

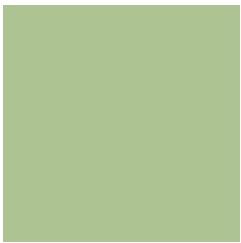


HARRIMAN



# TOWN OF FALMOUTH

## TOWN VISION AND VALUES STATEMENT (PHASE 1)

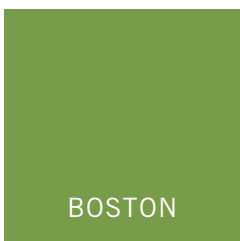


Falmouth, Maine

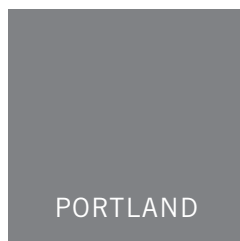
January 21, 2020



AUBURN



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January 21, 2020

Mr. Nathan Poore, Town Manager  
Town of Falmouth  
271 Falmouth Road  
Falmouth, ME 04105

Re: Request for Qualifications for Consultant Services To Conduct a Public Process to Develop a Town Vision and Values Statement (Phase 1) for the Town of Falmouth, Maine

Dear Mr. Poore:

Developing a community vision can be a difficult yet rewarding process. A well-designed process can encourage people with strong disagreements to find common cause on shared values. People may still disagree about some things at the end of the process, but the goal is to create a shared vision about those values that are important to everyone.

As we reviewed the results of the 2019 Communications Survey – especially the long-form comments – the tone and detail of the comments suggest a mix of views about recent actions of the Town, including a 2016 zoning change. The comments also provide guidance about how best to engage people in formats and the outreach methods that will have the most impact.

We are excited to submit our proposal for the Phase 1 visioning session. We would also be deeply interested in Phase 2, working with the Town to complete the update to the 2013 Comprehensive Plan.

Our team is well-versed in public engagement and the facilitation of complex discussions. Harriman's Urban Design and Planning Studio is a team of multi-disciplinary professionals who view community engagement as the heart of any visioning process and recognize the importance of bringing people to consensus to inform the next steps of the planning process. Emily Innes, Director of Planning, leads the studio and would be the project manager for this process.

We are available for an interview all day on February 6 and the afternoon of February 7. We invite you to learn more about us and how we can assist the community of Falmouth in defining and telling its story. We look forward to hearing from you.

Sincerely,  
**HARRIMAN**

Emily Keys Innes, AICP, LEED AP ND  
Associate, Director of Planning  
eинnes@harriman.com

Sincerely,  
**HARRIMAN**

Clifton W. Greim, P.E.  
President  
cgreim@harriman.com

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[harriman.com](http://harriman.com)



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# SECTION 1

OUR TEAM AND REFERENCES







Identifying assets under threat of sea level rise and climate change  
Town of Scituate, Massachusetts

### Who We Are

The Urban Design and Planning Studio is led by Emily Keys Innes, AICP, LEED AP ND, Harriman’s Director of Planning. Our team includes three Urban Designers/ Planners: Jess Wilson, Camilo Espitia, LEED Green Associate, and Phillip Hu, AICP. We are supported by Raisa Saniat, Assistant Planner, and Peter Kery, Graphic Designer.

The entire team would support this visioning process, including working with the Town to develop the outreach and engagement process; producing eye-catching posters and flyers that could be provided in physical and electronic formats; and facilitating small and large group conversations.

If chosen as the preferred consultant, Emily Innes would be the Project Manager. Jess Wilson would be the Assistant Project Manager. Jess has been the designer behind many of our innovative facilitation tools, include group fill-in-the-blanks, community-built maps, and role-playing exercises that ask people to think about their community from different perspectives.

We have provided a profile of our studio and resumes for the team in *Section 4 Firm Qualifications* at the end of this proposal.

### What We’ve Done

The UDP Studio works throughout New England. Its legacy is the work of The Cecil Group, which merged with Harriman in 2015. Our work spans the breadth of planning projects, from comprehensive plans to downtown strategic plans; transit-oriented development to understanding the impacts of climate change on agricultural communities. We have a deep understanding of planning for waterfront communities, redevelopment of blighted urban areas, and balancing the preservation of historic architecture and development patterns with the need for new types of housing and commercial buildings as the ways we live and work differ from the past.

## 1 OUR TEAM AND REFERENCES

### Who to Call

We have provided and a listing of projects in our resumes, but for the most recent relevant projects, we have provided specific project pages in Section 4, and we ask that you call or email the following people:

#### City of Auburn, Maine

Advisor to City's Strategic Plan  
Peter J. Crichton, MPA, CMM,  
ICMA-CM  
City Manager  
(207) 333-6601 x1221  
pcrichton@auburnmaine.gov

#### Town of Cohasset, Massachusetts

Municipal Harbor Plan  
Lauren P. Lind  
Planning Director  
(781) 383-4100x5128  
LLind@cohassetma.org

#### South Hadley, Massachusetts

Master Plan Update  
Richard Harris  
Director of Planning & Conservation  
(413) 538-5017 Ext 128  
rharris@southhadleyma.gov

#### Town of Scituate, Massachusetts

Comprehensive Plan Update  
The former Director of Planning and Development, Brad Washburn, left the Town in January 2020. If you wish to speak with someone in Scituate, we can put you in touch with a member of the Master Plan Committee. The Town has not yet hired a new planner.

