of uses, and meeting the objectives of numerous public and private interests. Joint development projects such as these are often critical anchors to larger redevelopment efforts; therefore, their success and market acceptance is critical.

W-ZHA staff work with clients, both public and private sector parties, to identify and evaluate possible development alternatives. These alternatives are then refined and a feasible project is identified that meets the client objectives, can be supported by local market conditions, and is acceptable to the financial community. W-ZHA undertakes financial and market analysis in conjunction with joint development programming. The final result of the effort is a detailed development program, outlining the scale, timing, mix of uses, funding sources, and roles and responsibilities of project participants.



- Developer Solicitation, Selection and Negotiation Support – W-ZHA staff have represented both public sector and private sector clients in the process of developer solicitation, selection and negotiation support. To support our Clients, W-ZHA staff prepare and/or critique developer solicitation documents or, on the private developer side, prepare and/or critique responses to joint development Requests for Proposals. W-ZHA staff have assisted our public and private sector Clients in evaluating development proposals, particularly their financial aspects. Finally, W-ZHA supports our Clients in negotiating joint development arrangements by objectively analyzing the economic, financial, fiscal and social implications of various public/private deal structures transactions. Typically, W-ZHA provides non-development public and private entities with financial market, strategic and other advisory services to develop their real property assets.
- Litigation Support Services in Real Estate Development and Finance – Through our clear understanding of the development process, W-ZHA has assisted developers, law firms, financial institutions and public-sector clients in support of the litigation or arbitration of real estate-related issues. W-ZHA provides litigation support services and/or expert testimony relating to any of a broad range of real estate-related issues. Principally these services are in the areas of zoning, valuation and economic damages.

The projects listed below and profiled on the following pages represent Goody Clancy's selected experience on efforts of similar size and/or scope to that of the Kendall and Central Square area project. Subconsultant experience information begins on page 3.21.

- **Eastern Cambridge**—including for the adjacent North Point area—addressed creating significant amounts of new mixed-use high-density transit-oriented development that fits well into established community context and integrates high-traffic streets into a walkable setting. *(with MJB Consulting)*
- **Concord-Alewife**—working with neighborhood residents and other major stakeholders whose initial interests did not necessarily converge, Goody Clancy was able to craft a consensus plan whose zoning and urban design guidelines support significant amounts of carefully-calibrated new mixed use development, as well as a major public-realm plan that wove the area back into the fabric of the surrounding communities.
- **Alexandria**—Goody Clancy paid special attention to determining economically feasible redevelopment strategies that returned substantial community benefits including new parks, green walking streets and neighborhood-serving retail, in addition to managing multimodal transportation, parking, and road infrastructure. *(with W-ZHA)*
- **Emory University's Clifton Community**—with a platform provided by a public-private partnership, the university, residents, civic and business leaders, and local government representatives developed and articulated a shared vision for the community, then created guidelines that address its unique characteristics and contexts.
- **New Orleans**—Goody Clancy led this award-winning citywide master plan for the City of New Orleans which was adopted in January of 2010 and includes a complete rewrite of the city's zoning code; this "placemaking" comprehensive zoning ordinance includes new mixed use zoning districts and design and sustainability standards. *(with W-ZHA)*
- **Asheville**—with its unprecedented level of citizen inclusion, this planning process confirmed a shared vision and went beyond purely market considerations to strengthen the spirit and the letter of the city's commitment to protecting and enhancing a downtown as the larger community's "front porch," showing how it can thrive by serving a diversity of races, ethnicities, ages, and income levels.
- **Collegetown**—a complex and intensive public participation process, involving Cornell University, property owners, and residents, resulted in a set of design guidelines for this historically significant neighborhood immediately abutting the University, forming the basis for a new zoning code. *(with Nelson\Nygaard and W-ZHA)*
- **Kennedy Street**—an increasingly vibrant residential market on either side of one of the District of Columbia's neighborhood commercial corridors prompted this study, aimed at creating the basis for newly revitalized mixed-use, mixed-income development. *(with W-ZHA)*
- **Quincy**—with the first stages of development in Quincy's downtown about to get underway, based on Goody Clancy's plan, this project reconceived the area as a major destination, with new housing, entertainment, and retail activities, one that takes full advantage of the area's location in close proximity to a major transit station.



Eastern Cambridge Planning Study and Binney Street Corridor Development Review

CITY OF CAMBRIDGE | CAMBRIDGE, MASSACHUSETTS

RECOGNITION

American Planning Association
APA Massachusetts
*Award for Comprehensive
Planning, 2001*

Goody Clancy completed two rounds of planning for Eastern Cambridge, with special emphasis on mixed-use development opportunity around Kendall Square and North Point. Goody Clancy worked with the City of Cambridge, neighborhood residents, and business groups, to prepare a comprehensive plan for Eastern Cambridge, including unlocking the potential of the underutilized North Point rail and storage yards, creating more than 5,500,000 SF of new housing and transit-oriented, mixed-use development.

Focusing on the areas adjacent to MIT, the study highlighted the opportunities associated with growth and change and how appropriate planning and urban design could translate those opportunities into quality of life enhancements in adjacent neighborhoods. Community leaders, who had fought to isolate themselves from the perceived impacts of MIT and

related development, became interested in promoting strategically located new public spaces, retail-lined streets, and other qualities that reinforced positive connections between MIT, Kendall Square, the Charles River, and the neighborhoods.

The overarching theme of the planning effort was to enable the City and its residents to continue to capture the benefits of growth in the central area, and unlock development in the North Point region, while protecting the most cherished characteristics of the neighborhood. The study sets forth land use, urban design, development, and zoning guidelines for more than 12,000,000 SF of new research facilities, as well as new housing, mixed-use development, parking facilities, and improved transportation connections that will transform this area into a new, vibrant, walkable urban district. The plan breaks down unworkable mega-blocks, increases

density in the area (to support new retail and other amenities for the working and residential population), and creates connections to areas such as the Charles River Basin.

A mix of more than 3,000,000 SF of housing, together with more than 2,000,000 SF of research, office, and retail space has received final approval based on the plan and is under construction in North Point (bottom right). In granting final approval, planning board members noted that the plan had enabled them to approve a project that was far more ambitious in scope

and public benefit, in a far shorter time, than comparable large-scale projects in Cambridge. The study process involved a series of interactive public workshops with all the stakeholders to discuss the neighborhood's future.

A 2008-2009 followup effort reviewed a proposal for 2,000,000 SF of mixed use development in the Binney Street corridor—incorporating significant biomedical research space with housing and neighborhood-serving retail—for consistency with neighborhood objectives around community benefits.





Concord-Alewife Neighborhood Planning Study

CITY OF CAMBRIDGE | CAMBRIDGE, MASSACHUSETTS

RECOGNITION

American Planning Association
APA Massachusetts
Outstanding Planning Project, 2006

Commonwealth of Massachusetts
*Governor's Smart Growth
honorable mention
Innovation Award, 2005*

Goody Clancy worked with the city's planning staff and a task force of residents and business owners to plan the transformation of a suburban-style tangle of transportation, commercial, and residential uses into a lively, mixed-use urban district with a distinctive character. The key was a public-realm plan that unlocks the site's development potential by adding a handsome new boulevard lined with a blend of retail and housing, and a central park shaped by innovative methods for handling high volumes of stormwater generated in the study area, which is largely paved and sits in a flood plain.

RESULTS

- New zoning and urban design guidelines address intense community concern about density. Goody Clancy was able to show residents how denser development,

properly planned, could bring character-giving amenities.

- The plan carefully calibrates density and heights across the district to protect existing residents. It reduces potential increases in traffic by changing the mix of uses in the study area and introducing new transportation options, among them a new bridge for pedestrians and bicyclists spanning a commuter rail line and better connections through the site to a rapid-transit station at its edge.
- The plan allows for an additional 1,300,000sf of residential space—tripling residential development in the study area—while opening possibilities for additional commercial development.
- The plan transforms a still-active shopping center from an unmemorable strip mall into an active community of housing, shops, and restaurants.



The study creates a newly coherent identity for Cambridge's largest remaining underdeveloped site, incorporating pedestrian-friendly streets, active uses throughout, and strengthened connections within the site and to the rest of the city and region.





Braddock Metro Neighborhood Plan

CITY OF ALEXANDRIA | ALEXANDRIA, VIRGINIA

PRINCIPLES FOR THE BRADDOCK METRO NEIGHBORHOOD

1. Create a sense of place/ neighborhood identity, vitality, and diversity.
2. Provide walkable neighborhoods that are secure and feel safe.
3. Establish a variety of community-serving, usable open spaces.
4. Encourage community-serving retail and services.
5. Encourage mixed-income housing and follow an open, fair, and inclusive process to de-concentrate public housing.
6. Manage multimodal transportation, parking, and road infrastructure.
7. Achieve varying and transitional heights and scales.



The City of Alexandria hired Goody Clancy to work closely with a racially and economically diverse neighborhood to create a vision, redevelopment framework, and strategy that would enable the city and the neighborhood to manage significant development spurred by proximity to the Braddock Road Metro Station. Goody Clancy participated in a “town meeting” that represented a new start for the stalled planning process and led a series of community education workshops, a charrette, and in-depth working sessions. The plan, which promoted significant community amenities such as parks, neighborhood-serving retail and walkable streets, along with public housing rebuilt as true mixed-income communities, was adopted by the City Council in March 2008.





Clifton Corridor Urban Design Guidelines

CLIFTON COMMUNITY PARTNERSHIP | ATLANTA, GEORGIA

RECOGNITION

Congress for the New Urbanism
Charter Award, 2010

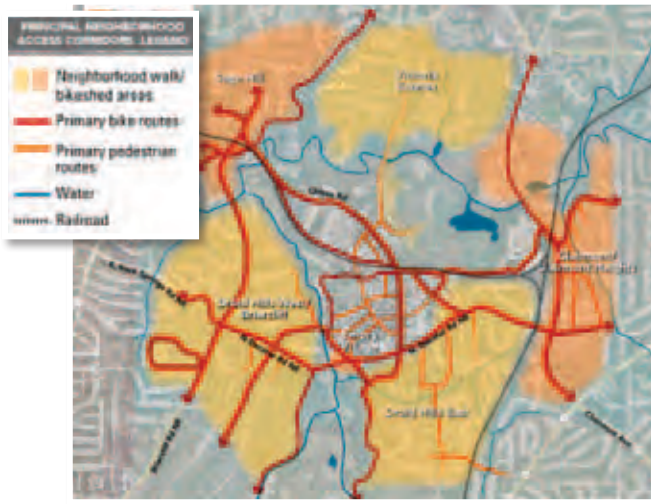
Society for College and
University Planning
*Excellence in Planning for a
District or Campus Component
Merit Award, 2009*

Boston Society of Architects
Campus Planning Award, 2008

Goody Clancy worked with Emory University and nearby residents and businesses to create design guidelines that support the vision of the Clifton Community Partnership. The guidelines encourage creative, pedestrian-friendly, high-quality design in new development worthy of association with the world-class institutions within the study area. The guidelines and an associated strategy for redevelopment will help transform industrial areas, strip retail, and other underutilized sites around the university. The Partnership will actively promote the guidelines as a widely accepted minimum standard for new construction within and around the project area.

Key principles and strategies provide a foundation for the project area vision:

- Integrate community building and restoration of the natural environment by channeling high-density (re)development to strategic sites, protecting natural and historic areas, and creating destination activity centers.
- Provide choices in housing and transportation that accommodate a full range of households, incomes, and age groups.
- Promote accessibility and connectivity by creating a series of pedestrian-friendly nodes, reducing vehicular hazards, and expanding transit options.
- Foster community involvement by encouraging a diverse mix of people to exchange experiences daily.





A Plan for the 21st Century: New Orleans 2030

CITY OF NEW ORLEANS | NEW ORLEANS, LOUISIANA

RECOGNITION

American Planning Association
*Planning Achievement Award for a
Hard-Won Victory*, 2011

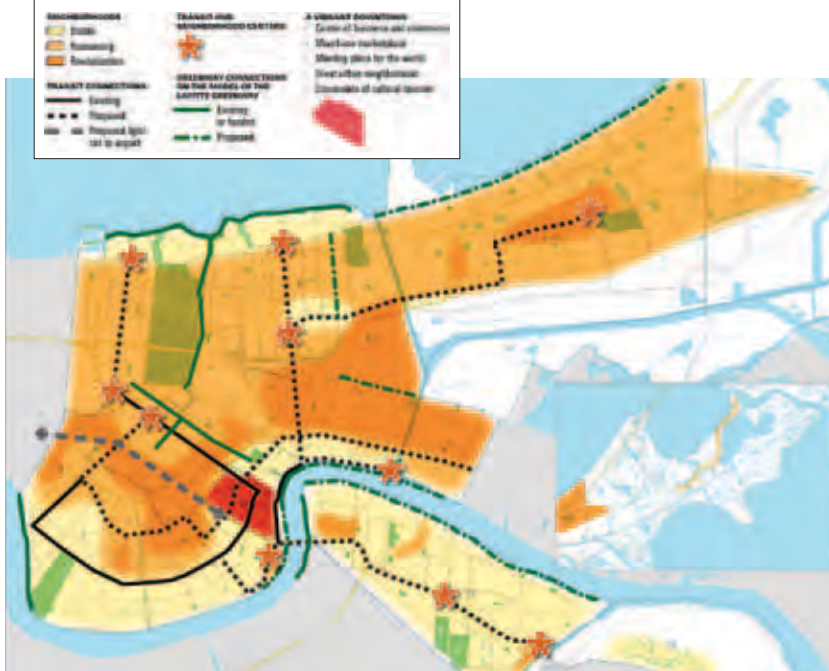
American Planning Association,
APA Louisiana
Outstanding Large Jurisdiction Plan,
2011

Three years after Hurricane Katrina, the New Orleans City Planning Commission chose a team led by Goody Clancy to prepare a citywide master plan and new comprehensive zoning ordinance. The resulting master plan was adopted by the planning commission and the City Council in 2010, and completion of a comprehensive zoning ordinance consistent with the master plan is expected in 2011.

While reflecting the many layers of recovery planning in which residents had already invested considerable effort, the citywide master plan goes beyond recovery initiatives 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. Early in the planning process, voters approved an amendment to the city charter giving the master plan

the "force of law" for land use actions and raising the stakes for the master plan process. An extensive public participation program included citywide public forums, planning district meetings, open houses, working groups, and numerous meetings with neighborhood groups and other organizations. Implementation of the plan's vision of partnerships to shape a shared destiny—encompassing government, citizens, business, institutions, and nonprofits—began in 2010.

Livability: The plan for livability focuses on reviving, maintaining, 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 for neighborhoods and to link the whole city. Strategies include a comprehensive blight-eradication program; public improvements



tailored to neighborhood conditions; meeting needs for neighborhood-serving retail; and preservation and provision of decent housing for residents of all incomes in neighborhood settings.

Opportunity: The plan for opportunity 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 a 24-hour activity to support downtown’s role as an economic driver. Strategies include support for established and emerging industries, as well as measures to nurture new industries such as coastal restoration and green energy; business-school partnerships; a comprehensive business-permitting and assistance one-stop shop; and revised

regulations to facilitate adaptive reuse in downtown.

Sustainability: The plan for sustainability envisions a resilient city with a multiple-lines-of-defense strategy founded on public understanding and city leadership, a connected city of transportation choice, a “green” agenda of environmental innovation, and excellent, cost-effective public facilities and services. Strategies include creation of a city department of environmental affairs; feasibility studies to explore new approaches, such as polder and canal systems, to managing water; new transit options to connect the city; enhanced pedestrian and bicycle conditions; and a range of energy-efficiency, green building, and urban agriculture activities.



Asheville Downtown Master Plan

CITY OF ASHEVILLE | ASHEVILLE, NORTH CAROLINA

RECOGNITION

American Planning Association/North Carolina 2010 Outstanding Planning Award for comprehensive planning in a large community

International Downtown Association 2010 Merit Award in Planning

Goody Clancy worked with the City of Asheville to create a downtown master plan that shapes new growth in a way that preserves the city's character, creates a shared vision for downtown over the next twenty years, and enables the community to understand opportunities, tools, and choices that must be made to achieve this vision. The plan aims to help take downtown Asheville to the next level, setting the stage for new residential development affordable to a range of incomes, new commercial development, signature public open spaces, and improved economic opportunities—

all within a sustainable framework—that will make it a national model of urban livability and sustainable growth. Goody Clancy's approach integrates physical development needs with management strategies and investigates public-private partnerships to ensure that government departments work closely with non-profits, the private sector, and community members to achieve the community's vision. The master plan process includes a robust public participation strategy to bring various interest groups together to achieve consensus about downtown's future.





Jointly funded by the City of Ithaca and Cornell University, this plan established a vision for Collegetown through a series of physical and urban design recommendations, while identifying the economic and investment challenges that new development will encounter. The plan also describes the components of a multilayered “strategic transportation system” that addresses congestion and parking inadequacies while demonstrating how a fully integrated system—including changes in parking-ratio requirements made possible by implementing the system—can improve the economics of development in Collegetown.

The planning process itself was notable for the range and intensity of public participation and for the deep-seated, consistently expressed desire to maintain Collegetown’s unique positive

characteristics. The process highlighted the need to build in safeguards for those characteristics and assure that proposed changes don’t completely alter the neighborhood’s scale or the ability of different populations to reside there.

Collegetown’s mix of undergraduate and graduate students, families, long-time business proprietors, and property owners; its proximity to the Cornell campus; and its easy access to many of the physical and intellectual assets of a premier American university each presented its own set of challenges. Meetings with the Collegetown Vision Implementation Committee, with its representative cross-section of stakeholders, ensured that multiple voices and communities were heard—and that the final recommendations will reflect their concerns.



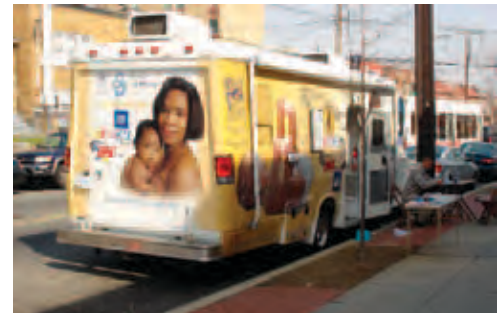


Kennedy Street Corridor Revitalization Plan

OFFICE OF PLANNING, DISTRICT OF COLUMBIA | WASHINGTON, DC

Goody Clancy worked with the District of Columbia's Office of Planning to create a revitalization plan and implementation strategy for the Kennedy Street corridor in Northwest Washington. As the subject of a Strategic Neighborhood Action Plan, the corridor retains the "bones" of a vital, vibrant commercial street, and it is surrounded by a stable residential neighborhood that has seen an increasingly active residential market. Its retail and commercial mix, however—while enjoying new vitality from small-scale food shops opened by recent immigrants from Latin America—has not

kept pace with the changing demographics and needs of area residents. Building on the results of in-depth market analysis and outreach to the community's varied stakeholders, the plan identified resources and outlined potential new development entities that put the implementation strategy to work. With the intersection of two major bus routes at the corridor's center, the plan was able feasibly to encourage new mixed-income, mixed-use development while providing new opportunities for existing residents and businesses.





