



in association with



CommunityScale

RFP 26-2021

Master Plan and Zoning for Redevelopment of MCI-Concord

REQUEST FOR PROPOSAL

February 19, 2026

PREPARED BY

Stantec Consulting Services Inc.

PREPARED FOR

Town of Concord, Massachusetts



📍 Commonwealth Avenue trail crossing near MCI-Concord | Concord, MA



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in association with

**SPECK
DEMPSEY**

and



Stantec Consulting Services Inc.
40 Water Street, Third Floor
Boston, MA 02109

February 19, 2026

Amanda Moore
Procurement Manager
Town of Concord
Town Clerk's Office, 1st Floor
22 Monument Square
Concord, MA 01742

**Reference: Master Plan and
Zoning for Redevelopment of
MCI-Concord**

Dear Selection Committee:

Concord holds a special place in the American consciousness. From the rude bridge that arched the flood to the humble cabin by Walden Pond to the modern literary titans, some of whom call the town home today, Concord is a community that has had an immense impact on the world without losing the character of a small town. The Town's unique and cherished history has never held it back from embracing a larger vision for what kind of place it can be. This Master Planning exercise for the MCI-Concord site is an important and exciting opportunity to chart the town's future while drawing on its tradition of nation-leading civic engagement. In partnership with Concord Town Meeting, the Select Board, staff, and the hundreds of active citizens who make up Concord's volunteer-led town government, we look forward to planning a new, walkable neighborhood that will look and feel as if it has existed in Concord for centuries. Our team of longtime collaborators is carefully constructed to elegantly and effectively provide everything the Town, DCAMM, and other stakeholders need to present a plan that exceeds the community's high expectations for this site.

Concord has a generational opportunity to redevelop the MCI-Concord site into a connected, multimodal, mixed-use neighborhood that is well-located near West Concord and its commuter rail. But it also has a generational responsibility to get this project right. As one of the most exceptional municipalities in the country, development of this site must meet the community's standards for inclusiveness, sustainability, and respect for the past.

Our Boston-based project team can deliver on that responsibility. **Stantec's Urban Places** is an interdisciplinary practice bringing together leaders in planning, urban and suburban design, transportation, redevelopment, landscape architecture, environmental, and resilience strategies. We help communities across the Northeast and North America chart a path to greater livability, equity, and sustainability by helping them synthesize a clear and achievable vision through public engagement programs, research, planning, and implementation strategies that bring aspirations to reality. We do so by maintaining the focus and responsiveness of a boutique firm within Stantec's broad multidisciplinary network. Several of our team members are currently working for the Town of Concord addressing transportation, mobility, and asset management issues. As a result, we are already familiar with many of the Town's priorities, the site, and its relation to the Route 2 redesign project. **Speck Dempsey** has been a longtime partner to Stantec, working hand-in-hand for well over a decade. Co-founded by Jeff Speck, the author of *Walkable City*, the best-selling urban planning book written this century, Speck Dempsey is an internationally recognized city planning, urban design, and transportation policy firm that serves municipalities, non-profits, and private developers. Jeff Speck will serve as the lead planner for the overall master planning process. The firm is uniquely positioned to lead this work given their successful leadership of the master planning process for the historic campus of the Lancaster Industrial School for Girls, where they worked closely with DCAMM staff and the Town of Lancaster. Another longtime partner and member of this team is **CommunityScale**, an urban planning firm providing a range of services and analytics products to help clients make more informed and targeted decisions around housing policy and investment, from needs assessments to zoning to market studies. They will lead the regulatory documentation work and collaborate with Stantec for the development economics and market analysis task. CommunityScale has recently developed more than 15 innovative regulatory plans across Massachusetts including zoning overlays, transit-oriented development districts, design guidelines, and full recodifications.

Our team offers the following distinguishing features:

National Reputation, Local Expertise

The Project Team has built a strong working relationships having collaborated in places as disparate as Freeport, Maine, and Las Vegas, Nevada. We will bring to Concord a national reputation that is unmatched: Jeff Speck was recently named by Planetizen Magazine as the tenth most influential urbanist of all-time.

But that national reputation is matched by our local expertise. Stantec is deeply familiar with Concord through its ongoing work for the Town. Speck Dempsey Co-Founder Chris Dempsey has a thorough understanding of the Town Meeting process, having served in Representative Town Meeting in Brookline for more than a decade and having successfully shepherded multiple warrant articles through the gauntlet of volunteer-led boards and commissions that represent the best of Massachusetts's tradition of local governance. With decades of planning and design experience including site-specific master plans and district planning in New England and across the U.S., our core team members bring a proven track record of success and best practice knowledge to all our work. We want to be your partner combining Stantec's deep technical and analytical capabilities, Speck Dempsey's design leadership, and CommunityScale's innovative approach to development regulations in Massachusetts.