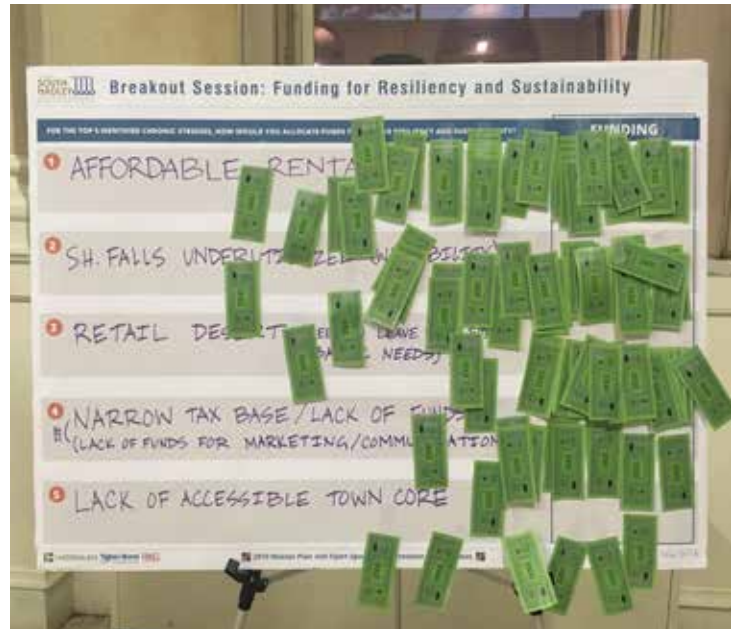
# SECTION 2

STATEMENT OF PROJECT UNDERSTANDING





Thinking about trade-offs and municipal investment  
Town of South Hadley, Massachusetts



The goal of this Phase 1 is to conduct a Visioning and Values process; in other words, a robust engagement of the Falmouth community to understand how the community sees themselves in twenty years and define the underlying values that support that picture of the future.

The 2013 vision statement identified many components that towns of similar size and composition also value: preservation of open space balanced with hubs of economic development; new housing types; and non-vehicular connections between home, goods and services, recreational opportunities, and spaces to quietly enjoy natural beauty. We have been exploring many of these same themes with the Town of South Hadley.

However, since 2013, the conversation around planning issues has shifted. While the need for good housing and jobs remains, how and where we live and work is very different from just seven years ago. The rise of telecommuting, the focus on aging in place for an increasingly older population, and the continuing shift in distribution of goods from a physical store to the use of delivery services – these all have an impact on how we view future needs for the distribution of buildings and infrastructure, the provision of public services, and the accessibility of both to people of all ages and abilities.

In addition, international conversations around the impacts of climate change have sparked a renewed local focus on the preservation of and threats to natural resources. We prize public access to our waterfronts, which may change with rising sea levels. We enjoy walking in forests or meadows whose mix of flora and fauna may change over time as a result of shifting precipitation and temperatures. Our wetlands become even more important as storage for heavy rainfall but are threatened by stormwater runoff. We understand that energy resiliency and addressing the impacts of climate change have been topics in Falmouth in part because of the 2018 Energy and Sustainability Plan. Resiliency to climate change has been a key focus of our initial work in the Town of Scituate.

## 2 STATEMENT OF PROJECT UNDERSTANDING

Public health is also a newly critical component of planning. The impact of a walkable environment, with safe and attractive places for physical activity, access to social and medical services for all ages, and social cohesion to address the emotional health of individuals and the community as a whole are components of a resilient community.

Changing demographics, changing trends, and changing understanding of the world put pressure on communities. The Town of Falmouth has had recent tensions among some community members as a result of zoning changes that increased development density in the residential zones. Some are unhappy with the visual impact of those changes; others fear impacts to municipal services, such as an increased number of children in the school system. These are not new concerns, and the Falmouth community is not unique in having people with diverging opinions.

A strong public engagement process can help people come to a common understanding of the values that they share. Our review of the 2019 communications survey indicated that there are diverse voices within the community, and that some of those voices are happy and other others are not. Some have indicated a divide between long-term residents and newer ones; others have suggested difficulty in providing input to town officials because of age (those with young children and the elderly and/or less mobile) or format (those who prefer physical media to social media). We have identified some important preferences for the distribution of information (email newsletters, the *Falmouth Forecaster*). Intriguingly, one person sought a narrative structure around information – storytelling. Storytelling is becoming increasingly important in the planning world as a method of capturing the diversity of voices.

We would like to help you tell the story – or stories – of Falmouth’s community members, capturing their hopes and dreams for the future in a way that will inform Phase 2 of the comprehensive plan. Our approach to this project would include the components defined in the next section, to be woven into a full scope of work should we be chosen to proceed in this process. We would work with the Town to determine the best mix of these components based on the appropriateness of the methods and the available budget for this phase.

# SECTION 3

COMPONENTS OF THE SCOPE OF WORK







Testing the impact of zoning changes  
Village of Mamaroneck, New York



Each community is different, so while the components of a public engagement process may be similar, the mix will differ based on community needs and make-up. These components are as follows:

- **PHYSICAL MEETINGS** – No other technique is as important as the opportunity for people to discuss areas of hope and concern face-to-face with their neighbors. Whether these meetings are large, community-wide workshops or small focus groups, developing a consensus around the future will require that people interact in the same room, at the same time. We note in the 2013 Comprehensive Plan that Falmouth is divided into district neighborhoods; one approach could tie community-wide meetings with neighborhood-based focus groups. Focus groups could also include local employers, both large and small, community organizations, and/or local institutions.
- **INTERVIEWS** – There are times when it is appropriate to gather information privately, often when discussing the needs of a town department or the strategies of a local employer. When appropriate, we conduct topic-based, confidential interviews and aggregate the responses to protect individual privacy.
- **ONLINE AND PHYSICAL SURVEYS** – The Town is familiar with the question-based online survey from their work on the 2019 Communications survey. We can also test visual preferences (including building types, streetscape improvements, playground equipment, etc.) and use online, crowd-source mapping tools. However, any online survey must also have a physical component as not everyone has internet access or is comfortable with online engagement.
- **SOCIAL MEDIA** – This strategy is best used to push information and pull people to meetings or surveys; sadly, online conversations, unless properly monitored, can reinforce negative perceptions. However, Instagram can be used to crowd-source important places and spaces; Facebook and/or Twitter can provide updates about the process and direct people to more in-depth information on the Town's website or a stand-alone website. Please see [www.SeaScituate2040.com](http://www.SeaScituate2040.com) for a recent example. We could also provide updates to the *Falmouth Focus* newsletter.