Quincy Downtown Redevelopment Study

CITY OF QUINCY | QUINCY, MASSACHUSETTS

Goody Clancy worked with the City of Quincy, a historic small industrial city just south of Boston, to create a redevelopment plan that outlines a series of projects intended to transform downtown into a mixed-use district at the city's heart. The plan re-establishes the district—once a major regional business and retail center—as a destination, capitalizing on strong access to the metropolitan transit system and rich historic resources.

Beginning with more than 500 new units of mixed-income housing that will form the basis for a new neighborhood, the

plan adds more than 60,000 sf of new entertainment and retail venues. Ground-level retail in three- to-six story buildings—with apartments and condominiums located above the stores—will form the edges along a new network of tree-lined streets, squares, and small parks, including a “town green” that unites the historic City Hall, the Hancock Cemetery, and the United First Parish Church. Additional residential or commercial uses are being considered for a future phase of the project that will continue the revival of Quincy's center as a thriving downtown district.



REFERENCES

Eastern Cambridge Planning Study and Binney Street Corridor Development Review, Cambridge MA

Iram Farooq, Project Manager, City of Cambridge

T:617-349-4606

Project duration: 2000-2001

Concord-Alewife Neighborhood Planning Study, Cambridge MA

Iram Farooq, Project Manager, City of Cambridge

T:617-349-4606

Project duration: 2005

(Ms. Farooq also acts as a personal reference for David Dixon and Ben Carlson)

Kennedy Street Corridor Revitalization Plan, Washington DC

Malaika Abernathy, Ward 4 Planner, Office of Planning

T: 202-442-7617

Project duration: 2007-2008

(Ms. Abernathy also acts as a personal reference for David Dixon)

Braddock Metro Neighborhood Plan, Alexandria VA

Roy Priest, Director, City of Alexandria

T: 703-549-7115

Project duration: 2007-2008

(Mr. Priest also acts as a personal reference for David Dixon and Ben Carlson)

Downtown Asheville Master Plan, Asheville NC

Sasha Vrtunski, AICP, Project Manager, City of Asheville

T: 828-232-4599

Project duration: 2008-2009

(Ms. Vrtunski also acts as a personal reference for David Dixon and Ben Carlson)

FERRELL MADDEN LEWIS

PORTSMOUTH

The Uptown D2 District project in Portsmouth Virginia gave us a good regional understanding of the Hampton Roads area and its transportation aspirations. Similar to the Virginia Beach Strategic Growth Areas, this is a large underutilized area of the City with multiple parcels and property owners. The District includes the auto-oriented London Boulevard corridor along with an imminent interstate interchange at the western edge. In addition, the plan and code envision the redesign of the historic High Street to support a trolley line that will connect the regional light rail to the waterfront and have development encouraged at specific nodes/intersections. The creation of transit- and pedestrian-oriented design/development is dependent on three factors: density, diversity of uses, and design. The master plan and code are designed to foster a setting for economic growth and development in a sustainable mixed-use pattern of diverse urban neighborhoods, integrating residential with employment and commercial uses (as well as recreational opportunities).

FARMERS BRANCH STATION AREA

In July 2002, the City Council adopted the Farmers Branch Station Area Conceptual Master Plan. This amended the 1989 Comprehensive Plan for the 144 acres surrounding the new Farmers Branch Dallas Area Rapid Transit (DART) Transit Station, scheduled to be in operation by December 2010. The master plan and subsequent Station Area Form-Based Code are designed to complete a major missing piece and foster a vibrant new Downtown for this former bedroom community on the outskirts of Dallas, Texas. This former industrial zone includes two (urban) interstate highways, a major arterial roadway, and the DART rail line, all of which will link the new downtown to nearby Dallas and the metropolitan region. The master plan and development regulations integrate these transportation opportunities in a fashion complementary to the development of a smart growth, sustainable, new urban downtown.

COLUMBIA PIKE

The goal of the Columbia Pike Initiative is to build a safer, cleaner, more competitive and vibrant community and proactively stem the tide of minimal investment and/or disinvestment in the corridor that is not unlike Virginia Beach Boulevard. (Columbia Pike had seen virtually no development other than fast food restaurants over the previous 30 years.) Through the course of numerous meetings with the community, a long-range vision and plan were established that focused on economic development, land use and zoning, urban design, transportation and public infrastructure initiatives, as well as existing and future open space. Following the adoption of this plan, the community participated in an intensive charrette in the fall of 2002 that produced site-specific design recommendations and became the basis of the *Columbia Pike Special Revitalization District Form Based Code*, which works within the Commonwealth of Virginia property rights "constraints".

www.ferrellmaddenlewis.com

Since the code was adopted in 2003, more than 1250 new dwellings and over 234,000 gross square feet of commercial space has been built, with additional projects in the planning and development stages.

Sustainable communities have always been our focus and our development regulations have proven successful. The form-based code for the future light rail along the existing Columbia Pike corridor in Arlington County, Virginia, has at least 5 mixed-use projects constructed and occupied since the adoption in 2003. Even with a weak economy, the incentives inherent to a form-based code have generated more than 1,000 new dwelling units and a quarter of a million gross square feet of commercial uses.

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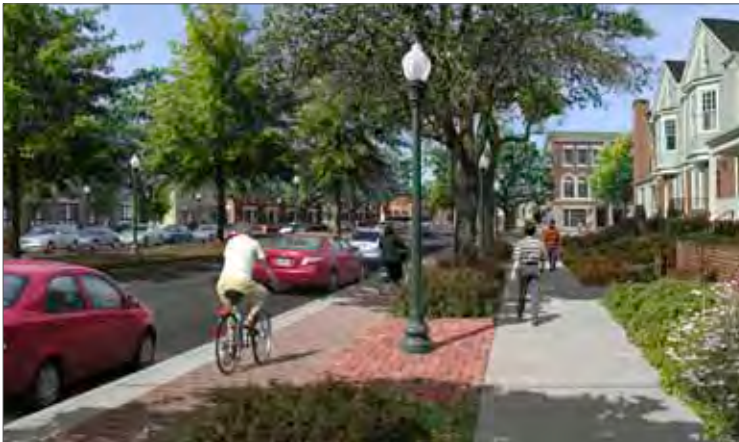
UPTOWN D2 DISTRICT MASTER PLAN AND FORM-BASED CODE

PORTSMOUTH,
VIRGINIA

Project: Public charrette for
visioning master plan and
Form-Based Code

Client: City of Portsmouth,
Virginia
Contact: Paul Holt, Director
Planning Department
757.393.8836

Status: Public charrette
February 2009 and code
writing completed August
2009, adopted January 2010



Imaging by Urban Advantage



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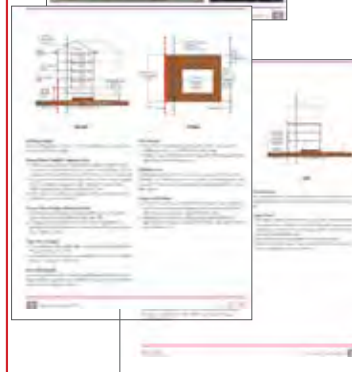
Portsmouth is a historic community surrounded by water and other municipalities. Recognizing that it is unable to expand, the City began looking internally for opportunities to grow physically and economically in the coming decades, and identified the area defined by the High Street and London Boulevard corridors, immediately west of Old Town as the area of the city with the largest amount underutilized land. The City engaged an interdisciplinary team, lead by Ferrell Madden Lewis (FML), of Washington, DC, to work with the community to define a vision, craft an implementation plan, and draft Form-Based development regulations for the area in order to encourage it's redevelopment and revitalization.

In the fall of 2008, the FML team traveled to Portsmouth several times to gather information and gain greater

understanding of the D2 district. This review and analysis laid the foundation for the work to follow. In February 2009, a week-long urban design charrette, involving residents, business owners, and staff began looking in greater detail at the district—the urban design, the traffic and transportation considerations, and the underlying economic and market conditions.

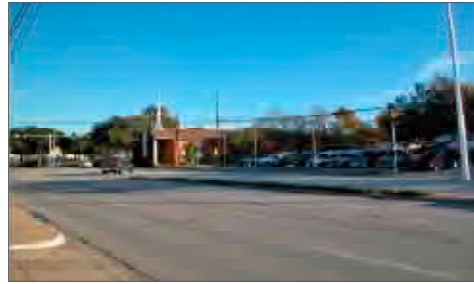
The design master plan focused on transforming the district and its corridors into mixed-use, pedestrian-friendly, urban neighborhoods, including the incorporation of light rail in the future.

The Master Plan and the Form-Based Development Regulations have been adopted



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FARMER'S BRANCH STATION AREA



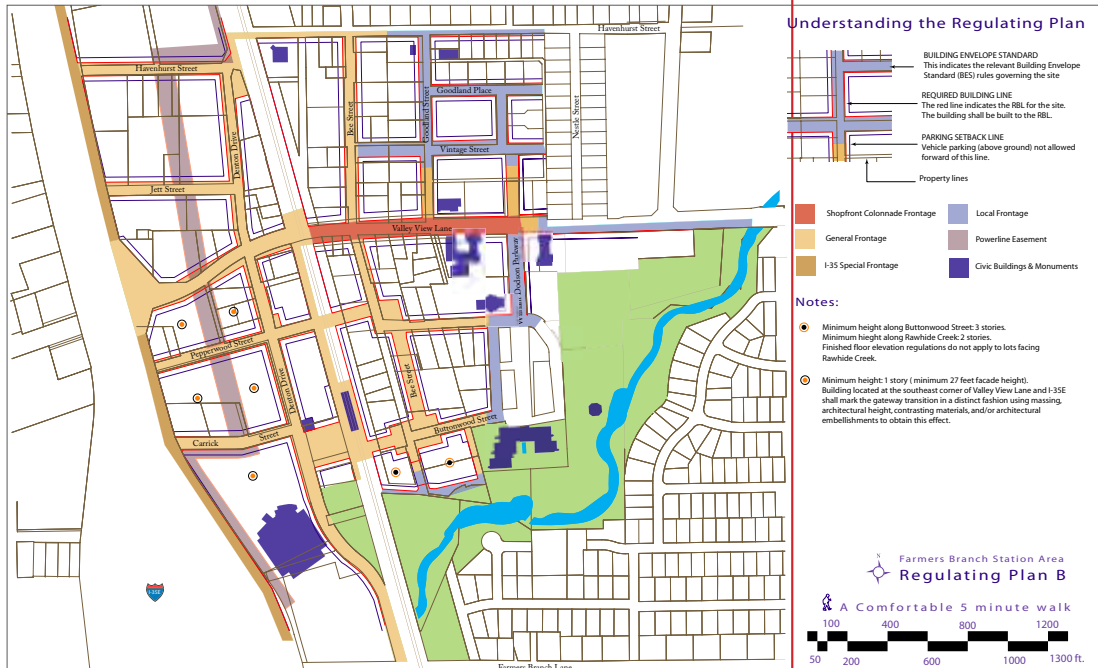
Rendering by Steve Price

FARMER'S BRANCH, TEXAS

Project: A Masterplan with a Form-Based Code for the 100-Acre DART Station Area outside of Dallas

Client: City of Farmer's Branch, Texas.
Contact: Michael Spicer, Community Services Director, 972.919.2531

Status: Form-Based Code and Master Plan adopted by City Council June 2005; Phase One projects now in planning.



COLUMBIA PIKE CORRIDOR



Steve
Rendering by Steve Price



ARLINGTON, VIRGINIA

Project: A Masterplan with a Form-Based Code Ordinance for the 3.5 mile 'greyfield' Columbia Pike Corridor leading into Washington D.C.

Client: Arlington County, Virginia.
Contact: Richard Tucker, Office of Planning, 703.228.0069

Status: Form-Based Code adopted by County Board February 2003; \$1 billion in new projects, under the F-BC, now in progress.





The Columbia Pike Revitalization effort was initiated by Arlington County to bring new life to this 3.5-mile urban corridor (immediately across the Potomac River from downtown Washington, DC), that had seen little development in the past 30 years. Following numerous public meetings, the County determined that it needed a new approach and hired the team of Ferrell Madden Associates and Dover Kohl & Partners to develop a master plan and form-based code to foster transit- and pedestrian-oriented infill redevelopment.

The project began with a public participation charrette, building on the community's vision for Columbia Pike as South Arlington's main street. FMA was a partner in the charrette and urban

design process and was the lead firm developing the Form-Based Code, which involved extensive work with County Planning and Economic Development staff, multiple large and small property owners, meetings with members of the County Board and various commissions, the Washington Metropolitan Transit Authority and Virginia DOT, neighborhood associations, and the non-profit redevelopment organization.

The Form-Based Code was adopted as part of the county zoning ordinance for the special revitalization district in February 2003. Projects valued at more than \$1 billion, in more than 10 separate developments, are now in the design and/or construction stage.

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LEWIS



Rendering by Steve Price

Ferrell Madden Lewis was selected to lead the urban design and form-based coding effort. An interdisciplinary team from across the United States was assembled to plan for the redevelopment of the historic core of the city, including economic consultants, zoning experts, architects, and renderers.

Recognizing the disconnect between current regulations and the Heart of Peoria Vision Plan (“endorsed” by the Peoria City Council in 2003) created an obstacle to implementation, the City Council established the Heart of Peoria Commission to make recommendations on moving the plan forward. Following a series of workshops on form-based codes in the fall of 2005, as well as extensive work by the Commission and city planning staff on codifying Heart of Peoria plan, the decision was made to hold a follow-up hands-on public

participation design charrette. The goal of this new effort was to create a detailed vision for the Warehouse District along with two additional neighborhood commercial districts that were ripe for redevelopment and revitalization within the Heart of Peoria—Sheridan Triangle and the Prospect Corridor.

A series of design sessions were held with the general public, and the team received comments on a variety of development related issues. The most significant concern was how to create walkable commercial areas, and how to retro-fit existing corridors to complement the adjacent neighborhoods. The week long charrette resulted in specific concepts and designs to be implemented with form-based codes. The result was a detailed Form-Based Code for each of the vision areas, and a more generalized approach for the entire Heart of Peoria.

For more information (and to view the adopted ordinance) visit the project website www.heartofpeoria.com

www.ferrellmaddenlewis.com

METCALF CORRIDOR: NODE MASTER PLANS & FORM-BASED CODE

OVERLAND PARK, KANSAS

Project: Stakeholder charrette for master plans, implementation strategies, and form-based code for downtown and two nodes along major auto-oriented corridors

Client: City of Overland Park, Kansas

Contact: Jason Beske, Senior Planner
913.895.6242

Status: Charrette October 2009; code writing completed January 2010, currently in review and adoption process

Contract: \$294,400



95th & Antioch Node: Illustrative Plan



Metcalf Corridor Study Area
City of Overland Park



81st & Metcalf: Visualizing Before & After

Imaging by Urban Advantage

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Downtown: Illustrative Plan

Overland Park, a thriving suburb of Kansas City, is oriented along the Metcalf Corridor. While continuing to grow, the city also has several auto-oriented corridors with dead and dying strip shopping centers at several major intersections. Ferrell Madden Lewis led an interdisciplinary team in studying Downtown Overland Park, the Metcalf Corridor and adjacent retail nodes—reviewing previous vision plans, analyzing traffic patterns, and exploring the current and future market potential—to produce detailed master plans, potential implementation strategies, and a new form-based code for the targeted districts, in order to encourage infill, redevelopment and revitalization.

In the early fall of 2009, the FML team traveled to Overland Park to gather information and gain greater understanding of the Metcalf Corridor. This review and analysis laid the foundation for the work to follow.

The next month, a week-long urban design charrette, involving business and property owners, local real estate developers, citizens, and staff began looking in greater detail at the study areas—the urban design, the traffic and transportation considerations, and the underlying economic and market conditions.

The analysis led to several conclusions—such as the fact that the city had a large surplus of land zoned for retail/commercial development—which were incorporated in the plan, strategies and code. The project focused on transforming the nodes into mixed-use, pedestrian-friendly, neighborhood centers, with improved connectivity to the surrounding areas. A particular goal for the downtown was to build on the character and scale of the historic fabric, differentiating it from surrounding communities by its inherent sense of place. The new form-based code is currently in review.

91st & Nall: Visualizing Before & After



Imaging by Urban Advantage

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REFERENCES

High Street and London Boulevard Corridors Form-Based Code – Portsmouth, VA
 Contact: Paul Holt, Planning Director
 (757) 393-8836 or holtp@portsmouthva.gov

Heart of Peoria Land Development Code – Peoria, IL
 Contact: Pat Landes, Director of Planning and Growth Management
 (309) 494-8602 or PLandes@ci.peoria.il.us

Farmers Branch Station Area & Mercer Crossing Plan – Farmers Branch, TX
 Contact: Michael Spicer, Community Services Director
 (972) 919-2531 or MICHAEL.SPICER@farmersbranch.info

or Kaiser Rangwala, former Planning Director
 (currently Planning Director for Ventura, CA)
krangwala@ci.ventura.ca.us

Columbia Pike Special Revitalization District Form-Based Code – Arlington County, VA
 Contact: Richard Tucker, Arlington County Office of Planning
 (703) 228-0069 or rtucker@co.arlington.va.us

Broad Avenue Corridor Planning Initiative – Memphis, TN
 Contact: Louise Mercurio, Deputy Division Director
 (901) 576-6601 or Louise.Mercurio@memphistn.gov



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The **Penn Station–Lanvale Site** in Baltimore, MD, characterized by underutilization, like parts of Kendall, was prime for development, a position that Kendall has enjoyed in recent years, and still has more space to accommodate further development. Concerns about appropriate amounts of parking in the Central/Kendall project to serve new developments can be addressed through Nelson\Nygaard's in-house shared parking model, also utilized in the Lanvale project.

Like Kendall Square, the **Collegetown** neighborhood in Ithaca serves as a gateway to a major university, and through this project, is able to better serve that role with improvements to the streetscape, zoning, and modal balance. Recognizing the important town-gown relationship between Kendall Square and MIT, as well as the needs of employees, visitors, and residents who frequent those areas are elements of the Kendall/Central project with which Nelson\Nygaard is very familiar.

In **Portland, ME**, Nelson\Nygaard took a comprehensive approach to addressing the transportation needs of the city, making recommendations that highlight the link between land use and transportation, just as a similar approach is needed for the Central/Kendall Square project. To support our efforts, significant outreach to and feedback from the community were used to inform the outcome of the project, and that input became a resource for future planning in the City. This experience can support the effort to develop a vision for the Kendall and Central Square Area from a variety of stakeholders.

The **Downtown Development District Mobility and Parking Study in New Orleans** shares with the Kendall and Central Square Planning/Urban Design projects a focus on mobility within and between different neighborhoods, characterized by unique identities, building form, street networks, and land use. Providing recommendations tailored to specific locations and needs was an important component of this project, and it is critical to the Kendall and Central Square project. In New Orleans, the project team emphasized the need for a deep understanding of the study area, and Nelson\Nygaard's presence in the Boston area and the team members' strong familiarity with Kendall and Central Squares could be very beneficial to this project.

The **University of Albany Transportation Linkage Study** has strong similarities to the Kendall/Central Square project, as it focused on connecting a university campus with research and corporate parks, while at the same time addressing the needs of residents and business owners in neighborhoods adjacent to these locations, ensuring that integration of all these locations with each other was a result of the project. Kendall Square has a similar mix of university, corporate and research campuses, as well as residential and business development. The University of Albany project aimed at supporting near-term activities to benefit the area, as well as long term strategies that further the integration process between the different land uses and the needs of many diverse users.