Inclusive, Adaptive Community Engagement Capabilities

Concord is a community that likes to be heard – early and often. The 2025 Vision Plan reflects essential early community engagement, but it is not sufficient for completing a successful Master Plan. Our Project Team will develop robust and lively engagement strategies designed to meet the community where they are, whether online, in the community, or in public meetings. Stantec has demonstrated this in Concord and many other communities. Our approach to engagement is open, inclusive, and balanced. In this way, we ensure that all voices are heard, not just those who speak the loudest or most often. No matter the method, our goal remains the same: reach as broad and diverse an audience as possible to inform, solicit meaningful input, and build consensus around shared priorities.

Maggie Connor, LEED AP will serve as **Principal-in-Charge** providing overall leadership and guidance for the Stantec team. She is an urban designer rooted in social and environmental responsibility, complex problem-solving, and dedication to achieving consensus. **Phil Schaeffing, AICP, LEED AP** is a senior associate and will serve as **Project Manager**. Phil manages interdisciplinary teams to facilitate collaboration that produces valuable insights and actionable strategies for clients and communities. The Stantec team has the breadth and depth of experience and resources to deliver what Concord needs within an aggressive timeframe. Our team is ready to work with the Town of Concord, the community, and other stakeholders to develop an ambitious yet achievable illustrative and framework plan that addresses shared goals and capitalizes on this unique opportunity. This offer is effective for ninety (90) days from the submission of proposal or until it is formally withdrawn, or a contract is executed, or the RFP is cancelled. Stantec is currently working with the Town of Concord on three projects: the Concord Transportation Strategy, Asset Management Plan, and Route 2 Redesign Peer Review. We do not believe this work constitutes a conflict of interest but instead believe it provides a deeper understanding of relevant transportation and mobility issues affecting the MCI-Concord site. We are excited by the opportunity to partner again with Concord on such an important project. We would be happy to present our qualifications and approach to you in person, and if you have any questions or require additional information, please do not hesitate to contact us.

Sincerely,

The Stantec-led Project Team



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1. Project Approach and Methodology



PROJECT APPROACH AND METHODOLOGY

APPROACH

As placemakers, planners, and development advisors, we are often “joining the party” halfway through a project’s lifetime. We are acutely aware that so much thought and visioning have preceded our involvement. In the case of MCI-Concord, this work has culminated in the Vision Plan, produced in 2025. We honor that process and value that work, which we know reflects input from community members and other stakeholders. This Master Plan process must build on that work, but it must also result in a more actionable, focused plan that can become the firm basis of future development, likely via a public-private partnership between the Town of Concord, DCAMM, and a private master developer. Our team is uniquely positioned to deliver this outcome. Stantec brings a longstanding relationship with the Town of Concord, which will be essential for gaining municipal support and moving this project through a public process. Speck Dempsey has recently led a similar project for DCAMM at the Industrial School for Girls. And CommunityScale brings industry-leading analysis and modeling to ensure the plan is tested and economically viable.

How can a planning process that lasts months result in a new neighborhood that feels like it has been part of Concord for centuries? All of our work will be rooted in the site’s distant past and recent history, and the key to this is a workshop or charrette approach that will achieve the best results for Concord in a short period of time. The charrette method, which involves intensive, collaborative on-site working sessions, allows the project team, Town staff, key stakeholders, and public to generate and cross-pollinate ideas, collect feedback, and refine concepts in real-time. Inviting Concord’s community members to informal pin-ups and design discussions empowers them to contribute their local expertise to the process at every stage. With their emphasis on thoughtful, intentional community engagement, charrettes help make feedback loops more efficient and better position projects to be truly consensus-driven. In communities across the country, our team has organized charrettes that have helped raise the profile of our projects and deliver world-class, implementable plans with community buy-in.

Consensus-building will be critical to this process, and our collaborative approach will facilitate such engagement and enthusiasm for the project. Our team provides the

design and technical expertise to translate community goals into an ambitious yet achievable framework plan. Our experience throughout New England, including in the Town of Concord, and beyond will help Concord address the unique characteristics of the MCI-Concord and Junction Village parcels. For over three decades, our team has helped projects move through complex and distinctive political processes, many of which resemble Concord’s context. But we also bring world-class qualifications for designing exceptional public spaces. We are the country’s experts on how to build, enhance, and sustain walkable, livable places.

METHODOLOGY

We have reviewed your RFP and believe the following proposed methodology outlines an effective way to achieve the Town’s goals. Our proposed process is built around your tasks and we look forward to discussing this with you and refining it together to best fit your needs and resources.