### 3 COMPONENTS OF THE SCOPE OF WORK

- **MEETINGS-IN-A-BOX** – Sometimes conversations need to be neighbor-to-neighbor rather than facilitated by a consultant. In this case, we can work with volunteers who will sponsor these conversations, providing support materials for the volunteers (talking points, maps, surveys, etc.) and aggregating the responses.
- **MEETING PEOPLE WHERE THEY ARE** – Bringing people together can be hard – people have many commitments and one more meeting is often a burden. We can attend existing community events, whether town-sponsored or volunteer. We can also facilitate conversations for different age groups at the Mason-Motz Activity Center, develop a program for students at the Falmouth High School and Falmouth Middle Schools, or link to outdoor events and activities throughout the town.

Our goal is to work with the Town to develop the most appropriate methods to **educate** the community about the vision and values process and goals; create a **feedback loop** to encourage engagement and demonstrate that the input we receive has been heard and responded to; and **build stewardship** to support the larger planning process in Phase 2.

We recommend a final product will be the vision and values statement, providing a direction for the next 20 years and the values that drive that direction. We will supplement the statement with a report of the entire process, documenting the public engagement for future reference during Phase 2.

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# SECTION 4

RESUMES AND PROJECTS



## FIRM OVERVIEW

### SERVICES OFFERED

#### ARCHITECTURE

Programming  
Space Utilization  
Design  
Code Analysis  
Landscape Architecture  
Construction Documents

#### ENGINEERING

Structural Engineering  
Electrical Engineering  
Mechanical Engineering  
Plumbing Design  
Fire Protection Design  
Civil Engineering

#### INTERIORS

Interior Planning and Design  
Material Selection and Specification  
Color Coordination  
Graphic Design  
Furniture, Fixtures, Equipment

#### URBAN DESIGN AND PLANNING

Waterfront Plans  
Downtown Revitalization  
Transit Oriented Development  
Urban Renewal Plans  
Neighborhood Plans  
Master Plans  
Strategic Plans  
Zoning and Design Guidelines  
Comprehensive Plans

#### SUSTAINABILITY AND GREEN TECHNOLOGY

Sustainability Planning  
Efficiency Incentive Application Consulting  
LEED Consulting  
CHPS Consulting  
Energy Analysis and Optimization  
Post-occupancy Evaluation

#### COMMISSIONING

Total Building Commissioning  
Existing Building Commissioning  
Commissioning for LEED

#### PROJECT AND PROGRAM MANAGEMENT

Project Planning and Implementation  
Communication, Publicity, Fundraising and  
Community Engagement  
Construction Administration  
Construction Phase Management



Harriman is an innovative multi-disciplinary planning and design firm with offices in Auburn, Boston, Portland, and Portsmouth. With a legacy dating back to the firm's founding in 1870, nearly 150 years ago, Harriman has deep roots in many of New England's cities and towns. Our interdisciplinary practice blends architecture, engineering, urban design, planning, and landscape architecture to help our clients realize the full potential of their buildings, developments, parks, open spaces, towns, and cities, because they are better planned, better designed, and better engineered.

Our Urban Design and Planning Studio, formerly The Cecil Group and based in Boston, is a specialized multi-disciplinary team of professionals led by Emily Keys Innes, Director of Planning. Drawing on The Cecil Group's philosophy of **"putting places together,"** the focus of the UDP Studio is creating great physical places that are drivers of individual and collective quality of life, enhancers of public and environmental health, and sources of social and economic resiliency.

We work with the public and private sectors to enhance communities by creating the conditions for access to good jobs, housing, and community gathering spaces at all scales and for a variety of purposes. We provide our clients, public and private, with design solutions that translate their strategic goals into a clear and unique response to complex economic, social, and physical contexts. Our innovative engagement strategies build consensus around the balance of community desires and market realities and reinforce community stewardship to help move collective vision to physical implementation.

## OFFICE LOCATIONS

46 Harriman Drive  
Auburn, ME 04210

80 Exchange Street, 3rd Floor  
Portland, ME 04101

33 Jewell Court, Suite 101  
Portsmouth, NH 03801

19 Kingston Street, Suite 4  
Boston, MA 02111

A focus on *"putting places together"*  
underpins the firm's practice and philosophy.

## 4 RESUMES AND PROJECTS



### EMILY KEYS INNES, AICP, LEED AP ND ASSOCIATE, DIRECTOR OF PLANNING

Emily Keys Innes, AICP, LEED AP ND has a strong background in urban planning, financial analysis, project management, and municipal affairs. Her professional focus has been on strategic planning, especially in high-regulatory environments such as urban renewal areas and waterfronts. Emily is engaged in helping communities develop tools to manage change, including demographic trends, shifts in market conditions, climate change, and sea level rise. She enjoys working with communities to help them define their responses to complex interactions among local desires, urban design, market realities, and zoning requirements to enhance the strength of the community and the physical environment that supports that community.

#### EDUCATION

University of North Carolina at Chapel Hill  
Bachelor of Arts, Linguistics

Boston Architectural College  
Certificate in Advanced Rendering

Boston Architectural College  
Graduate work in architectural studies

#### ACCREDITATIONS/CERTIFICATIONS

American Institute of Certified Planners

LEED AP ND, United States Green Building Council

#### AFFILIATIONS

American Planning Association

Associate, Private Member, Urban Land Institute

*Urban Development Council*  
*Real Estate Advisory Committee*  
*Climate Resiliency Committee*

#### AWARDS

2019 APA-MA Neighborhood Plan: CSX Area Master Plan

2017 APA-MA President's Award: Lawrence TBD  
Urban Renewal Plan

2011 Salem Historic Inc: Salem Downtown Renewal Plan

#### PRESENTATIONS

SNEAPA 2018 – The Malden River: Connections and Collaborations

SNEAPA 2017 – Do Downtowns Matter?: Managing Community Conversations

SNEAPA 2016 – Getting from Now to Success: Implementing the Plan

SNEAPA 2016 – Reaching New Communities: Engaging Residents Unfamiliar (or Suspicious!) with the Planning Process