Baltimore, MD

Amtrak's Baltimore Penn Station-Lanvale Site

The Lanvale Site is currently a surface parking lot across from Baltimore's Penn Station. Amtrak, the owner of the site, believes the site is underutilized, and the site has great potential to spur rail ridership and local economic development. However, redevelopment of the site may not occur at the expense of current rail riders.

Nelson\Nygaard, as subconsultant to Wallace, Roberts & Todd, prepared site access guidelines to maximize multi-modal access. Then, utilized multiple land use development scenarios, and NN's in-house shared parking model, Nelson\Nygaard determined the least amount of parking required to adequately serve the site while providing parking for existing station users.

Finally, Nelson\Nygaard calculated the differences in both ridership and revenue based on different parking supplies, to offer alternatives for development options.



Project Duration:

2009 - 2010

Nelson\Nygaard Budget:

\$18,000

For more information:

National Railroad Passenger
Corporation (Amtrak)
30th Street Station
Philadelphia, PA 19104

Contact:

Philip J. Economou
Senior Director, Real
Estate Development
National Railroad Passenger
Corporation (Amtrak)
215-349-1948

Nelson | Nygaard
www.nelsonnygaard.com

San Francisco, CA

Portland, OR

New York, NY

Boston, MA

Seattle, WA

Burlington, VT

Salt Lake City, UT

Ithaca, NY

Collegetown Urban Plan & Design Guidelines

Nelson\Nygaard led the transportation planning component of the Collegetown Urban Plan as a subconsultant to Goody Clancy. This neighborhood of Ithaca, NY serves as the gateway to Cornell University, but none of the key stakeholders – residents, local merchants, the City, abutting neighborhoods and Cornell itself – had stepped up to plan for the district’s growth, resulting in a history of piecemeal development and neglected infrastructure that did not integrate well with the character of scenic Ithaca. In the wake of more incongruous construction, the community petitioned for a building moratorium and planning process to better guide the city’s neglected orphan. Building off of a community vision statement, the Urban Plan was designed to resolve existing impediments in the built form, streetscape, zoning code, and parking management.

While parking problems were a clear operational issue to resolve for local businesses, Nelson\Nygaard soon determined that the City’s attempts to regulate parking had actually contributed to much of the undesirable development plaguing Collegetown. High land values coupled with

inflexible minimum parking requirements had created paved yards, excessive curb cuts, sterile parking decks, gaping driveway portals, and low ceiling heights to accommodate off-street parking per code. Meanwhile, traditional on-street management practices had resulted in a variety of regulations and pricing strategies that were unresponsive to actual parking demand profiles, especially in the evenings when retail and performance space brought high demand.

Nelson\Nygaard recommended the development of a “Strategic Transportation System” that treated parking in the district as a valuable shared resource to be controlled by smart parking management practices on- and off-street. Central to unlocking development potential was a system of in-lieu payments and remote parking that enables higher-quality pedestrian-oriented development while providing resources for streetscape improvements. Coupled with new parking revenues, the System could afford needed sidewalk repairs, trash collection, bicycle parking and transit amenities.



Project Duration:
2007 - 2008

Total Budget:
\$120,000

Nelson/Nygaard Budget:
\$30,000

For more information:
Department of Planning & Development
City of Ithaca
108 East Green Street
Ithaca, NY 14850

Contact:
Leslie Chatterton
(607) 274-6555

Nelson Nygaard
www.nelsonnygaard.com

Portland, ME

Portland Peninsula Transit Study

Nelson\Nygaard was hired by the City of Portland, Maine to help carry forward a new vision for the future of the peninsula. After a nearly 50% increase in regional population over ten years, the downtown waterfront peninsula was facing the strain of increased traffic and congestion. Meanwhile, development regulations had not allowed much growth on the urban peninsula. In the late 1990s, the City decided to begin permitting new mixed-use and transit-oriented development in downtown. However, a peninsula-wide traffic study revealed that the impact of regional growth, coupled with proposed downtown growth, would require extensive roadway expansion on several arterials if the traveling public continued to use private automobiles. The prospect of more highways on the historic peninsula met with large resident opposition.

Nelson\Nygaard's approach was to look beyond strictly a transit solution to consider how all modes could work more effectively as a balanced

system. In addition to basic transit service improvements, Nelson\Nygaard identified two key transit priority corridors that could be developed to improve the quality and attractiveness of the existing bus system. Central to unlocking revenues for transit, walking, and biking amenities is a reevaluation of peninsula parking policy, which was constraining development potential while encouraging the use of automobiles. A suite of zoning, management, and pricing strategies has been proposed to generate revenues to support multimodal improvements.

Nelson\Nygaard based its identification of needed system improvements on the interaction of a large public forum. Attendees identified needs and opportunities in writing and graphically on large table-top maps that were then translated directly into a GIS database of improvements which form the basis for recommendations as well as an on-going planning tool for the City.



Project Duration:

2007 - 2008

Total Budget:

\$75,000

Nelson\Nygaard Budget:

\$65,000

For more information:

City of Portland ME
389 Congress Street
Portland, ME 04101

Contact:

Bill Needleman
Senior Planner
207-874-8722
wbn@portlandmaine.gov

Nelson\Nygaard
www.nelsonnygaard.com

New Orleans, Louisiana

Downtown Development District Mobility and Parking Study

The Downtown Development District of New Orleans (DDD) was created by the Louisiana Legislature in 1974 as the nation's first assessment-based business improvement district (BID) to provide enhanced services in economic development, cleaning and safety.

In March 2008, the DDD hired Nelson\Nygaard to lead a team of consultants to prepare a Mobility and Parking Plan for the French Quarter, CBD, Warehouse District, and Marigny Triangle neighborhoods, with Mobility Policies, Site/Intersection Improvements, and Transportation Demand Management Strategies. Nelson\Nygaard led the Mobility element of the study with a focus on developing a sustainable, multi-modal, Park-Once approach that would both enhance the pedestrian experience and reduce parking-demand pressure within these destination-rich, historic districts. Walker Parking Consultants led the Parking element of the plan.

Nelson\Nygaard began the Mobility review by walking the Study Area extensively, first with stakeholders then in survey teams, to identify underperforming components of key mobility networks. Common constraints identified include: poor sidewalk design and upkeep; poor crosswalk

design, alignment, and signal support; lack of visual and physical riverfront connections; under-investment in transit stop facilities and placement; and significant bicycle network gaps.

Participants in the field surveys identified assets and opportunities to address existing constraints. The assets formed the basis for Nelson\Nygaard's recommended policies to be applied throughout the Study Area including: incorporation of existing neutral grounds (medians) to improve crossings; shortening crossings and calming traffic through curb re-alignments and re-timing signals; encouraging private investment in sidewalk design and maintenance; providing public valet parking and a parking shuttle to shift demand to under-utilized facilities; improved transit connections; and enhanced wayfinding investments to emphasize transit, walking, and cycling opportunities across the Study Area.

To emphasize the synergies inherent in many of these strategies, Nelson\Nygaard identified a series of 8 transformative, site-specific improvement plans at key multi-modal nodes in the Study Area.



Project Duration:
2008-2009

Total Budget:
\$374,000

For more information:
Downtown Development District
201 St. Charles Avenue, Suite 3912
New Orleans, LA 70170-3912
neworleansdowntown.com

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Henry R. Charlot, Jr.
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HCharlot@neworleansdowntown.com

Nelson\Nygaard
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San Francisco, CA Portland, OR New York, NY Boston, MA Seattle, WA Burlington, VT Salt Lake City, UT

Albany, NY

University at Albany – Transportation Linkage Study

The Capital District Transportation Committee (CDTC) retained Nelson\Nygaard to develop a vision for an integrated, multimodal transportation system over a 10-year period and to identify strategies and projects that would help facilitate connections and linkages between sites in the Harriman Campus – University at Albany study area. The vision and strategies were intended to support natural synergy across and between the campuses and ensure that transportation and land use projects enhance the quality of life for everyone living and working in the area.

The study area included three major campuses: the Harriman Research and Technology Park (formerly the Harriman State Office Campus), the University at Albany (the Uptown Campus and the College of Nanoscale Science and Engineering) and the Patroon Creek Corporate Park. It also included the

neighborhoods adjacent to the campuses and considered the context of the wider region.

Working closely with the Study Advisory Committee, Nelson\Nygaard conducted extensive fieldwork, inventories of non-motorized conditions, and public workshops to craft a series of short-term and longer-term strategies. Short-term strategies included creating a transportation management association, improving signage and wayfinding, closing portions of the ring roads, alleviating vehicular choke points, and installing bike lanes. Longer-term strategies entailed creating a multimodal transportation spine with bus rapid transit service, reconfiguring sections of the road network, transforming key arterials into mini-“boulevards” and building roundabouts as “anchors” to establish campus gateways.



Project Duration:

2006-2007

Total Budget:

\$100,000

Nelson\Nygaard Budget:

\$55,000

For more information:

Harriman Campus, University at Albany
One Park Place, Main Floor
Albany, NY 12205

Contact:

Sandy Misiewicz
Senior Transportation Planner
518-458-2161

Nelson | Nygaard
www.nelsonnygaard.com

San Francisco, CA

Portland, OR

New York, NY

Boston, MA

Seattle, WA

Burlington, VT

Salt Lake City, UT

References

Jamaica Plain Centre Street/South Street Area Transportation Action Plan

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MBTA Key Bus Route Improvement Project, MBTA, Boston, MA

Erik S. Scheier

Project Director - Operations
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Reading, MA Comprehensive Parking Program

Peter Hechenbleikner

Town Manager, Town of Reading
Reading Town Hall
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Downtown Development District Mobility and Parking Study, New Orleans, LA

Henry R. Charlot, Jr.

Director of Economic Development
Downtown Development District
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Atlantic Avenue, Brooklyn

The resulting success of the branding/positioning efforts applied to this area provide a lens through which to understand the opportunities within the for the Kendall/Central study.

Downtown Raleigh, NC

Research Triangle, with its three large universities and its high-tech industry, has a somewhat similar consumer sensibility to Cambridge. The findings s focused heavily on psycho-graphic sub-markets, which will be a component of the Kendall/Central study.

East Exchange Street, Akron, OH

MJB's approach here represents an appropriate orientation in this context towards regional and local "chain-lets" as an alternative to the chains-versus-mom-and-pops debate. It also reflect MJB's experience in diversifying "college-town" tenant mixes.



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Atlantic Avenue (NY)

Client: Atlantic Avenue Betterment Association

Date: Summer 2002–Spring 2003

Atlantic Avenue is a major thoroughfare in Downtown Brooklyn long known as an “antiques row” as well as the commercial heart for the borough’s Middle Eastern community. In recent years, however, Atlantic Avenue’s retail mix had become increasingly diverse, as new shops and restaurants that do not fit so neatly into its well-known niches had begun to appear, and the corridor was likely to change still further once plans for large-scale development in the area came to fruition.



The Atlantic Avenue Betterment Association (AABA), a neighborhood organization, retained MJB to analyze precisely what Atlantic Avenue was becoming and to envision what it could be. MJB’s charge was to forge a new identity for the corridor, one that captured the full range of businesses that existed, as well as integrated the effects that any new development nearby would have. This branding/positioning effort was to be developed in concert with Avenue merchants, with outreach included as part of the scope of work.

The study promptly garnered significant media attention and catalyzed several new AABA marketing initiatives. And in the ensuing seven years, MJB’s proposed positioning of Atlantic Avenue, as one of Brooklyn’s premier “boutique” shopping streets, has indeed become reality. In fact, the concept has been so successful that Atlantic Avenue is now home to Brooklyn’s first Urban Outfitters (pictured above), first Trader Joe’s and first Barney’s Co-Op.



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Downtown Raleigh (NC)

Client: Downtown Raleigh Alliance (BID)

Date: August 2008–Present

MJB was asked to undertake a market analysis and devise a positioning strategy for the Downtown core of North Carolina's state capitol and second-largest city (pop. 393,000). In addition, the firm was tasked with securing "buy-in" from landlords, brokers and other stakeholders, and then, identifying and recruiting prospective tenants for available retail spaces and training an in-house "Retail Coordinator" to be able to continue with the recruitment effort upon the completion of the consulting contract.

Based on its market analysis, MJB proposed a unique psychographics-based positioning for Downtown that focuses on "hipsters" (creative and alternative types) and "yup-sters" (mainstream young professionals with creative and alternative sensibilities). The concept met with approval from virtually all of the key implementers, including the landlord and broker communities.

MJB has since worked with the client to create a general retail leasing brochure for use in recruitment efforts. The firm has developed a list of prospective tenants that cater to the hipster and yup-ster submarkets, and is presently talking with them to gauge their possible interest in a Downtown location. It is also in the process of training the BID's future Retail Coordinator.

(MJB Consulting included this assignment because: 1) Research Triangle, with its three large universities and its high-tech industry, has a somewhat similar consumer sensibility to Cambridge, and 2) the findings focused heavily on psycho-graphic sub-markets, which is an important aspect of MJB's unique approach).





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East Exchange Street/Akron

Client: University Park Alliance

Date: Summer 2005

MJB Consulting was hired by the University Park Alliance, a partnership of the University of Akron, Akron City Hospital and the City of Akron, to devise a retail tenanting strategy for ground-floor space of mixed-use buildings that the University of Akron was developing on Akron, OH's East Exchange Street corridor, the main "drag" for the University community.

In identifying possible tenants to pursue, MJB focused heavily on regional and local "chain-lets" that offered a balance between the polish and creditworthiness of national chains and the distinctiveness and personality of local operators. In addition, MJB recommended a number of comparison goods retailers that would serve to diversify the corridor's mix beyond just food and drink.

(MJB Consulting has included this assignment to point to its orientation towards regional and local "chain-lets" as an alternative to the chains-versus-mom-and-pops debate, as well as its experience in diversifying "college-town" tenant mixes).





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References

DOWNTOWN RALEIGH (NC)

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EAST EXCHANGE STREET/AKRON

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Brief Descriptions of Relevant CRJA Projects

Vassar Street at MIT

Designed as part of the campus and cited the one of America's first cycle track streets, Vassar Street provides European-styled cycle tracks from one end of the MIT campus to the other. Level with the brick sidewalk on each side of the street, it accommodates in-line skaters and bicyclists who might not prefer to travel in the road. In addition, it provides innovative lighting, and accommodates large rooting zones for street trees in spite of being located along an corridor of dense underground utilities.

MIT Brain and Cognitive Sciences Center

This site was designed to accommodate both campus and street activities completely around the building, and through the building where an active railroad spur penetrates the site, encouraging sharing resources with the community.

Lechmere Canal Park

Prior to its development, this area was an abandoned industrial area. After development, the increased land values and tax revenues generated by phase one, the park, and adjacent uses are said to have paid for the initial public investment within its first three years, and many times over since. Lechmere Canal Park was an early model of a financially-successful urban destination which is walk-able, transit-oriented and car-free at its center.

Lafayette Square Park

Related to similar efforts like nearby Sydney Street Park and Colonel Barron plaza at Central Square, this new area turned a dangerous intersection at Mass. Avenue into a much needed public plaza and green space. Design direction was fueled by a nod to the significant history of the site and an eye toward the emerging potential of the context in which the Square sits. Adjacent restaurants and cafes now spill across Lafayette Square, pedestrians find street crossing safer, and traffic flows smoothly around the area. A magnet for the neighborhood, this place is a catalyst for individuals and the broad community to now build out a web of meaningful social and physical connections.

Harvard Allston Streetscape and Infrastructure Improvements

Balancing the 25 and 50 year visions for the master plan with the immediate needs of a new science complex close to construction required team members to have the capacity to think broadly while simultaneously being dogged about pragmatic implementation. Meaningful and enduring public realm was a priority; thus, it became the framework around which all other criteria was considered.



**MIT Vassar Streetscape
Improvements Project**
Cambridge, Massachusetts



Carol R. Johnson Associates is the prime consultant for the reconstruction of a one-mile section of Vassar Street on the MIT campus.

The street, which bisects the main campus, is being rebuilt as the central spine with greater emphasis on pedestrian and bicycle facilities and incorporation of a variety of traffic calming measures. The design incorporates widened sidewalks, street trees, new lighting and a one-way cycle track system. A variety of materials has been used to help differentiate pedestrian zones and call attention to driveway openings, crosswalks and other areas of vehicle conflicts. CRJA is working with MIT to coordinate the design with the City of Cambridge, and is developing the streetscape design in coordination with several new campus building projects along the street—including the Stata Center, Simmons Hall undergraduate residence, and the Brain and Cognitive Sciences Center.





**Massachusetts Institute of Technology
Brain and Cognitive Sciences Center**
Cambridge, Massachusetts

Carol R. Johnson Associates worked with the Boston-based architects and Bombay-based architects on interior and exterior landscape design for the new Brain and Cognitive Sciences Center at the Massachusetts Institute of Technology in Cambridge, MA.



Recently completed, the Center promises to become the world's leading center of brain research, integrating the study of neuroscience, cognitive science, imaging technology, genetic science, and molecular and cellular biology. The Center encompasses state-of-the-art wet and dry laboratories, teaching facilities, a conference center, research and administrative offices, clinical space, and student lounges. A 90-foot tall atrium connects the three groups. The site of the new building is bordered by Main Street, Albany Street, and Vassar Street. CRJA provided planting design for the interior Atrium and Conservatory, the design of which is consistent with the Center's bold architectural vision and with the building's materials and finishes. The planting and related materials were designed to be effective in combinations throughout the seasons, as seen both from the inside and from the outside looking up from the street or down from upper floors of adjacent buildings.

A complementary design for lighting of the plantscape ensures a striking visual presentation in the evening and in all seasons. CRJA also prepared a maintenance manual to ensure that all planting, irrigation, drainage, soil and lighting maintenance would be accomplished in accordance with the architect's design intent.





Lechmere Canal Park Cambridge, Massachusetts



CRJA, as prime consultant to the City of Cambridge, was responsible for canal and landscape design, construction documents, and site supervision.



Lechmere Canal Park is a 7.5-acre public space surrounding a reclaimed industrial canal. Carol R. Johnson Associates, as prime consultant to the City of Cambridge, was responsible for canal and landscape design, construction documents, and site supervision. The firm also handled site planning and the coordination of landscape design with adjacent developments and prepared detailed urban design guidelines for developers whose property abuts the Lechmere Canal. The historical importance of the Lechmere Canal area as a center for 19th-century industry is echoed by original details, imagery, and artifacts in an otherwise contemporary design theme. The park creates a colorful and lively focus supporting new places for people to shop, live, and work, as well as a new association between the City of Cambridge and its riverfront. A specially designed children's play structure draws young visitors to the park, who delight in discovering its whimsical features. The project has received awards from the Boston Society of Landscape Architects, the American Society of Landscape Architects, the Waterfront Center, and the National Park Service Land and Water Conservation Fund. It was also selected by the ASLA as one of the 100 Medallion projects in 2000.

Lechmere Canal Park
Cambridge, Massachusetts





Lafayette Square And Streetscapes

Cambridge, Massachusetts



Before



After

CRJA worked with the engineers and the community to achieve traffic calming objectives and to reassert the Square's historic pedestrian character.