Developing Resiliency – ULI Boston/New England Member Lunch September 11, 2015

MAPD 2014 – Communities and Consultants: Best Practices for Best Results

ABX 2013 – Preparing for the Rising Tide, in partnership with the Boston Harbor Association and the Museum of Science

#### RELEVANT EXPERIENCE:

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##### **City of Auburn – Auburn, Maine**

Community Engagement for Edward Little High School

##### **City of Auburn – Auburn, Maine**

Municipal Strategic Plan

##### **City of Portland – Portland, Maine**

Community Engagement for Lyseth Elementary School

##### **Town of Windham – Windham, Maine**

Community Engagement for a proposed Community Center

##### **Town of Scituate – Scituate, Massachusetts**

Comprehensive Master Plan Update

##### **Town of South Hadley – South Hadley, Massachusetts**

Comprehensive Master Plan Update

##### **Town of South Hadley – South Hadley, Massachusetts**

Route 202/Route 33 Corridor Plan

##### **Town of West Warwick – West Warwick, Rhode Island**

Comprehensive Master Plan Update

##### **Town of Cohasset – Cohasset, Massachusetts**

Municipal Harbor Plan

##### **Town of Boxford – Boxford, Massachusetts (In progress)**

Municipal Vulnerability Program (MVP) Planning Services

##### **Town of Harvard – Harvard, Massachusetts**

Municipal Vulnerability Program (MVP) Planning Services

##### **City of Claremont – Claremont, New Hampshire**

Design and Zoning Charrette

##### **Town of Shutesbury – Shutesbury, Massachusetts**

Community Vision Plan

##### **City of Stamford – Stamford, Connecticut**

Westside Neighborhood Plan I Revitalization and Zoning Study

**EMILY KEYS INNES, AICP, LEED AP ND**

SNEAPA 2013 – Redevelopment Agency: A Model for Revitalizing Downtowns, in partnership with the Town of West Warwick

**PUBLICATIONS**

Streamlining the Development Process, Banker & Tradesman, July 24, 2016

Contributor: A Call to Action on Sea Level Rise, Banker & Tradesman, October 4, 2015

Contributor: Developing Resilience: Living with Water Strategies for Greater Boston, ULI-Boston/New England, September 2015

**ULI-TAPs**

Weymouth, MA 2019 (co-chair)

Northbridge/Rockdale, MA 2018 (co-chair)

Athol, MA 2017 (co-chair)

Clinton, MA 2017 (co-chair)

Revere, MA, 2016 (co-chair)

Leominster, MA, 2016 (co-chair)

Saugus, MA, 2015

**City of Ansonia/Connecticut Trust for Historic Preservation – Ansonia, Connecticut**

Village District Zoning and Design Guidelines

**Town of Arlington - Arlington, MA**

Industrial Area Zoning Recommendations

**Town of Arlington - Arlington, MA**

Residential Design Guidelines

**City of Pittsfield – Pittsfield, Massachusetts**

Hybrid Form-based Code for the Downtown

**DHCD/Town of Spencer – Spencer Massachusetts**

Downtown Design Guidelines

**Town of Westport/Connecticut Trust for Historic Preservation – Westport, Connecticut**

Village District Study

**Town of Wilton – Wilton, Connecticut**

Historic Preservation Tools

**Village of Mamaroneck – Village of Mamaroneck, New York**

Industrial Area Zoning and GEIS





## JESSICA J. WILSON

URBAN DESIGNER / PLANNER

Jess Wilson graduated from Roger Williams University in 2014 with a B.S. in Architecture and completed the Master of Landscape Architecture program at the Rhode Island School of Design in 2018. Her academic research in graduate school focused on urban systems and the politics of public space.

Professionally, she has contributed to designs ranging in scale from site-specific furniture and installations to urban master plans for 21,000+ residents. Jess applies her background in architecture and landscape architecture to her planning work, approaching each project from a trans-scalar perspective to address issues of social and ecological justice.

### EDUCATION

Rhode Island School of Design  
Master of Landscape Architecture

Roger Williams University  
Bachelor of Science in Architecture

International Studies Institute  
Florence, Italy

### RELEVANT EXPERIENCE:

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**Town of South Hadley – South Hadley, Massachusetts**

Comprehensive Master Plan Update

**Town of Scituate – Scituate, Massachusetts**

Comprehensive Master Plan Update

**Town of Cohasset – Cohasset, Massachusetts**

Municipal Harbor Plan

**Town of Arlington - Arlington, MA**

Residential Design Guidelines

**Town of Boxford – Boxford, Massachusetts (In progress)**

Municipal Vulnerability Program (MVP) Planning Services

**Town of Harvard – Harvard, Massachusetts**

Municipal Vulnerability Program (MVP) Planning Services

**City of Easthampton – Easthampton, Massachusetts**

Downtown Strategy Plan

**City of Norwalk – Norwalk, Connecticut**

East Avenue TOD Study

**West Chester University\* – West Chester, Pennsylvania**

Landscape Master Plan

**Blackstone Boulevard\* – Providence, Rhode Island**

Analysis and Design

**Madawaska Border Crossing\* – Madawaska, Maine**

Land Port of Entry Site Design

*\*Experience prior to Harriman*





## CAMILO ESPITIA, LEED GREEN ASSOCIATE

### URBAN DESIGNER / PLANNER

Camilo has over fourteen years of experience in architectural, urban design and mixed-use planning projects at various scales that touch on issues such as real estate, land development, sustainable resources, transportation, green infrastructure, public health, and maintaining a balanced relationship between the ecology and the community.

Camilo has been involved in projects both in national and international settings and has contributed from early on schematic design stages to construction administration going through consultant coordination and different design phases. He is committed to understanding the challenges faced by cities in order to maximize underutilized potential while conceiving solutions to their particular context. Camilo is LEED Green Associate and currently pursuing LEED AP ND certification.