The City of Cambridge selected Carol R. Johnson Associates to work with its traffic engineers to develop a new image for Lafayette Square. Lafayette Square once lay between the developed area of Cambridge and a marsh. With the introduction of 19th century trolley lines to East Cambridge, the area became a vital commercial center. In the recent past, it had developed as a busy traffic intersection with conflicts between pedestrian and automobile circulation, as well as between commercial and residential land uses. It remains a transition zone between the commercial district of Central Square and the institutional and industrial buildings located near the Charles River.

CRJA worked with the engineers and the community to achieve traffic calming objectives and to reassert the Square's historic pedestrian character. The new improvements, including bus stops, seating, lighting, planting, gathering spaces and opportunities for historical reference, accommodate and respond to new traffic calming opportunities. The project received approval from the Cambridge Historic Commission.



Harvard Allston Streetscape and Infrastructure Improvements
Allston, Massachusetts



Option 2 - Concrete Walk



Option 1 - Brick Walk

In 2006, Harvard University embarked upon planning for its campus expansion in the Allston neighborhood of Boston to accommodate the University’s anticipated growth over the next 50 years. Phase 1 of the Master Plan addresses the first 20 years of campus development.

The Allston Development Group selected Jacobs, Edwards and Kelcey, Inc., with Carol R. Johnson Associates, Inc. to advance the design of streetscapes and transportation infrastructure proposed in the Institutional Master Plan. The transportation framework sets out guidelines and a vision for lively walkways, easy traffic flows, bicycle paths and shuttle/transit routes. Confirming Harvard’s commitment to sustainability, pedestrians and bicycles would have higher roadway priority than transit and automobiles, though all modes would be well-accommodated. The project’s goal is to create an accessible, engaging, and continuous public realm, of which the streets are a critical part, allowing the Allston campus to connect seamlessly to the Cambridge campus, while respecting the adjacent Allston residential community.



Existing photo of North Harvard Street, Allston, MA

**client references****Lechmere Canal Park
East Cambridge, MA**

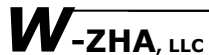
Mr. Roger Boothe, Director of Urban Design
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(617) 349-4600

**Lafayette Square Park
Cambridge, MA**

Mr. Bill Deignan
Cambridge Community Development Department
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**Vassar Street Improvement Project
Cambridge, MA**

Mr. Richard Quade, Project Manager
Massachusetts Institute of Technology
Cambridge, MA
(617) 324-3338



*REDEVELOPMENT PUBLIC/PRIVATE FINANCE STRUCTURING AND
IMPLEMENTATION*

W-ZHA staff have assisted more than 30 cities, development authorities, counties and private developers to carry out public/private real estate development ventures. In nearly all of these situations, we have been involved in assessing strategic urban development issues and in the eventual negotiations aimed at structuring an equitable public/private financing structure. The following projects are recent examples of owner representation work.

- Quincy, MA Town Center -- W-ZHA is working with the City and a national developer on a Development Agreement for a \$1- billion urban redevelopment project in Quincy a City in the Boston Metropolitan Area. W-ZHA worked with a team of advisors to structure the business deal and financing between the City and the private developer. The Team is charged with understanding the legal, regulatory, economic and fiscal implications of the Developer's proposal. W-ZHA's role is to craft an equitable financing arrangement between the public and private sectors. A unique application of payment-in-lieu-of-taxes legislation and grants are the source of the project's public financing. A Land Disposition Agreement was executed on January 25, 2011.
- White Flint, MD -- W-ZHA represented the White Flint Partnership, a group of private property owners and developers, in developing an innovative public/private financing strategy to fund infrastructure development in a prime development area. The Partnership was interested in financing a portion of infrastructure development in order to enhance development potential and increase the allowed development density. The innovative financing approach that included special assessments and County participation was approved in November, 2010.
- Rockville, MD Town Center – W-ZHA negotiated a joint development deal between the City of Rockville, MD and Federal Realty Investment Trust. The project is a mixed-use town center with residential, retail, hotel and institutional uses. Sarah Woodworth managed the financial and fiscal aspects of the redevelopment negotiation. ZHA negotiated the financial business terms between the public and private sector. The project is built.
- Assembly Square, Somerville, MA -- Following the successful negotiation of the Rockville Town Center development agreement, Federal Realty Investment Trust (FRIT) retained W-ZHA to perform fiscal and economic impact analysis for a project FRIT proposed in Somerville, MA. This major mixed-use project is on the Assembly Square property on the "T" line. The project is to be funded by conventional financing, State Funding, federal transportation funds and local District Improvement Financing. W-ZHA has recently been retained by the City to conduct additional economic and fiscal analysis on this project.
- NJ Department of Transportation Negotiations with Simon Properties (Princeton, NJ) – W-ZHA advised New Jersey Department of Transportation regarding the amount of money the private sector could afford to proffer for public transportation improvements. W-ZHA analyzed the private sector's redevelopment program and economic profile and determined funds available for community benefit investment. W-ZHA supported NJDOT in negotiations with the property owner, Simon Properties. The negotiated agreement was within 10 percent of W-ZHA's assessment. The project commenced construction in the Spring of 2009.



- Park Place Mixed-Use Project, Annapolis, MD -- Jerome J. Parks Companies, an Annapolis, Maryland-based real estate developer, retained ZHA (Sarah Woodworth, project manager) to perform a market analysis of a major mixed-use development project in the historic district area of the City of Annapolis. The market analysis was used in the prospectus for both Tax Increment Financing and conventional financing. The project, situated on 11 acres within the Central Business District of Annapolis, is comprised of 240,000 square feet of office space (in two buildings), 50,000 square feet of retail space, 180 condominium units in a 247,000-square-foot building, a 225-room upscale hotel and a 1,400-space underground parking garage. The project was financed and Phases I and II are complete.
- Downtown Silver Spring Redevelopment -- In the Silver Spring Downtown Redevelopment Project ZHA was initially retained by the County Council to evaluate the merits of an entertainment center proposed by a private development interest for Downtown Silver Spring (the “American Dream Project”). ZHA concluded that the Project would not be able to obtain its private financing, and recommended that the Project not be pursued. The County Executive did not pursue the American Dream Project.

The County Executive then called upon ZHA to assist in identifying a redevelopment strategy for Downtown Silver Spring. The County Executive and ZHA agreed that community oriented retail with large-scale office was a politically acceptable and economically feasible redevelopment strategy. The Petersen Companies, together with Folger Pratt, proposed such a project.

ZHA was retained by the County Council to evaluate the draft joint development agreement between the County and the private developers. ZHA suggested a number of changes to the Draft Agreement, all of which were ultimately incorporated to protect the County’s interest. The Development Agreement was executed and the Project is a great success.

- Washington, DC Tax Increment Financing and Gallery Place: ZHA was retained by the District of Columbia to evaluate two tax increment financing applications. These were the first two applications for the District’s newly authorized TIF. One project was the Mandarin Hotel and the other the Gallery Place urban entertainment center. Woodworth evaluated the Developers’ applications, operating assumptions, and tax increment projections on behalf of the District of Columbia. Gallery Place was then awarded tax increment financing. ZHA was subsequently retained by the developer to prepare the market analysis for the private financing prospectus. Woodworth managed the market analysis assignment for ZHA. The mixed-use project is icon within the F Street entertainment district in downtown Washington, DC.

Goody Clancy will hold direct responsibility for project leadership and management, planning, urban design, outreach, and integrating the work of the entire team into an “achievable vision”—a consensus-driven plan that is both compelling and pragmatic. *David Dixon, FAIA*, Goody Clancy’s principal-in-charge of planning and urban design, will lead the team, play an active role in every aspect of the project, and serve as the team’s principle spokesperson. He will work closely with senior urban designer *Ben Carlson, LEED*, who will serve as the project manager for this effort directing day-to-day activities, supported by senior planner *Ron Mallis* who will coordinate visioning and public process strategies and senior urban designer *Ganesh Ramachandran LEED*.

We have asked our other team members to work with us because of the particular technical expertise, skill at planning in complex public arenas, and credibility that they bring to what we understand to be essential elements of a fully successful plan for the Kendall and Central Square area. In addition to Goody Clancy’s extensive work in Cambridge, other team members—all of whom have partnered with Goody Clancy in the past—have completed significant assignments for the City of Cambridge: **Nelson\Nygaard**, who will address transportation strategies, led by principal *David Fields* and senior associate *Ralph De Nisco*; **Carol R. Johnson Associates**, who will look at landscape design and connectivity issues, led by principal *Jeanne Lukenda*; *Michael Berne* of **MJB Consulting**, who will focus on retail market analysis and strategy for the area. Goody Clancy has also worked extensively with the other team members, including **Ferrell Madden Lewis**, led by principal *Sarah Lewis*, who will handle zoning assessment and recommendations; and *Sarah Woodworth*, managing member of **W-ZHA**, who will play an advisory role to the team regarding economic and market feasibility.

Full resumes for all key personnel follow.

DAVID DIXON, FAIA**PRINCIPAL-IN-CHARGE, PLANNING & URBAN DESIGN**

David Dixon has led a wide range of significant projects in North America for public, private, and institutional clients. His commitment to enhancing quality of life and economic opportunity for urban communities appears as a consistent theme in all his work. Mr. Dixon 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, and sustainable mixed-income neighborhoods. 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. He has chaired the American Institute of Architects' (AIA) Regional and Urban Design Committee and its National Sustainability Task Force. A recipient of many project awards from groups such as the Congress for the New Urbanism and the Society for College and University Planning, in 2007 David received the AIA's highest honor for achievement in the public sphere, the Thomas Jefferson Award for Public Architecture.

**EDUCATION**

Harvard University,
Master of Urban Design

University of Pennsylvania,
Master of Architecture

Wesleyan University,
Bachelor of Arts

PROFESSIONAL ACTIVITIES

American Institute of Architects (AIA), 2006 chair of the AIA's Regional and Urban Design Committee, co-facilitator of AIA's National Roundtables on Sustainable Design

Boston Society of Architects (BSA): 2003 President; Director, Civic Initiative for a Livable New England

Massachusetts Port Authority
9/11 Memorial, Design Advisor

SELECTED EXPERIENCE

- **Eastern Cambridge Planning Study** (Cambridge, MA)
A widely-supported redevelopment plan for a new commercial and mixed-use district that ended a citizen-initiated moratorium on new construction. *Winner of 2001 Massachusetts Chapter APA Award for Comprehensive Planning.*
- **Concord-Alewife Planning Study** (Cambridge, MA)
Redevelopment plan for a 180-acre underutilized and environmentally-sensitive light industrial and mixed-use district near a transit station. The plan for housing and commercial development with access to transit includes innovative elements such as a stormwater park and transfer of development rights.
- **City of New Orleans Master Plan and Comprehensive Zoning Ordinance** (New Orleans, LA)
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 places 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. *Winner of 2011 National APA Award for Hard-Won Victory and 2011 Louisiana Chapter Excellence Award.*
- **Clifton Corridor Urban Design Guidelines** (Atlanta, GA)
Assistance to the Clifton Community Partnership, created by Emory University, to develop a comprehensive, consensus-based community development, preservation and transportation plan for the campus and its surroundings, including mixed-use redevelopment strategies for industrial, strip-retail and other underutilized sites surrounding the university. *Winner of a 2009 Merit Award from the Society for College and University Planning, and a 2008 Campus Planning Award from the Boston Society of Architects.*
- **Asheville Downtown Master Plan** (Asheville, NC)
Master plan to help the community shape new growth in a way that preserves Asheville's distinctive character, creates a shared vision for downtown over the next 20 years, and enables the community to understand opportunities, tools, and choices that

must be made to achieve this vision. *Winner of 2010 International Downtown Association Merit Award and 2010 North Carolina APA Outstanding Planning Award.*

- **Development of Quincy Center** (Quincy, MA)
Revitalization of historic town center to include 500 to 600 new housing units; as many as 1,500 parking spaces, both structured and on-street; 15,000-20,000 SF of new public space; and 50,000- 60,000 SF of retail space.
- **DC Corridor Revitalization Plan** (Washington, DC)
Revitalization plan and implementation strategy for the Kennedy Street NW corridor in Washington. Combining the results of both in-depth market analysis and outreach to the community’s varied stakeholders, the plan identifies resources and outlines potential new development entities that will put the implementation strategy to work.
- **Braddock Metro Area Planning** (Alexandria, VA)
The City of Alexandria hired Goody Clancy to work closely with a racially and economically diverse neighborhood to create a vision, redevelopment framework, and strategy that would enable the city and the neighborhood to manage significant development spurred by proximity to the Braddock Road Metro Station. Goody Clancy participated in a “town meeting” that represented a new start for the stalled planning process and led a series of community education workshops, a charrette, and in-depth working sessions. The plan was adopted by the City Council in March 2008.
- **Dublin Bridge Street Corridor Plan** (Dublin, OH)
Vision and implementation plan for transforming an arterial corridor dominated by traditional suburban-style retail and office development into a series of distinct, walkable mixed-use districts that address “creative class” expectations for high quality of life while also honoring Dublin’s traditional neighborhoods, architecture, and landscape.
- **Central Annapolis Road Sector Plan** (Prince George’s County, MD)
Planning study that identifies the opportunities to create a newly walkable, vibrant mixed-use corridor, with major impetus generated by a new light rail stop at the corridor that will in turn link to a nearby multi-modal Metro station.
- **Wichita Downtown Revitalization Master Plan** (Wichita, KS)
An innovative and bold twenty-year vision for downtown that celebrates the city’s rich history and reflects the community’s progressive spirit. Significant public involvement is driving the plan which is being developed with the City and the Wichita Downtown Development Commission.
- **O’Donnell Heights Master Plan** (Baltimore, MD)
Master plan to transform the 62-acre public housing site into a new, sustainable neighborhood. The goal for the process—defined by community involvement and consensus-building—is the creation of a vibrant mixed-income, mixed-use residential community that will include a significant number of public housing units, as well as market-rate homeownership units.
- **Crown Center Completion Plan** (Kansas City, MO)
Vision for completing build-out in an 85-acre district adjacent to Hallmark Cards’ world headquarters. The completion plan will guide 2,000,000 SF of new development over eight new blocks. It focuses on establishing new connections to surrounding neighborhoods and introducing hundreds of units of housing to help create an active, 24-hour district.
- **High Street/University District Plan** (Columbus, OH)
A vision and master plan for High Street, the mile-long eastern boundary of The Ohio State University’s campus. The plan integrates land use, urban design, parcelization, and streetscape improvements, identifies critical catalyst projects, establishes design

and development guidelines, and sets out an implementation plan. Based on this plan, the first catalyst project—South Campus Gateway, a 550,000 SF development that combines entertainment, retail, mixed-income housing, and office uses—was completed in 2005. *Winner of a 2010 APA Outstanding Planning Award for Implementation and a 2004 Planning Award, Honorable Mention, from the Society for College and University Planning.*

- **Assembly Square Redevelopment Plan** (Somerville, MA)
Plan to transform a 145-acre former factory complex into a mixed-use, transit-oriented urban neighborhood three miles from downtown Boston. Integrates more than 4,000,000 SF of housing and retail, office and R&D space into a network of blocks and squares that reflects the city's historic block patterns.
- **Parcel 24 Mixed-Use Development** (Boston, MA)
Design vision for a new mixed-income urban housing project on the edge of Boston's Chinatown. Working with the Asian Community Development Corporation, the developer, and Chinatown residents in a series of community charrettes, Goody Clancy's contextual and community-responsive design includes commercial and retail space as well as 165 above- and below-grade parking spaces on two levels.
- **Mission Hill/Parcel 25 Redevelopment Vision and Strategy** (Boston, MA)
Working with Mission Hill Neighborhood Housing Services to prepare a community-based vision and strategy for an underutilized parcel. The process seeks 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 in the process will be matched by the opportunities that the site offers.
- **Roswell Town Square/Atlanta Street Corridor Study** (Roswell, GA)
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.
- **Tyler 21 Comprehensive Plan** (Tyler, TX)
Comprehensive plan to guide the long-term development of one of the fastest-growing cities in Texas. The plan focuses on creating a strategic framework for development and ensuring broad public participation in the planning process. *Winner of 2008 Citation of Honor from the Texas Society of Architects.*
- **A 20/20 Vision for Concord** (Concord, NH)
Urban design strategy and guidelines to reunite the downtown with the Merrimack River, identify economic opportunities, attract development to core areas, and preserve and enhance historic, waterfront, and open-space resources. An implementation plan sets forth critical short- and long-term strategies that will add new growth while preserving quality of life. *Winner of a 2002 CNU Charter Award.*
- **Uplands Mixed-Income Neighborhood Master Plan** (Baltimore, MD)
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.
- **Unified New Orleans Plan** (New Orleans, Louisiana)
Post-Katrina recovery and rebuilding plans for downtown, the Upper 9th Ward, and Gentilly 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; a new mixed-income community in the Desire and Florida neighborhoods that replaces public housing and adjacent devastated areas with a new community of more than 4,000 units of housing; and a lively new neighborhood square and commercial center in Gently. *Winner of 2007 International Downtown Association Merit Award in Planning (District 1).*

- **Park Heights Neighborhood Master Plan** (Baltimore, MD)
A neighborhood master plan and implementation strategy to revitalize a West Baltimore neighborhood with more than 30,000 residents. The plan includes more than 2,000 units of desperately needed mixed-income housing, strengthened connections between vital open space resources, and returns more than 1,000 vacant parcels to productive use. It is expected to unlock more than \$500 million of private investment, including redevelopment of Pimlico Race Course.
- **Saint Paul's Quadrant & Hampton Boulevard Plans** (Norfolk, VA)
Planning for revitalization of the neighborhoods surrounding Old Dominion University as mixed-income districts and for creation of a new mixed-use district on 115 acres of underutilized land adjacent to downtown.
- **Weinland Park Neighborhood Revitalization Plan** (Columbus, OH)
Revitalization plan for a 4,800-person low-income neighborhood, creating a sustainable, mixed-income district by combining new development on underutilized and vacant parcels, including former industrial brownfield sites, with infill development, home-ownership programs, park and streetscape improvements, and workforce development for current residents.
- **Uptown Crossings Redevelopment Plan** (Cincinnati, OH)
Plan for a consortium of educational and healthcare institutions to redevelop a largely vacant 30-acre site into a mixed-use downtown neighborhood, providing housing, open space, and commercial, retail, and research space for the surrounding institutions.

SELECTED PUBLICATIONS

- "Green planning and design? Start with the density and buildings found in Boston's neighborhoods," *New England Real Estate Journal* (January 2011)
- "Why Foreigners Like Boston," *Planning Magazine* (January 2011)
- "Transit Oriented Development Series" Half-Mile Circle Blog, <http://www.reconnectingamerica.org/blog> (2010)
- "Planning for the Recovery," *Urban Land* (October 2009)
- "Wish Fulfillment: What U.S. Cities Could Look Like in 2050", *Planning Magazine* (May 2009)
- "Urban Design for an Urban Century: Making Places for People," written with co-authors Lance Brown, FAIA and Oliver Gilham, AIA, to be published by John Wiley & Sons, Inc. (Winter 2009)
- "Neighborhoods and Community", chapter for "Architecture: Celebrating the Past, Designing the Future: Commemorating the 150th Anniversary of the American Institute of Architects", Visual Reference Publications (September 2008)
- "Urban Design Process: Creating and Achieving a Vision", chapter for "The Architect's Handbook of Professional Practice" by John Wiley & Sons, Inc. (Update 2005)
- "Universities, Revitalization, Communities", chapter for "The University as Urban Developer" published by Great Cities Institute, Chicago (2005)
- "Is Density Dangerous? The Architects' Obligations after the Towers Fell", in *First to Arrive: State and Local Responses to Terrorism*, MIT Press (2003)

- “Is Density Dangerous?” *The Taubman Center Report* (2003)
- “Building the Bunker: Defensible Space and Defensive Behavior”, *ArchitectureBoston* (Sept/Oct 2002)
- “The Virtue of Density”, *The Boston Globe* (July 3, 2003), “The Virtue of Density”, *Urban Land* (November/December 2003)
- “Smart Growth and Multi-Housing: The New American Dream”, *Multi-Housing News* (April 2003)
- A Civic Design Agenda, National Endowment for the Arts, 1988

BEN CARLSON, LEED AP

SENIOR URBAN DESIGNER



EDUCATION

Master of Architecture, University of California, Berkeley

B.A. in Architecture, Yale University

Young Designers Professional Development Institute (BSA)

REGISTRATION

LEED® accredited

PROFESSIONAL & CIVIC ACTIVITIES

Boston Society of Architects

Habitat for Humanity of Greater Boston Construction Committee

Congress for the New Urbanism, member

Mr. Carlson has served as project manager and lead or contributing urban designer on a wide variety of master planning and architecture projects, where he has creatively addressed complex design issues. He has considerable skill in working with community and regulatory groups to gain consensus and approvals for planning and urban design projects. Mr. Carlson's portfolio includes significant urban design projects in Massachusetts, Rhode Island, Connecticut, Vermont, Missouri, Illinois, Ohio, Pennsylvania, Virginia, North Carolina, Louisiana, Georgia, and Karachi, Pakistan.

SELECTED EXPERIENCE

- **Eastern Cambridge Planning Study** (Cambridge, MA)
A widely-supported redevelopment plan for a new commercial and mixed-use district that ended a citizen-initiated moratorium on new construction. *Winner 2001 Award for Comprehensive Planning from APA Massachusetts.*
- **Asheville Downtown Master Plan** (Asheville, NC)
A master plan to help the community shape new growth in a way that preserves Asheville's character, creates a shared vision for downtown over the next twenty years, and enables the community to understand opportunities, tools, and choices that must be made to achieve this vision. *Winner of 2010 International Downtown Association Merit Award.*
- **Wichita Downtown Revitalization Master Plan** (Wichita, KS)
An innovative and bold twenty-year vision for downtown that celebrates the city's rich history and reflects the community's progressive spirit. Significant public involvement is driving the plan which is being developed with the City and the Wichita Downtown Development Commission.
- **Emory University Urban Design Guidelines** (Atlanta, GA)
Assisted the Clifton Community Partnership, created by Emory University, to develop a comprehensive, consensus-based community development, preservation and transportation plan for the campus and its context, including mixed-use redevelopment strategies for industrial, strip retail, and other underutilized sites around the university. *Winner 2009 SCUP Excellence in Planning Merit Award for a District or Campus Component and 2008 Boston Society of Architects Campus Planning Award.*
- **Quincy Downtown Revitalization Plan** (Quincy, MA)
Plan to enable the city to transform parking lots and underdeveloped land into a mixed-use neighborhood of more than 900 new housing units adjacent to retail services and transit.
- **Dublin Bridge Street Corridor Plan** (Dublin, OH)
Vision and implementation plan for transforming an arterial corridor dominated by traditional suburban-style retail and office development into a series of distinct, walkable mixed-use districts that address "creative class" expectations for high quality of life while also honoring Dublin's traditional neighborhoods, architecture, and landscape.
- **Village Center: New Agawam Village** (Plymouth, MA)
Master planning for A.D. Makepeace Company, the largest private property owner in eastern Massachusetts, for a new community in multiple phases on several hundred acres of undeveloped land in a rural setting. The plan incorporates more than 1,200 units of housing combined with retail, office and civic uses. A key element of the plan is the establishment of a village green early in the development process as a center of activity and symbolic focus for the community.

- **Crown Center Completion Plan** (Kansas City, MO)
Vision for completing build-out of an 85-acre district adjacent to Hallmark Cards' world headquarters. The completion plan will guide 2,000,000 SF of new development over eight new blocks. It focuses on establishing new connections to surrounding neighborhoods and introducing hundreds of units of housing to help create an active, 24-hour district.
- **Roswell Town Square/Atlanta Street Corridor Study** (Roswell, GA)
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.
- **Aga Khan University Land Use Planning Study** (Karachi, Pakistan)
Comprehensive planning and urban design for a new university town that will form the home of Aga Khan University's Faculty of Arts & Sciences near Karachi, Pakistan. Goody Clancy's work includes an international review of best practices in planning university communities, a detailed survey of potential residents that explored desired community qualities, and creation of a development framework rooted in its unique cultural, environmental and economic contexts. *Winner 2010 SCUP Excellence in Planning Merit Award.*
- **Unified New Orleans Plan** (New Orleans, LA)
Post-Katrina recovery and rebuilding plans for downtown, the Upper 9th Ward, and Gentilly 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; and a series of innovative initiatives to support downtown's emerging creative economy. *Winner 2007 Merit Award in Planning from the International Downtown Association.*
- **North Allston Strategic Framework for Planning/Harvard University Expansion** (Boston, MA)
Strategic plan to guide neighborhood revitalization and expansion for over 100 acres owned by Harvard University in Boston's North Allston neighborhood. The plan establishes significant transportation, public spaces, economic opportunities, more than 2,000 housing units, a revitalized main street and neighborhood centers, and other community benefits. *Winner 2005 AIA Honor Award for Regional and Urban Design, 2004 CNU Charter Award.*
- **St. Paul's Quadrant Planning Study** (Norfolk, VA)
Planning study addressing the vast redevelopment potential of a 115-acre district bordering Norfolk's downtown, whose healthy combination of office, residential, retail, entertainment and tourism-related uses demonstrates the success of three decades of thoughtful redevelopment.
- **Braddock East Plan** (Alexandria, VA)
Plan examining the potential for redeveloping four aging public housing sites in the Braddock Road Station neighborhood as mixed-income, transit-oriented housing without diminishing the full public housing unit count. Planning involved examining multiple interrelated issues, including the needs of public housing residents; long-term public and affordable housing goals and opportunities citywide; urban design; development feasibility; the appropriate mix of incomes; and political considerations.
- **Comprehensive Plan for Central Hampton Boulevard** (Norfolk, VA)
Community-based comprehensive vision, plan, and implementation strategy to shape a district that expands housing options for current and new residents; encourages various land uses; introduces open spaces that take advantage of underused natural resources; and opens the door to new economic opportunities created by Old Dominion University.

RON MALLIS**SENIOR PLANNER**

As senior planner and project manager in the planning and urban design department of Goody Clancy, Ron Mallis brings a strong background in organizational development to his position. His planning experience includes creation of institutional and neighborhood master plans, community redevelopment plans, community process and outreach strategies, land use strategies, economic development action plans, and urban design guidelines. Mr. Mallis is a regular speaker on neighborhood revitalization for the Boston Society of Architect's Urban Design Committee and has served as a guest lecturer at the Department of Urban Studies and Planning at MIT and at Harvard University's Graduate School of Design.

EDUCATION

Massachusetts Institute of Technology, Master in City Planning

Columbia University, Master of Arts in American Literature

Cornell University, Bachelor of Arts in Comparative Literature

SELECTED EXPERIENCE

- **DC Corridor Revitalization Plan** (Washington, DC)
Revitalization plan and implementation strategy for the Kennedy Street NW corridor in Washington. Combining the results of both in-depth market analysis and outreach to the community's varied stakeholders, the plan identifies resources and outlines potential new development entities that will put the implementation strategy to work.
- **Concord-Alewife Neighborhood Planning Study** (Cambridge, MA)
Planning efforts with the City of Cambridge and a planning committee of residents and businesspeople to craft a vision for 180 acres of transit-oriented development in the city's Concord-Alewife district. Outcomes include a land use plan that shapes densities around proximity to transit, respect existing neighborhood scale, and increase access to transit and open space resources. Among the plan's innovative features are stormwater retention pools that form the basis for a park and transfers of development rights. *Winner of a 2005 Smart Growth Innovation Award from the Commonwealth of Massachusetts.*
- **Central Annapolis Road Sector Plan** (Prince George's County, MD)
Planning study that identifies the opportunities to create a newly walkable, vibrant mixed-use corridor, with major impetus generated by a new light rail stop at the corridor that will in turn link to a nearby multi-modal Metro station.
- **O'Donnell Heights Master Plan** (Baltimore, MD)
Master plan to transform the 62-acre public housing site into a new, sustainable neighborhood. The goal for the process—defined by community involvement and consensus-building—is the creation of a vibrant mixed-income, mixed-use residential community that will include a significant number of public housing units, as well as market-rate homeownership units.
- **City-Building Vision for the Hamilton Canal District** (Lowell, MA)
Through a series of "city-building" workshops in four neighborhoods surrounding a major downtown redevelopment initiative, Goody Clancy engaged immigrant and other non-English speaking communities in creating a common vision regarding the impact of the new development and proposing a series of neighborhood-focused priorities and action plans to the City Council.
- **St. Paul's Quadrant Planning Study** (Norfolk, VA)
Planning study addressing the vast redevelopment potential of a 115-acre district right next to Norfolk's downtown, which has a healthy combination of office, residential, retail, entertainment and tourism-related uses demonstrating the success of three decades of thoughtful redevelopment efforts.

- **Collegetown Urban Plan and Design Guidelines** (Ithaca, NY)
A collaboration between the City of Ithaca and Cornell University to develop a framework for the creation of a revitalized urban environment supporting the rich diversity of students, residents, and businesses in close proximity to the campus.
- **Unified New Orleans Plan** (New Orleans, LA)
Post-Katrina recovery and rebuilding plans for downtown, Upper 9th Ward, and Gentilly 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; a new mixed-income community in the Desire and Florida neighborhoods that replaces public housing and adjacent devastated areas with a new community of more than 4,000 units of housing; and a lively new neighborhood square and commercial center in Gentilly. *Winner of 2007 International Downtown Association Merit Award in Planning (District 1).*
- **West Savannah Revitalization Plan** (Savannah, GA)
Physical, social, economic, and sustainable revitalization of an important, but distressed neighborhood that is home to 3,500 residents and less than two miles from West Savannah's historic downtown. Described as the Mayor's Legacy Project, the plan focuses on the creation of new affordable and market-rate housing, commercial corridor revitalization, the development of a newly vibrant public realm, and formation of financing and other implementation strategies. *Winner 2007 APA Georgia Outstanding Implementation Plan Award (2007)*
- **Park Heights Neighborhood Master Plan** (Baltimore, MD)
Neighborhood master plan and implementation strategy to revitalize a West Baltimore neighborhood with more than 30,000 residents. Includes more than 2,000 units of desperately needed mixed-income housing, strengthened connections between vital open space resources, and returns more than 1,000 vacant parcels to productive use.
- **North Allston Strategic Framework for Planning/Harvard University Expansion** (Boston, MA)
A strategic plan to guide neighborhood revitalization and expansion of over 100 acres by Harvard University in Boston's North Allston neighborhood. 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. *Winner of the 2005 AIA Honor Award for Regional and Urban Design and a 2004 Congress for the New Urbanism Charter Award.*

AWARDS, PUBLICATIONS, AND RELATED EXPERIENCE

- American Institute of Certified Planners Award for Outstanding Performance (2002)
- Combining Physical and Economic Development Planning to Revitalize Urban Main Streets: The Case of Hyde Park, with MIT's Karl Seidman, American Planning Association's Economic Development Division (fall 2002)
- "HOPE VI: Building the House, (Re)Building the Neighborhood," with David Dixon FAIA, American Planning Association Planning Advisory Service Memo (2003)
- Program committee co-chair for the workshop-based national conference Density: Myth & Reality, co-sponsored by Boston Society of Architects (BSA) and American Institute of Architects (2003)
- Member, Steering Committee, Civic Initiative for a Livable New England
- Consultant to Northeastern University's Center for Urban and Regional Policy

GANESH RAMACHANDRAN, LEED AP

SENIOR URBAN DESIGNER



EDUCATION

University of California, Berkeley,
Master of Urban Design

Ohio State University, Columbus,
Master of Architecture

National Institute of Technology,
Trichy, India, Bachelor of
Architecture

Ganesh Ramachandran, LEED AP and senior urban designer, has over twelve years of experience working on a range of projects in campus planning, multifamily housing, transit-oriented development, and urban redevelopment in Asia and North America. Ganesh brings to the position a strong background in transit-oriented multifamily building types, mixed-use infill development, and brownfields redevelopment. Prior to joining Goody Clancy, Ganesh led urban design efforts for transit-oriented neighborhoods in San Francisco and Mountain View, CA, and for the Compass Blueprint TOD demonstration projects for the Southern California Association of the Governments.

SELECTED EXPERIENCE

- **City of New Orleans Master Plan and Comprehensive Zoning Ordinance** (New Orleans, LA)
Citywide comprehensive plan and zoning overhaul to provide a 20-year shared framework for moving beyond Katrina recovery to create a more resilient city. On a rapid schedule, with intensive public outreach and participation. Special focus on zoning and urban design guidelines, creation of a citywide housing policy, economic development plan, flood hazard and sustainability plan, citizen participation structure, and implementation plans.
- **Central Annapolis Road Sector Plan** (Prince George's County, MD)
Planning study that identifies the opportunities for creating a newly walkable, vibrant mixed-use corridor, spurred by a new light rail stop that will link the area to a nearby multimodal Metro station.
- **O'Donnell Heights Master Plan** (Baltimore, MD)
Master plan to transform a 62-acre public housing site into a new, sustainable neighborhood. The goal for the process—defined by community involvement and consensus-building—is creation of a vibrant mixed-income, mixed-use residential community that will include a significant number of public housing units, as well as market-rate ownership units.
- **Braddock Metro Area Planning** (Alexandria, VA)
Working closely with a racially and economically diverse neighborhood, Goody Clancy led creation of a vision, redevelopment framework, and strategy that would enable the city and the neighborhood to manage significant development spurred by proximity to the Braddock Road Metro station. Goody Clancy participated in a “town meeting” that represented a new start for the stalled planning process and led a series of community education workshops, a charrette, and in-depth working sessions.
- **Aga Khan University Land Use Planning Study** (Karachi, Pakistan)
Comprehensive planning and urban design for a new pedestrian-scaled university town that will host a new liberal-arts university near Karachi. Goody Clancy's work includes an international review of best practices in planning university communities, a detailed survey of potential residents to explore desired community qualities in the Pakistani market, and creation of a development framework rooted in the site's unique cultural, environmental and economic contexts.

SELECTED EXPERIENCE PRIOR TO JOINING GOODY CLANCY

- **Moreno Valley March Field Station Transit Area Plan** (Moreno Valley, CA)
Senior urban designer for concept plan for converting March Air Field Base into transit-oriented development with retail and structured parking. Sponsored by the Southern California Association of Governments to promote a stronger link between regionwide transportation and land use planning and to encourage sustainable development solutions that fit local needs and support shared regional values.
- **Temecula Recreational Basin & Transit Village** (Temecula, CA)
Senior urban designer for concept planning for integration of a multi-use recreational park with proposed transit village. Pedestrian circulation and landscape design strategies for connecting proposed transit station and parking facilities with the recreational park
- **Toll Brothers, Inc.—Mayfield Mall Infill Development** (Mountain View, CA)
Redevelopment of 27-acre Hewlett Packard office site straddling the Mountain View/Palo Alto boundary, with a new transit-oriented neighborhood containing approximately 600 ownership homes.
- **Universal Paragon Corporation TOD & Brownfield Development** (San Francisco, CA)
Project director and senior urban designer for 450- to 500-unit transit-oriented residential neighborhood design and brownfield development. Coordination with Visitacion Valley Design Guidelines (City of San Francisco) and the Brisbane Baylands Specific Plan (City of Brisbane). Collaborated with geo-tech and environmental consultants to integrate remediation strategies into urban design principles.
- **Brisbane Baylands** (Brisbane, CA)
Land use planning and design of 525-acre development. The northernmost 80 acres would host transit-oriented development built around a multimodal transit center. Plan promotes a mix of land uses to complement the village character, support local retail, and increase utilization of the transit center.
- **San Diego Downtown Development Plan** (San Diego, CA)
Urban designer for community plan update completed for the San Diego Redevelopment Agency. Evaluation of 1990 plan, critical appraisal of ongoing projects, defining of urban design guidelines for future developments.
- **Shanghai University City Specific Urban Design Plan** (Shanghai, China)
Development of regional plan and specific urban design plan to revitalize Yang Pu District in Shanghai. Effective integration of over 17 universities and 200 research institutions into a community of learning, working, and living. Developed control specific plan in the central area of University City with academic, live-work residential, commercial, and recreational facilities.