#### EDUCATION

University of Alabama at Birmingham  
Master of Engineering in Sustainable Smart Cities

Florida Atlantic University  
Bachelor of Architecture

Harvard University  
Executive Education on Urban Retail Practices

#### ACCREDITATIONS/CERTIFICATIONS

LEED Green Associate

#### RELEVANT EXPERIENCE:

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**Town of Scituate – Scituate, Massachusetts**  
Comprehensive Master Plan Update

**Town of Scituate – Scituate, Massachusetts**  
Comprehensive Master Plan Update

**Town of Cohasset – Cohasset, Massachusetts**  
Municipal Harbor Plan

**Town of Cohasset – Cohasset, Massachusetts**  
Harbor Village Business District

**Town of Arlington - Arlington, MA**  
Industrial Area Zoning Recommendations

**City of Norwalk – Norwalk, Connecticut**  
East Avenue TOD Study

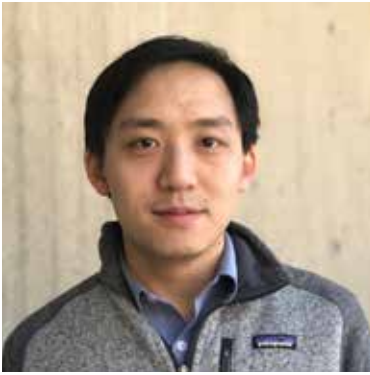
**Town of South Hadley – South Hadley, Massachusetts**  
Routes 202/33 Corridor Master Plan

**Town of Milford – Milford, Massachusetts**  
Downtown Housing Study

**City of Newburyport – Newburyport, Massachusetts**  
Wayfinding Strategy

**Village of Mamaroneck – Village of Mamaroneck, New York**  
Industrial Area Zoning and GEIS

## 4 RESUMES AND PROJECTS



### PHILLIP H. HU, AICP URBAN DESIGNER / PLANNER

Phillip Hu graduated from MIT in 2016 with a B.S. in Architecture and Planning and a Master in City Planning. For his Master's thesis, he studied the public realm of informal urban villages in Shenzhen and the implications of their disappearance.

In his previous role, he worked as a planner for the City of Boston and the Boston Planning and Development Agency. There, he worked on several long-term planning initiatives in partnership with community stakeholders to guide future growth in Boston. As the planner for neighborhoods such as Fenway, South Boston, and Downtown Boston, he also provided recommendations for large developments and Zoning Board of Appeal applications. Phillip strives to design planning processes with meaningful and creative community engagement that ensures different voices are included in the planning process, ultimately promoting livable, people-centric places.

#### EDUCATION

Massachusetts Institute of Technology  
Master in City Planning

Massachusetts Institute of Technology  
Bachelor of Science in Architecture and Planning

#### ACCREDITATIONS/CERTIFICATIONS

American Institute of Certified Planners

#### RELEVANT EXPERIENCE:

---

##### **Town of Scituate – Scituate, Massachusetts**

Comprehensive Master Plan Update

##### **Town of South Hadley – South Hadley, Massachusetts**

Comprehensive Master Plan Update

##### **New Bedford Harbor Development Commission – New Bedford, Massachusetts**

New Bedford Waterfront Redevelopment Plan

##### **Town of Wilton – Wilton, Connecticut**

Historic Preservation Tools

##### **Boston Planning and Development Agency\* – Boston, Massachusetts**

PLAN: Glover's Corner Planning Initiative (neighborhood comprehensive planning initiative)

PLAN: Downtown (neighborhood comprehensive planning initiative)

PLAN: Jamaica Plain Roxbury Planning Initiative (neighborhood comprehensive planning initiative)

PLAN: South Boston Dorchester Avenue Planning Initiative (neighborhood comprehensive planning initiative)

PLAN: Dudley Square Planning Initiative (disposition planning)

*\*Experience prior to Harriman*



## RAISA SANIAT

ASSISTANT PLANNER

Raisa Saniat graduated from Florida Atlantic University in 2016 with an undergraduate degree in Urban and Regional Planning. Shortly after, she completed a year of architecture graduate studies in Florida International University. In 2018, she completed her Masters in Urban and Regional Planning from Florida Atlantic University. She is currently pursuing her Masters in Architecture from Boston Architectural College. Her academic research in graduate school focused on historic preservation and creating a framework for designing public spaces.

Professionally, she has worked with several municipalities and jurisdictions in the public sector aiding in land use planning and site plan approval procedures. Raisa aspires to integrate her planning background with her design skill sets to use a multi-disciplinary approach.

### EDUCATION

Boston Architectural College  
Masters of Architecture Candidate

Florida Atlantic University  
Masters of Design and Social Inquiry in Urban and Regional Planning

Florida International University  
Graduate studies in Architecture

Florida Atlantic University  
Bachelor of Design and Social Inquiry in Urban and Regional Planning

### RELEVANT EXPERIENCE:

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**City of Delray Beach\* – Delray Beach, Florida**  
Always Delray Comprehensive Plan

**City of Delray Beach\* – Delray Beach, Florida**  
Land Development Regulations Amendment

**City of Delray Beach\* – Delray Beach, Florida**  
Crossroads Club Site Plan

**City of Delray Beach\* – Delray Beach, Florida**  
Atlantic Crossing Master Development Plan

**City of Delray Beach\* – Delray Beach, Florida**  
Midtown Delray Master Development Plan

**City of Doral\* – Miami, Florida**  
Housing Master Plan Study

**City of Miami Beach\* – Miami, Florida**  
Little Havana Historic Preservation Study

**City of Sunrise\* – Sunrise, Florida**  
Sistrunk Revitalization Study

**Broward Alliance for Affordable Housing\* – Fort Lauderdale, Florida**  
Affordable Housing Funding Grant Study

**City of Pompano Beach\* – Pompano Beach, Florida**  
Annexation Update

*\*Experience prior to Harriman*



**EDUCATION**

The University of Arts  
(formerly Philadelphia College of Art)  
Bachelor of Fine Arts in Graphic Design

**PETER R. KERY**

GRAPHIC DESIGNER, WEBSITE DEVELOPER

Peter is a Graphic and Visual Designer with experience in visual problem solving and website design, including implementation of sites from design, through wireframe and user experience, to final development. He supports Harriman with the visual presentation of complex data.

Peter teaches at the New England School of Art and Design at Suffolk University in the Graphic Design Department. He has also taught at Emerson, the Boston University Center for Digital Imaging Arts, Rhode Island School of Art and Design, Northeastern University, the Art Institute of Boston at Leslie University, and The University of the Arts in Philadelphia.

**RELEVANT EXPERIENCE:**

---

**Town of Scituate – Scituate, Massachusetts**

Website and branding for a Comprehensive Master Plan Update

**Village of Mamaroneck Zoning Implementation**

Website Design and Development

**Malden Commercial Street Corridor**

Branding for a Streetscape Revitalization Project

**City of Lawrence – Lawrence, Massachusetts**

Branding and Project Website Maintenance for Urban Renewal Plan

**City of Boston – Boston, Massachusetts**

Interpretive Map Design, Report Design and Informational Graphics for Allston I90 Placemaking Study

**MassDOT – Boston, Massachusetts**

Longfellow Bridge Reconstruction Landscape and Interpretive Signage

**City of Brockton – Brockton, Massachusetts**

Branding and Publication Design and Layout for Comprehensive Master Plan

**Thomas College – Waterville, Maine**

Publication Design and Layout of Campus Master Plan/Report

**Town of Randolph – Randolph, Massachusetts**

Icon and Publication Design for Comprehensive Master Plan

**Department of Conservation and Recreation – Boston, Massachusetts**

Informational Graphics and Publication Design for Lederman Memorial Development

## COMMUNITY OUTREACH AND ENGAGEMENT



Planning for public initiatives typically requires an interactive process where different perspectives and interests can be balanced and combined into shared directions and priorities. Harriman tailors our skills and outreach tools to each project, working with municipal staff and a project committee or advisory group to match our approach to the community and specific goals for the process.

As expert facilitators, Harriman recognizes the need for active outreach, receptive listening, and methods that expand understanding and consensus. Each participant will bring specific perspectives and advocacy positions; our goal is to provide a forum for discussion and to help participants find common ground. In order to avoid “planning fatigue,” meetings must be focused, effective, and attract appropriate and broad participation.

### In-Person Meeting Goals

- Present a base set of information for an informed discussion
- Help participants understand trade-offs
- Encourage active listening and exchanging of ideas
- Respond to input from participants to encourage continued engagement in the process
- Create stewardship for implementation of the recommendations

### Available Tools

- Planning kits for visualizing the physical implications of initiatives
- Interactive real-time surveying
- Trade-off exercises
- Informal open houses and scheduled forums
- Online and physical surveys, mapping, and preference input

### Encouraging Participation

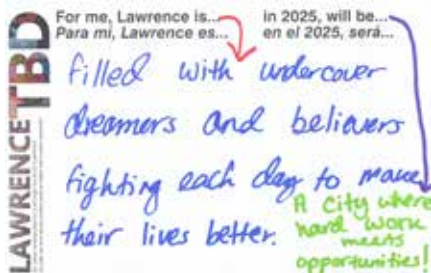
We can help design web-based notifications, physical signs and posters, announcement cards, banners, e-mail and announcement trees, public notice boards, press releases and presentations for local cable, and many other methods to draw a variety of voices and experiences to the process.

### Accessibility

Harriman is committed to designing products that are easily read by all participants and stakeholders, regardless of their planning and design vocabulary. We carefully consider the purposes and audiences for each of the products we create, and organize the planning process so that technical studies and input and decisions made during meetings and forums can flow directly and efficiently into each of the planning products.

Product components are matched to the individual project. Our approach and components have included:

- Layered information so readers can easily skim the important information or delve into the details
- Graphically compelling maps, images, and illustrations
- Summary of important decisions, priorities and actions in the plan
- Hyperlinked documents to allow for easy navigation
- Fact sheets for readers to quickly absorb key topics
- Summary posters for long-term display
- Translating materials into other languages to make the planning process accessible to a wider community





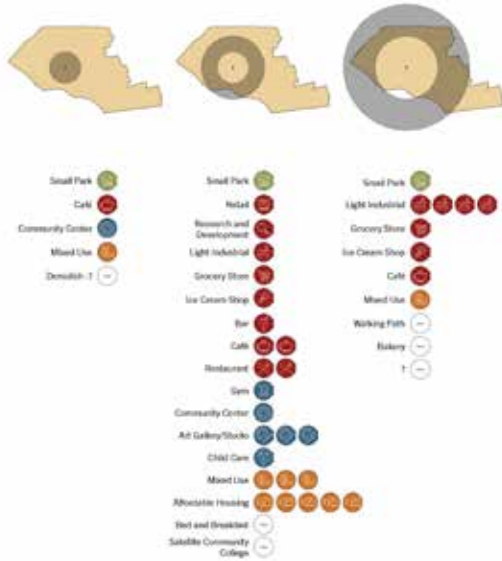
# TOWN OF SOUTH HADLEY OSRP AND MASTER PLAN UPDATE

South Hadley, Massachusetts

Harriman is working with the Town of South Hadley to update their master plan and, with our colleagues from Tighe & Bond, prepare an Open Space and Recreation Plan. This effort included an intensive public engagement process in April 2019 that linked four community forums with parallel volunteer-led meetings-in-a-box to ensure the maximum number of voices were included in this initial visioning process.