SARAH A. LEWIS, AIA

PROFESSIONAL EXPERIENCE

Ferrell Madden Lewis LLC (previously Ferrell Madden Associates), Principal. 2007-present
 Ayers Saint Gross Architects & Planners Inc., Senior Associate. Washington, DC. 2001-2007
 Torti Gallas & Partners.CHK, Inc., Associate. Silver Spring, MD. 1994-2000
 AI/Boggs, Project Architect. Washington, DC. 1993-94
 Moore Poe Architects, Architect. Arlington, VA. 1992-93
 Keyes Condon Florance Architects. Intern Architect. Washington, DC. 1990-92
 Skidmore Owings & Merrill. Intern Architect. Washington, DC. 1988-90

URBAN DESIGN, TOWN PLANNING, & FORM-BASED CODES

- **Overland Park Form Districts**, Overland Park KS. Public participation charrette, master plan and form-based code to regulate redevelopment and urbanization of 3 Urban Centers including the historic downtown. 2009 - ongoing
- **Portsmouth Uptown D2 District**, Portsmouth VA. Public participation charrette, master plan and form-based code to direct redevelopment and revitalization of parallel 2-mile corridors and surrounding mixed-use district, adjacent to historic downtown. Adopted 2009
- **Oklahoma City Community College**, Oklahoma City OK. Campus Planner. The first campus master plan in the history of the institution to create an educational quadrangle as the heart of a growing commuter campus of 12,000 students. 2008-2009
- **Urban Centers Toolkit**, Prince Georges County MD. Form-based code to implement mixed-use town center development in a suburban county.
- **Walkable Towson Charrette**, Towson MD. Designer. Public urban design process to improve pedestrian accessibility in the downtown area
- **Fairfax Boulevard Corridor Study Charrette**, Fairfax VA. Facilitator. Public charrette to study infill opportunities and pedestrian improvements along a three-mile stretch of an arterial thoroughfare
- **Salamander Village**, Middleburg VA. Principal. Feasibility study of approximately 49 acres, between the edge of a historic town and a new high-end hotel/spa resort. A logical extension to the town's street grid to include apartments for elderly and workforce units, single-family homes, and faculty housing; commercial and civic opportunities; a friendly pedestrian environment around a formal village green
- **Concept Plan for Rebuilding Downtown Long Beach MS** with Ayers Saint Gross Inc. Project Planner. The post-Katrina Governor's Commission on Recovery, Rebuilding and Renewal week-long charrette work was continued. Detail design included damage assessment/mapping, neighborhood network analysis, a downtown redevelopment plan, thoroughfare guidelines, inter-connectivity of the park system, and calibration of the Smart Code
- **Downtown Lexington Master Plan**, Lexington KY with Ayers Saint Gross Inc. Project Manager. Public process facilitation and urban design infill/redevelopment for 1200 acres in the city's downtown. Studying vacant and underutilized parcels, the development was coordinated with market predictions, housing demand, and traffic models. Collaboration with the Downtown Development Authority, the Authority's legal counsel, and the Planning Department to manage the process of implementation by adjustments to zoning language and land use regulations
- **Beall's Hill Neighborhood Infill and Redevelopment Plan**, Macon GA with Ayers Saint Gross Inc. Project Planner/Manager. Transformation of an historic in-town area between the downtown and Mercer University from a neglected neighborhood to a successful community. Urban and Architectural Design guidelines, schematics for 16 housing types, infill commercial, and marketing materials
- **College Town Improvement Plan**, Lexington KY with Ayers Saint Gross Inc. Project Planner. Feasibility study of a roughly four-by-four block area, between the edge of the University of Kentucky campus and downtown, for revitalization into a "college town" district. Including student and faculty housing close to campus; commercial, retail, and cultural opportunities; a friendly pedestrian environment; and solutions for transit and parking, divided into recommendations of a manageable size for the city and

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university to implement

- **New College Town Study**, South Bend IN with Ayers Saint Gross Inc. Project Planner and Project Architect for Design Guidelines. Urban design study to examine the potential of creating a student/community college town adjacent to Notre Dame's campus to include retail, dining and other commercial space. The study focused on the physical and programmatic characteristics of several successful college towns, including Princeton NJ and Athens GA
- **Carolina North Master Plan**, Chapel Hill NC with Ayers Saint Gross. Project Manager. Design development and liaison with the university through a series of public presentations for a 1,000-acre parcel a mile north of main campus. Designed to be a research village encompassing offices with research and development uses (5 mil. SF), university and market-rate housing (3,000 units), and support retail
- **King Farm**, Rockville MD with Torti Gallas & Partners CHK Inc. Project Manager. Implementation of the early phases, adjustments to the plan during construction and redesign of the final phase, and specialized house siting for standard builder house types. Also facilitated the Detail Plans through approvals of this 440-acre transit-oriented new town (3,200 units and 3.2 mil. SF of commercial)
- **Celebration** (selected parcels), Orlando FL with Torti Gallas & Partners CHK Inc. Urban designer. Two multi-family residential neighborhoods within this dynamic new town. The plan closely follows the goals of the Master Plan by blending the built and natural environments through open space and pedestrian links.
- **Lafayette Courts** (now Pleasant View Gardens), Baltimore MD with Torti Gallas & Partners CHK Inc. Project Planner/Architect. Urban and architectural design, including interaction with residents and city agencies, for this HOPE VI community redevelopment. Replacing 11 1950s high-rise housing projects, 228 Baltimore-typical flat-front rowhouses are focused on a village square with a renovated community center, a daycare center, a new recreation center, and a senior living mid-rise.

PROFESSIONAL ACTIVITIES, PUBLICATIONS, & AWARDS

- **Memberships:** American Institute of Architects; Congress for the New Urbanism - National Board; Washington DC Chapter of CNU - President; CNU Accredited; NCI Charrette System™ Certificate; NCI Charrette Management and Facilitation™ Certificate; USGBC LEED Accredited Professional
- Metropolitan Washington Council of Governments Sustainable Communities Task Force
- Congress for the New Urbanism Charter Awards: Vision for Long Beach Mississippi, May 2007 (ASG); Beall's Hill Infill/Redevelopment Master Plan, June 2005 (ASG); Lexington College Town Study, June 2004 (ASG); King Farm, June 2001 (TGP)
- AIA Baltimore Honor Award - Vision for Long Beach Mississippi, June 2006
- National Charrette Institute 2006 Best Practices Report. Contributor
- Urban Land Magazine - Ispartakule, March 1998
- Annual AIA National Honor Award in Urban Design - Lafayette Courts, January 1997
- AIA Potomac Valley Chapter Honor Award - King Farm, November 1995
- Annual P/A Awards Citation - South Riding, January 1994
- Architecture Magazine - U.S.O.T.C., August 1990

SPEAKING ENGAGEMENTS

- Rotary Club of Capitol Hill, Guest Speaker, Washington DC. 2010
- Davidson College, Urban Planning Program, Guest Lecturer, Washington DC. 2008
- Washington DC Chapter of CNU-DC; Beyond Reality Check, Washington DC. 2006
- Society of College & University Planners; Regional Conference, Boston MA. 2005
- Commercial Real Estate Women; Washington Chapter monthly meeting, Bethesda MD. 1997

TEACHING EXPERIENCE

- National Charrette Institute Instructor, Management and Facilitation Course, June 2010
- Adjunct Faculty, Undergraduate Design Studio, University of Maryland, College Park. 2008 & 2009
- Guest Critic, Graduate Design Studio, University of Maryland, College Park. 2007
- Guest Critic, Graduate Urban Studio, University of Kentucky, Lexington. 2004
- Guest Critic, Undergraduate Design Studio, University of Maryland, College Park. 2002

EDUCATION

Bachelor of
Architecture
University of
Tennessee
Knoxville, TN
1988

R. GEOFFREY FERRELL, II

PROFESSIONAL EXPERIENCE

Ferrell Madden Lewis LLC (previously Ferrell Madden Associates and Geoffrey Ferrell Associates), Principal. 1992 - 1997 and 1999 - present

Torti Gallas & Partners.CHK, Silver Spring, MD. 1999

Treasure Coast Regional Planning Council, Director of Urban Design. Stuart, FL. 1997-1999

Duany Plater-Zyberk Architects and Town Planners, Project Manager/Designer. Miami, FL. 1989 - 1992

Oregon Department of Energy, Conservation Division, Management Analyst.

Principle author, Petroleum Contingency Plan. Salem, OR. 1980 - 1983

URBAN DESIGN, TOWN PLANNING, & FORM-BASED CODES

- **Overland Park Form Districts**, Overland Park KS. Public participation charrette, master plan and form-based code to regulate redevelopment and urbanization of 3 Urban Centers including the historic downtown. 2009 - ongoing
- **Portsmouth Uptown D2 District**, Portsmouth VA. Public participation charrette, master plan and form-based code to direct redevelopment and revitalization of parallel 2-mile corridors and surrounding mixed-use district, adjacent to historic downtown. 2008 - adopted/in-use 2009
- **Region Sub-IV Urban Centers Toolkit Application**, Prince Georges County MD, with Rhodeside and Harwell. Public participation workshops and master plans (new and updated sector plans) applying the Urban Centers Code Toolkit to regulate the urbanization of 8 urban centers with transit. 2009
- **Urban Centers Toolkit**, Prince Georges County MD, with CSI. Form-based code to implement mixed-use urban center development in a suburban county. 2007 - 2009
- **Heart of Peoria Land Development Code**; Peoria, IL. Form-based codes and master plans for 4 districts as part of a new unified development code (form-based) directing infill redevelopment and revitalization for 7,000 acre center city area. Adopted/in-use 2006. Richard Driehaus Form-Based Code Award 2010.
- **Broad Avenue Revitalization District**; Memphis/Shelby County TN, with Duncan Associates. Public participation charrette and master plan directing infill redevelopment in an industrial area. 2005-2006
- **Fremont Form-Based Zoning Ordinance**; Fremont MI, with LSL Planning. Public participation charrette, master plan and codes for new, form-based, city-wide zoning ordinance. adopted/in-use 2005
- **Starkey Ranch New Town**; New Port Richey FL, with Dover Kohl & Partners. Design charrette, master plan and form-based codes directing new town development. 2005
- **Mercer Crossing**, Farmers Branch, TX. 1,000 acre tract. 2005- adopted/in-use 2006
- **DART Station Area**, Farmers Branch TX. New downtown/Dallas Area Rapid Transit (DART) Station Area. Form-Based Code and Masterplan to direct infill redevelopment of 100 acre industrial site. 2004-adopted/in-use 2005. Richard Driehaus Form-Based Code Award 2007.
- **Huning Highlands/East Downtown Corridor (EDO)**, Albuquerque NM. Form-Based Code consultation, updating Moule & Polyzoides Charrette & Master Plan, for the City Council. 2004
- **Columbia Pike Revitalization District**; Arlington County VA, with Dover Kohl & Partners. Public participation charrette, master plan and form-based code for infill. 2002- adopted/in-use 2003
- **Pleasant Hill BART Station**, Contra Costa County CA. Form-Based Code (Lennertz & Coyle Master Plan). 2001 - adopted/in-use 2002
- **Midway Commerce District**, Midway, KY. 150-acre New Urbanist Industrial District. 2001 - 2005
- **Woodford County Design for Tomorrow**; Woodford County KY, with Dover Kohl & Partners. Masterplan and Form-Based Codes. 2000-2002
- **Peninsula Neighborhood**, Iowa City, IA. New model neighborhood on city-owned property. Form-Based chapter addition to City Zoning Ordinance. 2000- adopted/in-use 2002
- **Longleaf**; New Port Richey FL, with Armando M. Montero. Design & Codes for the New Town. 1997 - 2002, 2 neighborhoods complete, balance in construction.
- **Windsor Village**, Vero Beach, FL. Town Planner for Village (DP-Z master plan). 1992 - 1999
- **Riviera Beach Masterplan**; Riviera Beach FL, with Mark Schimmenti. Form-Based Code. 1991

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PROFESSIONAL ACTIVITIES, PUBLICATIONS, & AWARDS

- **Memberships:** Form-Based Codes Institute – founding Board Member (2009 Chair); Congress for the New Urbanism – Charter Member; Washington DC Chapter of CNU – Charter Member
- Texas APA Planning Award – Farmers Branch DART Station Area. 2005
- *Form-Based Codes.* (by D. Parolek, K. Parolek, and P. Crawford) Published by Wiley & Sons. Contributor. 2008.
- Washington Post Guest Editorial. Author, “Density is not the Enemy, Dumb Growth is.” 2002
- TND III / *Blueprints for a Better Future: Building Plans and Urban Design Principles for a Better South Florida.* Editor, Essay Section. Author, “Urban Design Principles for Building Neighborhoods, Towns, and Cities.” 1999
- The Art of Building Cities Conference. Exhibitor, Chicago IL. Classical Architectural League. 1995
- *The New Urbanism.* (by Peter Katz) Published by McGraw Hill. Contributor. 1992
- Progressive Architecture Magazine Urban Design Citation – Riviera Beach Masterplan. 1991
- *The City is an Investment in Our Future.* . Co-author with Thomas Dalbert-Weiss. Book published in Switzerland, 1990
- Driehaus Form-Based Code Award – **DART Station Area**, Farmers Branch TX. 2007
- Driehaus Form-Based Code Award – **Columbia Pike**, Arlington County VA. 2007

SPEAKING ENGAGEMENTS

- Paul Crawford Annual Lecture; California Polytechnic University, San Luis Obispo, CA. 2009
- Congress for the New Urbanism (CNU) XVI, panelist; Denver, CO. 2009; CNU XVI, panelist; Austin, TX. 2008; CNU XIII, speaker & panelist; Pasadena, CA. 2005; CNU XII, speaker & panelist; Chicago IL, DC. 2004; CNU XI, speaker & panelist; Washington, DC. 2003; CNU X; panelist, Miami, FL. 2002 Congress for the New Urbanism (CNU) 17, panelist; Denver, CO. 2009
- American Planning Association (APA) National Conference, speaker & panelist on Form-Based Codes; San Antonio, TX. 2006; APA National Conference, speaker; San Francisco, CA. 2005; APA National Conference, speaker & panelist; Washington, DC. 2004.
- New Partners for Smart Growth Conference, speaker, 9th Annual, Seattle, WA. 2010; 4th Annual, Miami Beach, FL. 2005
- Michigan Society of Planners, Annual Meeting: Keynote Speaker and Form-Based Codes workshop, Grand Rapids, MI. 2004
- Brookings Institution, “Alternatives to Zoning,” speaker & panelist; Chicago, IL. 2002
- National Trust for Historic Preservation, speaker & panelist; “New Tools for Preservation,” Annual Conference, Cleveland, OH. 2002
- Form-Based Coding Presentation for the City of Chicago, with Peter Katz and Steve Price. Advised Mayor’s Committee to Rewrite the City of Chicago Zoning Ordinance. Chicago, IL. 2001
- Michigan Society of Planners, New Urbanism workshop, speaker. 2000
- 6th Annual Growing Communities Conference, speaker; Grand Rapids, MI. 1999
- Florida Regional AIA Conference, Smart Growth, speaker; Boca Raton, FL. 1998
- AIA Annual Convention, speaker; Minneapolis, MN. 1996
- Washington State APA Conference, speaker; Bellevue, WA. 1995

TEACHING EXPERIENCE

- Adjunct faculty, Virginia Tech, School of Planning, Alexandria Virginia Campus. 2004-6
- Adjunct faculty, University of Maryland School of Architecture. 2002
- Visiting Lecturer, University of Wisconsin at Milwaukee. 1992
- Adjunct faculty, University of Miami, Masters program in Town Design. Taught two studios with Elizabeth Plater-Zyberk, Retrofitting Suburbia and Seminar in New Town Design. 1989—90; Guest Critic, Design Studio of Andres Duany, Housing and Retrofitting Suburbia. 1991 - 1992
- Guest Critic, Studio of Professor Valentiny, University of Trier, Germany. 1987
- Instructor, Form-Based Codes Institute. 101, 201, & 301 – Seminars for Mid-Career Professionals. 2005 – ongoing

EDUCATION

- Master of Architecture, Certificate in American Urbanism, University of Virginia, Charlottesville, VA. 1994
- Bachelor of Architecture, Oregon School of Design, Portland, OR. 1988
- Bachelor of Science in Public Policy and Political Science, Willamette University, Salem, OR. 1979

MARY E. MADDEN, AICP

PROFESSIONAL EXPERIENCE

Ferrell Madden Lewis LLC (formerly Ferrell Madden Associates), Principal 2002 - present

U.S. Department of Housing and Urban Development 1993 to 2001

Assistant Deputy Secretary for Field Policy and Management - Washington, DC

Special Assistant to the Southwest Secretary's Representative - Fort Worth, TX

Special Assistant to the Secretary - Washington, DC

Special Assistant to the Assistant Secretary for Congressional Relations - Washington, DC

The Mayors' Institute on City Design, Assistant Coordinator 1989 to 1991

Arkansas Historic Preservation Program, Preservation Technician 1986 to 1987

URBAN DESIGN, TOWN PLANNING, & FORM-BASED CODES

- **Overland Park Form Districts**, Overland Park KS. Public participation charrette, master plan and form-based code to regulate redevelopment and urbanization of 3 Urban Centers including the historic downtown. 2009 - ongoing
- **Portsmouth Uptown D2 District**, Portsmouth VA. Public participation charrette, master plan and form-based code to direct redevelopment and revitalization of parallel 2-mile corridors and surrounding mixed-use district, adjacent to historic downtown. 2008 - 2009
- **Pearl District Pilot Form-Based Code**, Tulsa OK. Form-based code for a mixed-use redevelopment district adjacent to downtown. 2009 - ongoing
- **Oklahoma City Community College Campus Master Plan**, Oklahoma City OK. 2008 - 2009
- **Urban Centers Toolkit**, Prince George's County MD. Form-based code to implement mixed-use town center development in a suburban county. 2007 - 2009
- **Fairfax Boulevard Charrette & Form-Based Code**, Fairfax VA – with Dover Kohl & Partners. Public charrette to study infill opportunities and pedestrian improvements along a three-mile stretch of an arterial thoroughfare. 2007 – 2008
- **Landover Sector Plan and Charrette**, Prince George's County MD – with Rhodesside & Harwell. 2007 –2009
- **Heart of Peoria Implementation Charrette, District Master Plans and Form-Based Code**, Peoria IL 2006-2007
- **Birmingham Triangle Charrette & Form-Based Code**, Birmingham MI – with LSL Planning. 2007
- **Marquette Downtown Waterfront District Form-Based Code**, Marquette MI. 2006 - 2007
- **Broad Avenue Revitalization District**, Memphis TN – with Code Studio. Led public participation charrette to create master plan for infill redevelopment of an underutilized industrial area and excess highway right-of-way. 2005-2006
- **Mercer Crossing Plan & Form-Based Code**: Farmers Branch TX. 2005-2006
- **Fayetteville City Plan 2025**, Fayetteville, AR – Dover Kohl & Partners charrette team member for city comprehensive plan update. 2006
- **DART Station Area Master Plan and Form-Based Code**, Farmers Branch TX. 2004-2005
Project received the 2007 Driehaus Form-Based Code Award and the 2005 Texas APA Current Planning Award.
- **Fremont Form-Based Development Code**, Fremont MI – with LSL Planning. Public participation charrette and codes for new, form-based, city-wide zoning ordinance. 2005
- **Downtown Redevelopment Master Plan**, Fayetteville, AR – Dover Kohl & Partners charrette team member. 2005
- **EPA Smart Growth Assistance Team**, College Park MD. 2005
- **EDO Huning Highlands Code Revisions & Architectural Standards**, Albuquerque NM. 2004-2005
- **Huron Township Tomorrow**, Traditional Town and Country Planning Day, Huron Charter Township MI. 2003
- **Columbia Pike Master Plan and Form-Based Code**, Arlington County VA – with Dover Kohl & Partners. Public participation charrette, master plan and form-based codes directing infill redevelopment. 2002-2003

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PROFESSIONAL ACTIVITIES, PUBLICATIONS, & AWARDS

- Jury Chair, 2009 Driehaus Form-Based Code Awards
- Juror for the 2008 Driehaus Form-Based Code Awards
- National Charette Institute Best Practices Report 2008 – Contributor
- “Place Making with Form-Based Codes” – Co-Author, published in *Urban Land* magazine, September 2006
- 2005 Texas APA Planning Award & 2007 Driehaus Form-Based Code Award – Farmers Branch DART Station Area
- *Codifying New Urbanism: How to Reform Municipal Land Development Regulations* – Contributor, published jointly by the Congress for the New Urbanism and the American Planning Association (PAS 526), 2004.
- Form-Based Codes Institute, Founding Board Member
- **Memberships:** American Institute of Certified Planners; American Planning Association; Congress for the New Urbanism; Washington DC Chapter of CNU, Charter Member

SPEAKING ENGAGEMENTS

- Osher Lifelong Learning Institute (OLLI), Town Hall Lecture, Oklahoma State University, – Speaker, Sustainable Urbanism: Rethinking Development Regulations. Stillwater, OK. 2010
- Oklahoma AIA Annual Meeting – Speaker, Stillwater, OK. 2009
- Congress for the New Urbanism (CNU) 17 – Panel Moderator, Denver CO. 2009
- CNU XVI – Panelist, Austin TX. 2008
- NCI Expert Chat: The RFP Template, web-based seminar – Speaker. 2007
- ULI Mixed-Use Development Conference – Speaker, Toronto, Canada. 2007
- 6th Annual New Partners for Smart Growth Conference – Speaker, Los Angeles CA. 2007
- Compact Development: Building a Better Toolkit – Speaker, ULI/NMHC forum, Washington DC. 2006
- APA National Conference – Speaker, Making Form-Based Codes Work with Economic Revitalization, San Antonio, TX. 2006
- Michigan Society of Planning/Michigan Chapter ASLA Spring Institute – Speaker on Form-Based Codes. 2005
- Michigan Society of Planning Annual Meeting – Form-Based Code workshop, Grand Rapids MI. 2004

TEACHING EXPERIENCE

- Adjunct Faculty, Oklahoma State University, Department of Horticulture & Landscape Architecture, Stillwater, OK – Land Use and Community Planning. Spring 2009
- Adjunct Faculty, Virginia Polytechnic University, Department of Urban Affairs and Planning, Alexandria Campus – Urban Planning Studio. Fall 2005
- Instructor, Form-Based Codes 101, 201, & 301 – Seminars for Mid-Career Professionals – Alexandria VA/Virginia Tech; New Brunswick NJ/Rutgers; Fort Worth TX; Phoenix AZ/Arizona State; Atlanta GA/Atlanta Regional Commission, and Oak Park IL. 2005 – ongoing

EDUCATION

- University of Virginia, School of Architecture, Charlottesville, VA
Master of Urban and Environmental Planning, 1989
- Princeton University, Princeton, NJ
Bachelor of Arts in Architecture, 1986

David B. Fields

AICP

Principal

David understands that the most effective transportation system for a community comes from the community's vision for its future. David produces comprehensive transportation plans that meet the goals of each community by coupling his experience in planning transit systems, pedestrian access and circulation, parking management and TDM techniques with public involvement.