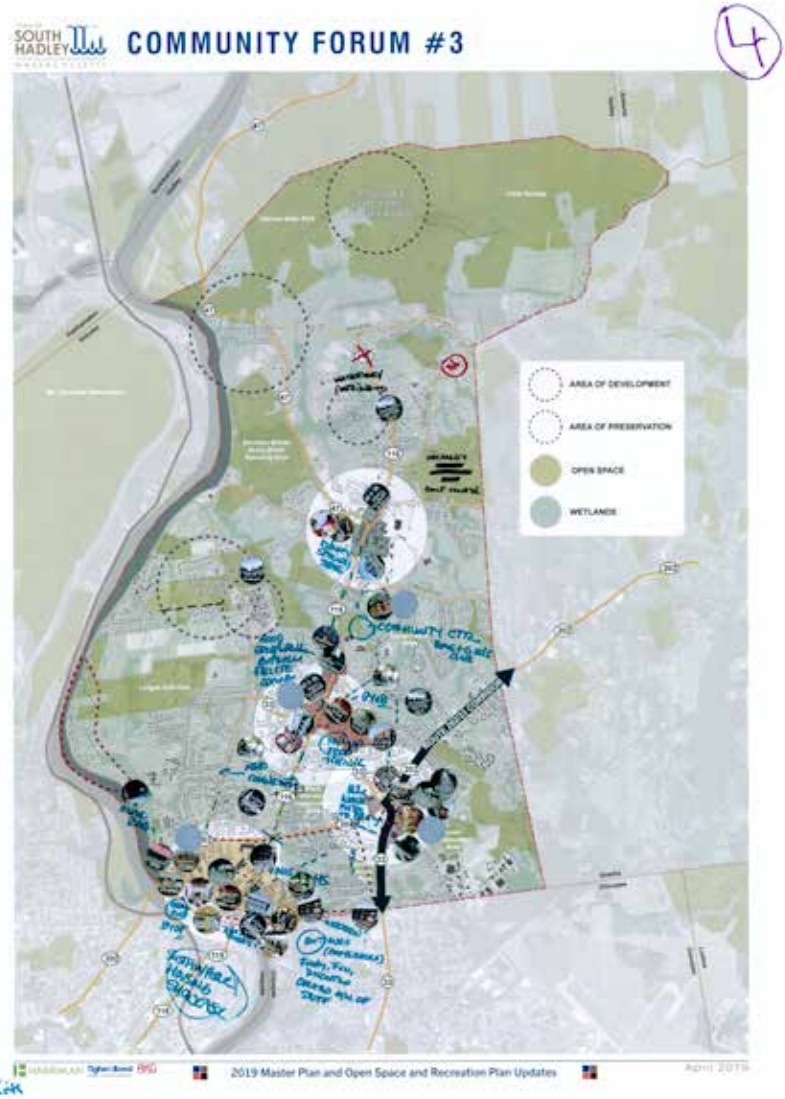
Information and interactive exercises at each forum built upon the input from attendees at previous forums, so that the community conversation stretched across four major meetings and many smaller ones. Combinations of individual surveys, group discussions and mapping, and prioritization exercises helped build pictures of community visions and goals for the next stage of the update process.

### C: South Hadley Falls



## 6 DEGREES OF SEPARATION BINGO

Health and Well-Being	Has renovated a home in South Hadley	Knows where South Hadley's emergency shelters are <i>ALYSON</i>	Feels that South Hadley overall is a healthy place to live <i>Mark</i>	Has a plot in the community garden off Hadley Street	Regularly walks and/or bikes in South Hadley
Economy and Society	Is actively involved with one or more organizations in South Hadley	Works in South Hadley	Regularly visits the South Hadley Public Library <i>MARIE</i>	Frequently participates in public events in South Hadley <i>Mark</i>	Owens a business in South Hadley
Infrastructure and Environment	Rents a home or apartment in South Hadley	Knows who their neighbors are	 FREE SPACE	Has used the digital mapping feature on the town's website	Feels that South Hadley is representative of their own goals and values
Leadership and Strategy	Uses conservation area trails	Lives within a 10-minute walk of a park or conservation area	Has used South Hadley's website to find information on voting	Is an avid bicyclist in South Hadley <i>KATE</i>	Follows South Hadley on social media
	Serves or has served on a board or committee in South Hadley	Has accessed information from South Hadley's town website <i>X</i>	Feels that South Hadley makes decisions based on current and unbiased data	Frequently participates in South Hadley planning efforts	Has run or would consider running for local government



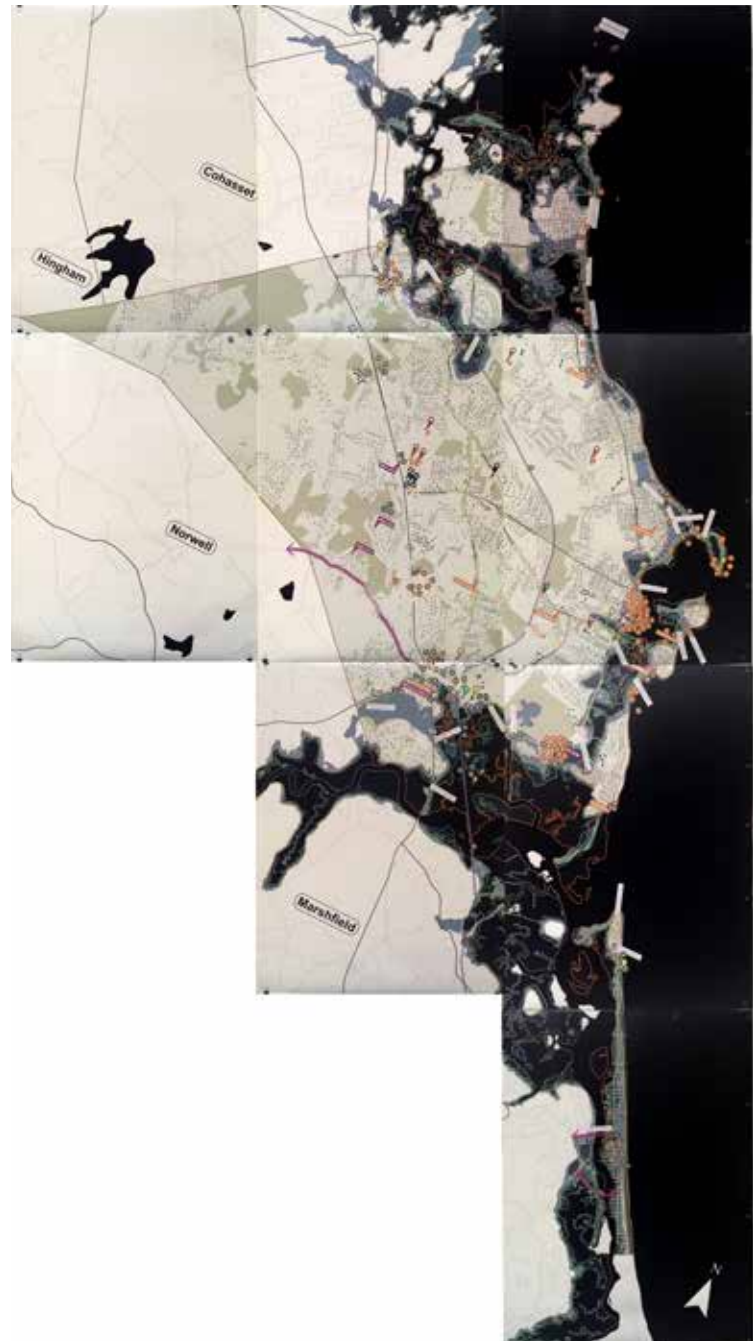
Project Type: Community Master Plan, Open Space and Recreation Master Plan