Master of Urban Planning (concentrations in Transportation and Environmental Planning)

New York University, Robert F. Wagner Graduate School of Public Service

B.A. Geography

(concentration in Urban Planning) and Philosophy
State University of New York at Binghamton, Harper College

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Experience

Nelson\Nygaard Consulting Associates Inc.

Principal In Charge of New York Office, February 2008–Present

Senior Planner, Principal, February 2005–February 2008

Project manager for transportation planning and policy analysis of multimodal transportation projects. Recent projects include:

- Benjamin Franklin Parkway Access, Circulation, and Parking Study to plan for future transportation use for all modes of the City of Philadelphia's primary cultural district.
- US Route 1-College Park Corridor Analysis to analyze transit, pedestrian, bicycle, and parking issues in this highly varied corridor.
- Transit, pedestrian, bicycle, parking, and TDM policies for the City of Alexandria's Landmark/Van Dorn Neighborhood Plan.
- Downtown New Orleans Mobility Study recommending policy and capital improvements to reconnect the four Downtown neighborhoods.

Lead planner for transportation alternatives analysis, including heavy and light rail, on-street bus services, bus rapid transit, pedestrian, bicycle, and auto options. Recent projects include:

- Transportation planner for the Abu Dhabi and Al Ain 2030 Master Plans, the Abu Dhabi Mainland-Airport Master Plan, and the Doha Al Rayyan Road Corridor Plan.
- Yale University's Transportation Study to reorganize the campus' shuttle system and recommended pedestrian, bicycle, and TDM improvements.
- Developing long-term transit system expansion plans for the Cities of Cary (NC) and Surprise (AZ), and the first publicly sponsored on-street bus system for the City of Nogales (AZ).
- Evaluated the feasibility of converting a freight rail line to passenger service for the Walden Passenger Rail Study.

Specialist in parking demand analysis and parking demand management options.

Recent projects include:

- Shared use parking demand analysis for best and highest redevelopment of Amtrak's Lanvale Site at Baltimore Penn Station.
- Recommendations for shifting off-street parking standards for Washington, D.C. from minimum requirements to maximums.
- Assessment of Arlington County's minimum parking requirements within the Roslyn-Ballston Corridor and Route 1 Corridor.
- Analysis of parking utilization and program implementation options for the Downtown Brooklyn Residential Permit Parking Study.
- Access and Parking Management Policies for Ann Arbor (MI) adopted by the City, Downtown Development Authority, and Transit Authority.

Expertise in Transit Oriented Development including:

- Station area plans for Crystal City and East Falls Church WMATA Metro stations, including station access and parking management.
- Planning the transit, pedestrian, bicycle, and parking elements to serve a new TOD/mixed use district for Johns Hopkins University.
- Authoring TOD guidelines for the Greater Cleveland Regional Transit Authority.
- Lead planner for Phase II of the Mockingbird Plaza TOD Project in Dallas, TX, focusing on bus circulation and parking supply analysis.
- Transportation task manager for the City of Schenectady's State Street TOD Project which produced TOD plans for two new BRT stations.

David B. Fields

Page 2

Outreach coordinator for public planning processes. Recent projects include:

- NYC Department of Transportation's Walk to School pilot program; and
- New York Metropolitan Transportation Council's Coordinated Public Transit-Human Services Transportation Plan.

Previous Experience

Parsons Brinckerhoff Quade & Douglas, Inc.

Senior Planner, 2001–2005

- Lead planner for preliminary engineering/environmental impact statement (PE/EIS) phase of transit and development projects.
- Specialist in pedestrian and vehicle conflict planning, including author of the Central Phoenix/East Valley Light Rail Transit LRT/Traffic and Pedestrian Interface Report and the Transportation Impact Chapter of the CP/EV LRT Environmental Impact Statement.
- Author of Section 5309 New Starts Criteria Report to Federal Transit Administration for application for federal transit funds.
- Analyze potential environmental impacts on existing and future conditions for traffic, transit, pedestrian, parking, socio-economics, environmental justice, land use, neighborhoods, and emergency services.
- Coordination of federally-mandated public outreach processes, including scoping and stakeholder meetings, document publication, and media announcements.
- Environmental analyses of transit projects including the extension of the #7 Subway Line (New York), implementation of the Central Phoenix/East Valley Light Rail Transit System (Phoenix), and reimplementation of the Desire Streetcar Line (New Orleans).

MTA Metro-North Railroad, Facility Planning and Parking Operations

Senior Planner, 1998–2001

- Manage the conceptual planning, design and environmental review for seven new regional train stations with a total capital budget of \$23M. Responsible for analysis of all capital and operating impacts of proposed projects.
- Develop comprehensive program of Park & Ride Shuttle Facilities with station amenities and bus connections to existing stations.
- Coordinate negotiations with state, county and local representatives.

JAC Planning Corp.

Staff Planner and Project Manager, August 1996–September 1998

- Organize community outreach and public participation services for New York State Department of Transportation's Long Island Transportation Plan 2000 Major Investment Study.
- Author codification of zoning codes for several Long Island municipalities.
- Conduct site- and corridor-based transportation planning.

Professional Affiliations

- Secretary, National Transportation Planning Division, American Planning Association, April 2007 to Present
- Vice President of Committees, New York City Section, American Planning Association, New York-Metro Chapter, June 2010 to Present
- Director, New York City Section, American Planning Association, New York-Metro Chapter, June 2006 to June 2010
- Chairman, Transportation Committee, American Planning Association, New York-Metro Chapter, November 2004 to June 2010

David B. Fields

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- Environmental Assessment Association: Certified Environmental Inspector, August 2000 to Present
- American Institute of Certified Planners: Certified Planner, July 1999 to Present
- American Planning Association: Member, May 1994 to Present;
- Technical Advisor, New York University Wagner School of Public Service, Urban planning Capstone, Transportation in Abu Dhabi Projects, September 2008-May 2009
- American Planning Association: Robert Weinberg Award, May 1996

Publications

- Co-Author, "Washington DC Rethinks Parking Requirements", APA Transportation Planning Division, Spring 2009
- Co-Author, "Parking Pays for Itself in Downtown Ann Arbor", Planning, May 2008
- Editor, "New York Metro Chapter's 2005 Conference: New National Challenges-New York Solutions: A Survival Guide for Planners," Conference Proceedings, April 2005
- Author, "Transit Gets Short Shrift," Arizona Republic, Phoenix, Arizona, 2002
- Author, "The Next Pride of the Yankees," MetroPlanner, New York, New York, 1998
- Associate Editor, MetroPlanner Newsletter, New York, New York, 1998 to 1999

Presentations

- Getting TOD Right, New York State Department of Transportation, Hauppague, NY, April 2009
- Parking in a College Town, American Planning Association 2009 National Conference, Minneapolis, MN, April 2009
- Best Practices in Off-Street Parking Management, New York Metropolitan Transportation Council, New York, NY March 2009
- Getting TOD Right, Yale University, New Haven, CT, February 2009
- Parking Policy Best Practices, Metropolitan Mobility Network, New York, NY, December 2008
- Transit Oriented Development, North Jersey Transportation Planning Authority, Newark, NJ, July 2008
- Innovative Solutions to Your Parking Challenges, New York Main Street Economic Development Conference, Buffalo, NY, May 2008
- Getting Transit Oriented Development Right, Queensland Transport, Brisbane, Australia, December 2007
- The Mixed Use Development Formula: Land Use + Transportation, 1000 Friends of Connecticut Statewide Smart Growth Conference, New Haven, CT, November 14, 2007
- International Parking Practices, Mexico City Ministry of Transport, February 2007
- Impact Fees and Smart Growth: All Development is Not Created Equal, 2006 National Impact Fee Roundtable, Arlington, VA, October 2006
- Parking Policy: Best Practices to Meet Community Goals, Metropolitan Planning Council, Chicago, IL, September 2006
- Streets and Parking: Myths and Reality, Delaware Valley Regional Planning Commission, Trevese, PA, May 2006

David B. Fields

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- Parking Case Studies from Across the Country and Right Next Door, Urban Land Institute, Philadelphia, PA, May 2006
- TOD Planning for Smaller Urban Communities: Who said T = Trains?, Virginia Transit Association, Alexandria, VA, May 2006
- Let's Get Moving! The Future of Transportation in New York City, American Planning Association, New York Metro Chapter, New York, NY, May 2006
- Planning Across International Borders, American Planning Association, 2006 Annual Conference, San Antonio, TX, April 2006

Ralph De Nisco

Senior Associate

Over 13 years of transportation planning experience, has completed a variety of transportation planning projects in challenging environments. Brings an understanding of transportation issues and public process to all of his projects.

MA Urban Affairs, Boston
University Metropolitan College

BA Economics, Boston College



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www.nelsonnygaard.com

Experience

Nelson\Nygaard Consulting Associates Inc.

Senior Associate, 2010 - Current

Ralph has over 14 years of transportation planning experience, with a history of successfully implementing a variety of transportation projects in challenging environments. Working as Project Manager or in providing technical support, Ralph has channeled his understanding of interrelated transportation issues into actions able to win both community and agency support. With 10 years experience as Senior Transportation Planner in the City of Boston's Transportation Department, he has developed City parking policy, implemented new technology, creatively tailored onstreet parking regulations, and negotiated parking requirements with developments large and small. He has specialized in working with business, merchant and neighborhood groups on complex parking and transportation issues.

Previous Experience

McMahon 2007 – 2010

Project Manager

- **Jamaica Plain Centre Street/South Street Area Transportation Action Plan, Boston Transportation Department, Jamaica Plain, Boston, MA.** Project Manager: Mr. DeNisco is leading a multidisciplinary team to complete a Streetscape and Transportation Action Plan for the Centre/South Street corridor in the Jamaica Plain neighborhood of Boston. The community driven plan is creating an overarching vision for the corridor. The project team is providing inventory, documentation, and analysis of existing conditions while developing cutting-edge strategies for streetscape elements and corridor redesign. With a corridor vision and streetscape guidelines established, McMahon is leading the effort to redesign key locations (Monument Square, Hyde Square, Mozart Park) with an emphasis on placemaking and modal balance. Recommendations on parking, bicycling and public transportation are being integrated into the final corridor plan.
- **Comprehensive Parking Program, Town of Reading, MA.** Senior Planner: Spearheaded data collection efforts for downtown Reading and its environs as part of the development of a Comprehensive Parking Program. Working with Nelson\Nygaard Associates, the program's intent is to develop an overall parking strategy for Reading's business district, station area, and adjacent residential streets. Recommendations to be considered include construction of a parking facility, demand management approaches and tailored curbside regulations. Working directly for the Town Manager, the program's process includes coordination with town departments, the Board of Selectmen, Chamber of Commerce, and individual merchants and residents.
- **Salem, MA.** Served as Lead Planner on the complete re-structuring of downtown parking operations to create a forward-thinking system that is customer-friendly, neighborhood-protective, and accommodating of employees and commuters. With broad stakeholder support, the City is moving forward with implementation.
- **Hyde Park (Boston), MA Master Plan, Boston Redevelopment Authority, Boston, MA.** Lead Transportation Planner: Mr. DeNisco is serving as the lead planner for Transportation as part of a multi-disciplinary effort to complete a Master Plan for the Hyde Park neighborhood of Boston. Mr. DeNisco has developed and presented an overall picture of existing conditions and issues and opportunities for all transportation modes in Hyde Park, and integrated findings with Land Use, Economic Development, Open Space and other Master Plan disciplines. Current work is focusing on developing the transportation impacts of build-out scenarios associated with Transit Oriented Development plans for the central neighborhood business district. Recommendations for mode shares, parking, traffic management, transit improvements, and pedestrian circulation are being developed jointly.

Bethany Whitaker

Principal

A multi-disciplinary planner with over 15 years of public transportation planning experience. Her main areas of expertise include human service coordination planning, transit policy development and transit funding and financing.

Master of Public Policy

Evans School of Public Affairs
University of Washington
(Seattle)

Bachelor of Arts (cum laude) History and Chinese Studies

Tufts University



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Experience

Nelson\Nygaard Consulting Associates Inc.

Principal 2008 - Present, Senior Associate, 2006 - 2007

Bethany is a multi-disciplinary planner with over 18 years of public transportation planning experience gained through work with both the public and private sectors. Her main areas of expertise include transit service development for small urban and rural areas, human service coordination and funding and financing. Bethany is also experienced in the use of market research techniques to understand customer preferences, market feasibility, and service priorities.

Transit System Planning and Development

- Transit Development Plan, Port Authority of Allegheny County (Pittsburgh, PA)
- Kane County Long Range Plan – Development of Transit Element (IL)
- Zhongshan Lu Bus Rapid Transit Service Evaluation (Guangzhou, China)
- BRT Operations Plan (Capital District Transportation Authority (CDTA), (Albany NY)
- Evaluation of Bus Rapid Transit (BRT) Demonstration Projects (Federal Transit Administration)
- Transit Plan Development Services Capital District Transit Authority (CDTA) (NY) ,
- Central Regions Carpool Lot Opportunity Study (Ministry of Transport, Ontario, Canada)
- Revenue and Ridership Forecasts for Taiwan High Speed Rail (Taiwan High Speed Rail Commission)
- Railway Development Strategy 2 (Hong Kong Government)
- Study on the Coordination of Public Transport Services with New Railways (SCOPTS) (Hong Kong Government)

Rural Transit and Service Development

- Transit Feasibility Study, Concord Area Transit (CAT), Concord, NH
- Plymouth Area (NH) Transit Feasibility Study, Plymouth NH
- Fixed Route Service Evaluation, Ontario County Area Transit System (NY)
- Wampanoag Transit Needs Assessment, Wampanoag Tribe of Aquinnah (MA)
- Greater Glens Falls Transit Development Plan (Glens Falls, New York)
- Short Range Transit Plan, Marble Valley Regional Transit District, (Rutland, VT)
- NH 119 Transit Corridor Study (Hinsdale, NH)
- Town of Acton Transit Needs Assessment (Acton, Massachusetts)
- Lowell Regional Transit Authority Fare Study (Lowell, Massachusetts)
- Cortland County Transit Needs Assessment (Cortland, New York)
- Western Corridor Transit Needs Assessment, (Rutland VT)

Human Service Transportation Services and Evaluation Efforts

- Rhode Island Evaluation State Human Service Transportation Funding and Service Delivery (Rhode Island)
- New York City Metropolitan Region Public Transportation-Human Services Coordination Plan (New York Metropolitan Transportation Council)
- Public Transportation-Human Services Coordination Plan (Chicago Regional Transportation Authority)

Bethany Whitaker

Page 2

- Wisconsin Statewide Human Service Coordination Model (Wisconsin Department of Transportation)
- Evaluation/Recommendation of Senior Citizen Identification Methods (Pennsylvania Department of Transportation)
- Evaluation of Economic Services Division, Evaluation of Employment-Oriented Transportation Services, two services - Donated Vehicle Program and Ready to Go Rideshare Program
- Vermont Elders and Persons with Disabilities Transportation Program Review (Vermont Agency of Human Services)

Market Feasibility and Analysis

- Forbes Avenue Transportation and Market Study, (City of Rensselaer, New York) (2005)
- Vermont Statewide Transportation Public Opinion Survey (Vermont Agency of Transportation) (2006)
- WH Morse State Airport Benefit-Cost Analysis (Bennington County Regional Commission, Vermont) (2005)
- Feasibility Analysis for Pinghu Freight Distribution Center (Private Investor) (2003)
- Economic Impact Assessment of Hong Kong International Film Festival (Hong Kong International Film Festival) (2003)
- Helicopter Traffic Demand and Heliport Development in Hong Kong (Civil Aviation Department of Hong Kong) (2000-2001)
- Smart Card Data Mining Enhancement Study (Mass Transit Railway Corporation MTRC) (2001)
- Handan Ring Road Traffic Review (Private Investor) (2001)
- Bus Operating Cost Analysis (Kowloon Canton Railway Corporation (KCRC)) (2000)
- Airline Loyalty Program Evaluation (Cathay Pacific Airways) (2000)
- Build-Operate-Transfer Tender: Tung Chung – Ngong Ping Cable Car (Private Consortium) (2000)

Previous Experience

Wilbur Smith Associates

Project Planner, 2003-2006

MVA Hong Kong, Ltd.

Principal Analyst, 1997-2003

Seattle King County Metro Transit

Market Development Planner, 1993-1997

Publications

- “Stated Preference as a Tool to Evaluate Airline Passenger Preferences and Priorities”, TRB No. 05-1083, 2004
- “Evaluation of Local Option Commercial Parking Taxes”, TRB GC-8719, 1991

Affiliations

Chittenden County Transportation Authority
Board Member (Appointment until 2011)



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BERKELEY, CALIFORNIA 94705
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Our Principal

Michael J. Berne is one of the nation's foremost experts on the subject of urban retail, with a particular strength in ethnic, socioeconomic and psychographic "niche" markets.

Aside from working in numerous Downtown and Main Street business districts across North America, Michael has presented at the annual conferences of the International Downtown Association (IDA), the National Main Street Center, the Local Initiatives Support Corporation (LISC), the International Economic Development Council (IEDC), the International Council of Shopping Centers' (ICSC) Alliance Program, the Ontario Business Improvement Area Association/Toronto Association of Business Improvement Areas (OBIAA/TABIA) and Artscape (Canada), among numerous others.



Michael has lectured at the University of Pennsylvania's Graduate School of Planning. He has written numerous articles for the Urban Land Institute's (ULI) Urban Land magazine. He has served on expert advisory panels for IEDC and ULI. And he has appeared in high-profile publications such as The Washington Post and The Financial Times.

Michael currently sits on the Board of Directors for the International Downtown Association (IDA).