## TOWN OF SCITUATE COMPREHENSIVE PLAN UPDATE

Scituate, Massachusetts

Harriman is working with the coastal community of Scituate to update its 2004 Master Plan. A significant part of the planning process is understanding the impact of sea level rise on its harbor and the nearby downtown area. Scituate already regularly experiences impacts from coastal storms. In addition, water treatment infrastructure is within the flood zones and at risk. The Town is restricted in future development because of reliance on individual septic systems; however, its two commuter rail stations create an incentive for increased housing density in the immediate area.



Project Type: Comprehensive Master Plan



# TOWN OF COHASSET MUNICIPAL HARBOR PLAN

Cohasset, Massachusetts



Harriman is assisting the Town of Cohasset with the preparation of a municipal harbor plan. The focus of the planning process has been understanding how many users – public, private, nonprofit, and municipal – balance their use of both land and water within a small harbor divided by a municipal and county border. Key priorities have been to support the existing commercial fishing fleet, balance commercial and recreational needs, increase public access to the edge of the water and the water itself, and link Cohasset Harbor to Cohasset Village with physical, economic, and cultural ties.

The process was complicated by changing ownership and development proposals for several important parcels along the water's edge.

**Town of Cohasset  
Planning for Cohasset Harbor**

**Public Workshop #1**  
May 31, 2018  
7-9pm  
Cohasset Senior Center  
91 Sohier St

**Please join us!**

**The Planning Process**

The Town of Cohasset is conducting a public process to plan for the future of its harbor. This process will look at the future of the land and water in the harbor in terms of commercial, recreational, and environmental uses and connections to the rest of Cohasset, including the downtown. The Seaport Economic Council has provided a grant to support this process.

Participants at the first public workshop, on May 31, will learn about current conditions and help develop a vision and goals for the harbor area based on the opportunities and constraints in future activities.

The workshop will address five initial issues:

- Balance between Recreation and Commercial Needs
- Impact of Sea Level Rise
- Environment of the Harbor
- Subsidies
- Harbor Management and Governance

The Harbor Committee has selected a consultant team, led by Harriman and including GEI Consulting and FXM Associates, to assist with the collection and analysis of data, public engagement, and the preparation of the final report. The process will be completed in Fall 2019.

Questions? Please email Peter Mitchell, Town Planner: [PMitchell@harriman.org](mailto:PMitchell@harriman.org)

**Municipal Harbor Plans**

The Commonwealth of Massachusetts regulates development along waterways and tidal islands. These regulations derive from Chapter 91 of the Massachusetts General Laws, also known as the Massachusetts Public Waterfront Act.

Additional information can be found here: <https://www.mass.gov/info-details/chapter-91-the-massachusetts-public-waterfront-act>

A Municipal Harbor Plan allows a town to vary certain requirements of Chapter 91 to implement the community goals. The planning process requires a public process, led by the Town, to evaluate the consistency about the harbor plan and select project about opportunities, constraints, and recommendations. The draft plan must be approved by the Board of Selectmen and the Commonwealth's Executive Office of Energy and Environmental Affairs (EEA).

Additional information can be found here: <https://www.mass.gov/info-details/permit-and-harbor-planning-program-municipal-harbor-plans>



Figure 17: Government Island Resources

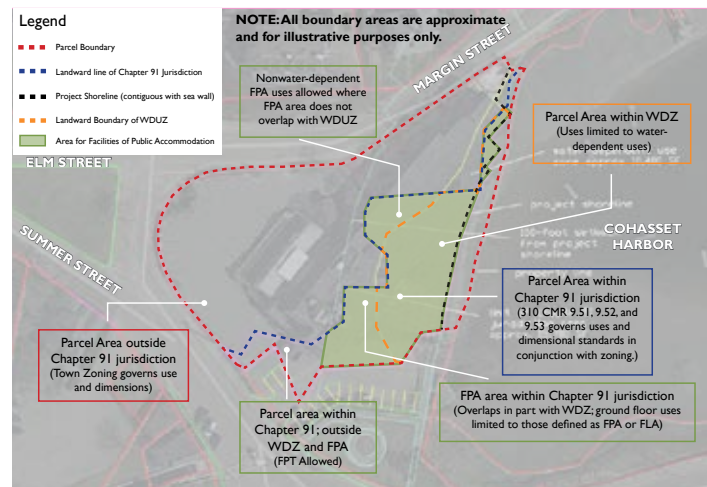


Figure 20: Explanation of Chapter 91 Use Zones

Project Type: Municipal Harbor Plan





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