Before founding MJB Consulting, Michael worked on leasing, acquisitions and marketing for a high-profile, New York City-based urban retail developer, and was a planner and retail specialist at a highly regarded, New York City-based planning and real estate advisory firm.

Michael received his undergraduate degree at Columbia College (Columbia University) and an M.Phil degree from Cambridge University (United Kingdom). He lives on Manhattan's Upper West Side and in Berkeley's Elmwood neighborhood.



Jeanne M. Lukenda, ASLA, LEED AP
Principal

Practicing as a landscape architect for over 20 years, with CRJA for 16, Ms. Lukenda is a LEED® Accredited Professional. She is skilled at managing complex projects from inception through construction, with a specialty in public realm design.

Professional Experience

Jeanne Lukenda joined Carol R. Johnson Associates (CRJA) as a Landscape Architect in 1994. She is the firm's advising principal for sustainability. She brings to CRJA backgrounds in both Urban & Regional Planning and Landscape Architecture. With a focus on urban design, park design, master planning and streetscapes, she incorporates the firm's founding principle of environmental stewardship into sound creative and innovative thinking, beginning with appreciation of the nuances of individual sites and the context in which each exists. Believing full collaboration maximizes professional growth and project satisfaction for all involved, she leads client, staff, and multidisciplinary teams from the initial visioning process through to implementation. As Principal in Charge for this project, Ms. Lukenda would be responsible for streetscape and public realm design.

Since joining CRJA, Ms. Lukenda has overseen the design and implementation of several significant open space efforts, establishing desirable public realm that is both inspiring and practical. Collaborating with clients and stakeholders, she encourages low-impact design that incorporates innovative, site-appropriate sustainability efforts yet is sensitive to long term operations and maintenance requirements; this is achieved by maintaining a holistic view, anticipating issues and working through the fine details.

Consulting to the project planners, Ms. Lukenda has been directing CRJA's work on the BeltLine in Atlanta, GA. The concept master plan of Westside Reservoir Park, the 300 acre "jewel" along the BeltLine's "Emerald Necklace" is a part of the Master Plan recommendations for Subarea 9, which has been completed and adopted by the Atlanta City Council. The park master plan was driven by three major factors: citywide parks programming needs, the input of City residents, and the requirements of the Department of Watershed Management's proposed raw water reservoir to be located in the former Bellwood Quarry, within the park. The site is extraordinary for its natural and scenic resources; it is surrounded by urban fabric near the geographic center of the City. This broad study area was examined for major issues including land use and design, mobility and transportation, historic preservation, cultural development and public art – all driven by the need to balance redevelopment planning, promote compact, quality development, and preserve and protect vital existing neighborhoods.

For Harvard University's expansion into Allston, Ms. Lukenda was co-principal for the Streetscape and Infrastructure Improvements project, working toward the 50 year vision master plan, as well as on immediate implementation needs to ensure timely opening of the first major facility, a new

Jeanne M. Lukenda, ASLA, LEED AP

Principal

science complex. The effort encompassed design of the major streetscapes and open space network, fully coordinated with transportation, utility, programming and other infrastructure needs with detailed study of the elements required for full support of the complex. The project's goal is to create world-class public realm by combining "Great Streets" with an open space framework that promotes physical and aesthetic connections between Cambridge, the Charles River, and the urban fabric of the Allston community.

Ms. Lukenda currently serves as principal-in-charge of the Atlanta Downtown Pedestrian Corridor Improvements for Marietta Street and Centennial Olympic Park Drive in Atlanta, GA. She is working on this key visitor and tourist route that connects the Centennial Olympic Park convention area with the Five Points public transit station, providing significant improvements to the comfort and safety of these streets. Construction is underway.

She was Project Manager for the Cambridge Street Improvements project for the City of Cambridge, MA. The 1.5-mile vehicular and pedestrian corridor connects diverse residential and business communities. Three public parks are featured along the street. An urban park anchors one end of the project area; it is located at a busy intersection area and has been designed to accommodate heavy pedestrian foot traffic, occasional performance space, as well as provide a quiet and lush respite for the abutting residential neighborhood. Midway along the street and adjacent to the public library and elementary school, a reading garden park offers a woodland setting for intimate and large groups of the public. Next to an existing seniors' community center, a small pocket park provides opportunities for people-watching and socializing in a calming, easily-accessed setting. Working with citizens' groups, Ms. Lukenda has brought to fruition the community's vision for an integrated and inspiring public realm.

During the conceptual design phase as well as construction, she worked with City of Cambridge and the community to achieve traffic calming objectives and to reassert the Lafayette Square's historic pedestrian character. The new improvements, including bus stops, seating, lighting, planting, gathering spaces and opportunities for historical reference, accommodate and respond to new traffic calming opportunities. The project received approval from the Cambridge Historic Commission.

Jeanne M. Lukenda, ASLA, LEED AP
Principal

Education

University of Guelph, Guelph, Ontario, School of Landscape Architecture
University of Waterloo, Waterloo, Ontario, School of Urban and Regional Planning

Professional Affiliations

American Society of Landscape Architects
Boston Society of Landscape Architects
New England Women In Real Estate
Commercial Real Estate Women (CREW) Network
Society for College and University Planning
Boston Society of Architects Women in Design
Boston Society of Architects Women Principals
Massachusetts Affiliate (chapter), USGBC

Recent Conferences

AIA National Women Principals Conference, Conference Co-Founder, Planning Committee, 2009
Forum For Urban Design: 21st Century Parks, Spring 2009, NYC
Build Boston Women in Design Conference, Planning Committee and Conference Publication Committee, 2009, 2004
Build Boston Women in Design Conference, Conference Co-Chair and Conference Publication Committee, 2003

Recent Presentations

BSA Common Boston, Summer 2010, Boston, MA
BuildBoston Women In Design Conference, Fall 2010-2007, 2005
International Making Cities Livable Conference, Spring 2008, Santa Fe NM

Publications

Leadership for Change: In the Workplace, Community & Design
Creative Process: A Continuum

Jeanne M. Lukenda, ASLA, LEED AP
Principal

Selected Awards

2007 AIA Central Massachusetts Design Award for the Worcester Technical High School, Worcester, MA

2007 Massachusetts School Building Authority Design Award for the Worcester Technical High School, Worcester, MA

2007 School Planning & Management Managing Excellence Award and Impact on Learning Award for the Worcester Technical High School, Worcester, MA

American School and University 2004 Citation Award for the Capuano Early Childhood Center, Somerville, MA

Northeast Sustainable Energy Association, 2004 First Prize, Green Buildings for Places of Learning, for the Capuano Early Childhood Center, Somerville, MA

Boston Society of Landscape Architects, 2000 Merit Award for Gettysburg College Master Plan

Boston Society of Architects, 2000 Honor Award for Adaptive Reuse, Mercado de Abasto Provedoor, Buenos Aires, Argentina



William Taylor, ASLA

Principal

Bill Taylor has 37 years of experience in the field of landscape architecture and has practiced with CRJA for 31 years, on urban landscape design projects in the U.S. and abroad.

Professional Experience

Bill Taylor has 37 years of experience in the field of urban design and planning and landscape architecture. He has practiced with CRJA for 31 years, on projects involving landscape design related to urban transportation projects, streetscapes and public realm planning, new campus planning, and urban park and waterfront master planning in the U.S. and abroad. As Advising Principal for this project, Mr. Taylor would provide advice on urban landscape design.

Over the years, Mr. Taylor has directed the reconstruction of streetscapes in the greater Boston area, providing effective leadership for improvements to street trees, signage, street appearance, bicycle facilities, universal accessibility, and user safety. His projects include Lafayette Square Park in Cambridge; Depot Square in Lexington; Eastern Avenue in Chelsea; and restoration of historic Commonwealth Avenue in Newton, Beacon Street in Brookline, and Storrow Drive in Boston.

Mr. Taylor also served as co-principal in charge of preliminary urban/landscape design for the Central Artery/Third Harbor Tunnel Project, for

which he helped to create design guidelines and innovative techniques to obtain full use of the urban landscape below viaducts, at each tunnel entrance, along medians and islands, and atop below-grade structures. Mr. Taylor also served as a consultant to the Bridge Design Review Committee, which was part of a public process to reevaluate the Charles River Crossing bridges.

As Principal in Charge for the Vassar Streetscape Improvement Project in Cambridge, MA, and consulting to M.I.T. he directed the design of improvements for one mile of this urban streetscape in the heart of the MIT campus. The project features sidewalks that incorporate a one-way cycle track system, street lighting, street tree planting, and new pavements. The project also included relocation of overhead lines to underground and relocation of existing underground utilities to accommodate tree planting and other site amenities. Mr. Taylor oversaw the environmental permitting for the project. Mr. Taylor continues to act as lead urban designer, overseeing major public open space projects abroad. For Sorouh Investment, he has directed the design of the new Shams Central Park, which will serve as a focal point of the Shams Abu Dhabi project, a major mixed-use development located on Al Reem Island off the northern shore of the capital city. In an associated contract, he has directed the design of all streetscapes, bikeways and pedestrian greenways throughout Shams. Custom lighting, signage, air-conditioned bus shelters and green planted medians and shoulders help fulfill a vision of Shams as a garden city, employing leading technologies and design innovations for long-lasting, cost effective, low operations/maintenance solutions that are sustainable, beautiful, and context-sensitive.

Earlier in his career at CRJA, Mr. Taylor directed the Nathan Tufts Park Restoration project, Somerville High School and Central Hill Site Improvements project, the Prospect Hill Wall Stabilization project. He was also part of the design team for the original Davis Square T station plazas in Somerville.

William Taylor, ASLA
Principal

Education

Harvard University, Cambridge, Massachusetts, Master in Landscape Architecture, 1974

North Carolina State University, Raleigh, North Carolina, Bachelor of Landscape Architecture, 1968

Professional Registration

Registered Landscape Architect in

Massachusetts #620

North Carolina #19

Florida #1434

Pennsylvania 001249-R

Ohio #948

Iowa #369

Professional Affiliations

American Society of Landscape Architects

Boston Society of Landscape Architects

Boston Society of Architects-Urban Design Sub-Committee

Historic Massachusetts Incorporated

Urban Land Institute

Institute for Urban Design Fellow

Environmental Design Research Association

Guest Lectures and Presentations

Presentation to the Environmental Protection Bureau, "Site Planning for Green Communities - A Comparison of L.E.E.D. guidelines and current U.S. practice with the PRC Ministry of Construction's Green City Planning Guidelines", Host: Yang Jienan, Deputy Director EPB, in the City of Tianjin, PR China, February 2002

Presentation to China Academy of Urban Planning & Design- Beijing, " Site Planning for Green Communities - Examples of Planning & Restoring Urban Housing Sites in US", Host: Gao Wei Hong, Deputy Director, CAUPD, February 2002

Presentation to Students and Faculty, School of Architecture, Tsinghua University, Beijing, "Site Planning for Green Communities - A Comparison of L.E.E.D. guidelines and current US practice with the PRC Ministry of

William Taylor, ASLA
Principal

Construction's Green City Planning Guidelines", Host: Qin You Guo, Dean of the School of Architecture, March 2002

Selected Awards

Louisiana Chapter, American Society of Landscape Architects, 2008 Merit Award in the Design of the Built Environment Category, City-Brooks Community Park Restoration, Baton Rouge, LA

Louisiana Recreation and Park Association, 2008 Outstanding Park/Facility Design Class II for City Park Restoration, Baton Rouge, LA

2008 Cityscape Architectural Awards, Highly Commended for the Best Master Planning Award, Shams Central Park, Abu Dhabi, UAE, with ZNA Architects

Louisiana's Best of 2008 Awards, Best Renovation/Restoration Project: City-Brooks Community Park, Baton Rouge, sponsored by South Central Construction Magazine (submitted by Lincoln Builders of Ruston Inc., Ruston, LA)



Travis Ewen

Associate

Mr. Ewen has a keen understanding of the landscape design process, in-depth knowledge of sustainable practices, and a comprehensive background in constructed urban landscapes.

Professional Experience

Mr. Ewen's design approach is that constructed landscapes must at first be pragmatic to the physical needs of the end user. Employing utility and logic to tackle complex design issues, he draws upon the firm's grounded history in creating long lasting landscapes. Whether the projects are international or close to home his project goals are to account for the context and spirit of place to create meaningful and memorable landscapes.

At CRJA, Mr. Ewen is an Associate and Project Manager, responsible for all phases of a projects design, from the masterplan level to preparation of construction documents, cost estimates, and client coordination. Of note, Mr. Ewen served as Project Manager for New England Development's Wisconsin Place project on the border of Washington D.C. in Friendship Heights, MD. The 1.1 million square foot development on an eight-acre site features a development mix of retail, office, residential, a community center, underground parking, two public parks, extensively landscaped public plazas, streetscapes, bikeway and commissioned public art. It builds on the site's reputation as a major retail destination, Metro

stop and surface transportation hub. Recently completed, the project is helping to enhance the economic vitality of an already vibrant urban area, contribute significantly to the County open space system, and otherwise set new urban development standards for Montgomery County.

In 2005 Mr. Ewen served as project manager on a comprehensive renovation and expansion master plan for the Boston Museum of Science. The work entailed programming the entire site surrounding the Museum, with potential for new boardwalk links along the Charles River Basin side, creating vital connections for the Esplanade and regional trail systems. During Schematic Design, Mr. Ewen identified opportunities for the landscape as exhibit, with sustainable measures such as stormwater filtration, river daylighting, a butterfly garden and 'floating' riparian habitat, as well as a prehistoric garden and an astrological chart all interpreted in the landscape.

Mr. Ewen is currently assisting with landscape design for Provost Square in Jersey City, New Jersey. The design for this project was driven by the community's need for flexible open space in a city transforming from an industrial economy to a knowledge based economy. Derelict industrial buildings will be transformed into art studios and businesses to serve a population migrating from lower Manhattan. The design allows for open plaza space for art fairs and concerts while sloped lawn panels offer areas for relaxation. The design intent is to honor the industrial history of the site through material selection, sustainable strategies and preservation of key historical artifacts. A key sustainable strategy for this project is to use the space under the plaza to treat and filter on site stormwater.

The Hodge Boiler Works in East Boston is a project that will replace a derelict pier and work to link the new development along the waters' edge and with Maverick Square. As project manager he was responsible for all preliminary design work through to construction documentation of this

Travis Ewen

Associate

residential development and marina. Since this was a former industrial site, extensive soil remediation was needed. Mr. Ewen worked closely with the geotechnical engineers to determine where a 20,000 gallon rainwater cistern could be located to accommodate the displacement of contaminated soil.

Working with the project architects and project developers, Mr. Ewen thoroughly analyzed the site within the overall regional context to establish goals that would influence design concepts for the revitalization of Pier 4 on the South Boston Waterfront. When complete, the mixed-use development will comprise new office, hotel, residential, and retail facilities, with new public spaces and marine access. A new, publicly-accessible waterfront edge will link the Federal Courthouse and Fan Pier area to the World Trade Center and Commonwealth Pier. The development will also feature a central waterfront plaza and a one-acre park at the end of the pier.

Mr. Ewen managed site construction administrative services for Harborview Point, a new, recently completed luxury waterfront condominium development in the historic Charlestown Navy Yard in Boston, MA. The site design includes a publicly accessible open space park and an extension of the Boston Harborwalk.

Also working with the project architects, Mr. Ewen was involved with extensive site detailing including paving studies sensitive to how visually impaired patients would navigate a busy drop off for the Massachusetts General Hospital Ambulatory Care facility – Phase I of the hospital's Master Plan. The new complex, completed in 2006, creates an environment that facilitates ease of use by patients, visitors, doctors and staff, by providing a flexible building environment that can easily accommodate growth and change, that builds a bridge to the surrounding community, and that sustains in its facilities the same legacy of quality that Mass. General's medical services evoke.

Education

University of Connecticut, Bachelor of Science in Landscape Architecture, 2000

Professional Registration

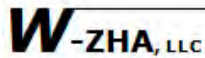
Registered Landscape Architect in Connecticut, License # LAR.0001125

Awards and Honors

Spring 2000 Advanced Design Studio Contest Winner - Parkville Train Trestle

Association Memberships

Appalachian Mountain Club
American Chestnut Foundation



SARAH S. WOODWORTH, MANAGING MEMBER

As Managing Member of W-ZHA, LLC, Ms. Woodworth concentrates primarily on redevelopment strategies, feasibility analyses for various land uses, and structuring equitable financial structures on public/private development projects. Ms. Woodworth was the Senior Vice President of ZHA, Inc. and W-ZHA, LLC is the successor organization of ZHA, Inc. W-ZHA, LLC is a woman-owned business.

In understanding downtown redevelopment, Ms. Woodworth is mostly interested in identifying those competitive aspects of a place which successfully attract people and investment. Ms. Woodworth has worked on a number of projects which required a full understanding of the market and place characteristics in order to consciously cultivate opportunities for mixed-use development and sustainability. In performing redevelopment analyses, Ms. Woodworth has conducted market analysis, financial feasibility analysis, gap financing identification, transit-oriented development analysis, developer solicitation packaging and evaluation. In addition, Ms. Woodworth is fully aware of alternative regulatory strategies to enhance development potential and land use profitability.

In her 20 years of experience, Ms. Woodworth has crafted downtown development strategies for numerous towns and cities such as: Providence, RI; Greenville, SC; Norfolk, VA; Chattanooga, TN; Charleston, SC; Cincinnati, OH; Lexington, KY; Pittsburgh, PA; Ephrata, PA; Appleton, WI; and Minneapolis, MN. In each case, whether a big city or a small town, commercial and residential market dynamics form the foundation of a revitalization strategy.

In addition to her planning and analytic expertise, Ms. Woodworth has become increasingly involved in owner representation. Ms. Woodworth works with public and non-profit clients to evaluate proposed projects from a market, economic and fiscal impact perspective. Ms. Woodworth also provides the technical financial and economic analyses to support joint development negotiations. Among others, Ms. Woodworth has supported NJ Department of Transportation; Alexandria, VA; Worcester, MA; Kansas City, MO; Rockville, MD; Maryland National Capital Park and Planning Commission; and a Developer Consortium in Montgomery County, MD in their joint development negotiations.

Ms. Woodworth has extensive experience in the impacts of transit on revitalization. Ms. Woodworth managed the Federal Transit Administration's East Coast Demonstration Project on the relationship between transit, parking, and commercial revitalization. Ms. Woodworth has worked with the Delaware, Washington, New Jersey and Maryland State Departments of Transportation and AMTRAK to assess development opportunities and support joint development negotiations.

Ms. Woodworth has spoken for such associations as the National Council for Urban Economic Development, the American Planning Association, the Florida Redevelopment Authority Association and the Waterfront Center. Ms. Woodworth attended the Masters of City and Regional Planning Program at the University of North Carolina at Chapel Hill. She received her Bachelor of Arts degree in political science from Middlebury College in Vermont.

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standard designer application/ other forms

- 1** Standard Designer Application Form for Municipalities and Public Agencies not with DSB Jurisdiction 2005
- 2** Americans with Disabilities Act (42 U.S.C. 12131) Section 504 of the Rehabilitation Act of 1973 Tax Compliance/Anti-Collusion Statement
- 3** City of Cambridge Designer's/Consultant's Truth-in-Negotiations Certificate