1 Project Kickoff

Upon receiving an executed notice to proceed, our team will schedule an in-person kickoff meeting with Town staff and other key stakeholders such as DCAMM. The agenda will include a review of the scope of work, discussion of project schedule, communication protocols, and establishment of virtual bi-weekly coordination calls. We will also begin planning for public engagement and identify a date and location for the first community kickoff meeting.

The Stantec team will then meet with leadership from DCAMM and the Town to discuss the planning process and desired goals and outcomes.

Early in the process, the Project Team will participate in a guided site tour of the MCI-Concord campus, adjacent Junction Village parcel, and the wastewater treatment facility with DCAMM and Town Staff. This tour, which will help acquaint the Project Team with the site’s unique geographic context and constraints, would ideally take place during a series of kickoff engagement events, including the first community meeting.

2 Project Management

Stantec’s project manager will oversee and coordinate our team throughout the planning process. He will serve as the primary point of contact for Town staff.

Upon receiving an executed notice to proceed, the Stantec team will prepare an updated project plan for discussion with the Town and DCAMM during the kickoff meeting. We will establish a bi-weekly virtual coordination call schedule for Town staff and key members of the project team to discuss updates, plan for upcoming events, and identify any challenges that may impact schedule, scope, or fee. For each call, we will prepare a brief agenda to share prior to the call and a concise outline of next steps after the meeting.

The Stantec team will coordinate with DCAMM, MassDOT, and other local and regional stakeholders throughout the process to ensure alignment with related efforts.

- We anticipate 1-2 meetings per month (up to 14 total) with DCAMM as a critical stakeholder and participant in the planning effort.
- Our transportation and mobility team members are already quite familiar with MassDOT's Route 2 project as part of Stantec's ongoing engagement with the Town. Their involvement in up to three quarterly meetings with MassDOT will facilitate a shared understanding of how Route 2 concepts influence the MCI-Concord site.
- We will participate in up to three calls regarding the wastewater treatment plant with DCAMM and/or MassDEP.

3 Existing Conditions & Documents Review

Our team will review the materials described in the RFP to continue building our knowledge base about the recent

vision planning work, relevant elements of other Town plans, DCAMM information about the site, and relevant Massachusetts policy priorities. The recently completed Vision Plan is a primary reference document to learn and build from. Stantec's involvement in the Concord Transportation Strategy, asset management plan, and Route 2 peer review on the Town's behalf give us a particularly deep understanding of local transportation and mobility-related issues and how they may apply to the MCI-Concord site. These documents will supplement the review of previous community engagement efforts to provide a strong foundation to launch into the exploration of concepts.

4 Precedents Review

Precedent review is a key opportunity for our team, Town staff, and the community to learn from other relevant examples. Our research will explore two avenues: best practices for correctional institution redevelopment projects and regional precedents in large-scale redevelopment. We will identify relevant lessons for the MCI-Concord site and summarize the case studies in a concise, graphically-rich PowerPoint presentation.

Members of our team have played leading roles in two of the project examples provided, providing us with intimate knowledge of these efforts. The Speck Dempsey team is currently working with DCAMM on the Lancaster Industrial School for Girls project. Stantec and members of the CommunityScale team worked on the initial master planning for Northland Newton, a project in which Stantec's architects and landscape architects continue to be involved during the construction phase.



📍 Kickoff Public Meeting | Arlington, Massachusetts

The project team will also compile a list of developers with expertise in large-scale redevelopment using public funds. Some of these may be identified through existing relationships our team members have, others through our market feasibility work, and others through our precedent research.

5 Community & Stakeholder Engagement

A process that will lead to changing the nature and use the historic site must start with deep community engagement that welcomes a broad range of Concord's constituents. At the start of the project, the team will prepare a public engagement Plan (PEP), which will be refined in partnership with Town staff. It will outline our strategy to hear from a wide range of residents and stakeholders throughout the process, building on successful approaches used for previous public meetings in Concord and peer communities. The PEP will identify potential public event dates, along with an outline of promotional materials and website content to be provided by the project team at each stage.

The Stantec team will participate in monthly MCI-Concord Advisory Board meetings. We anticipate additional meetings in preparation for major public events. We have budgeted to participate in up to 12 2-hour meetings over the course of the planning process to offer updates, discuss public engagement, receive feedback, and build consensus around the master plan.

Public Engagement

The public project kickoff will occur early in the process and be broadly advertised via digital and physical marketing materials. To plan for the event, the Project Team, in partnership with Town staff, will identify a date and location for the event, develop promotional materials, and schedule associated events, like the site tour and in-person stakeholder conversations.

The engagement will begin with a brief update on progress made since the Vision Plan's completion and next steps for project engagement, including the charrette process. We will facilitate a few fun, interactive activities to solicit input that will inform initial thinking about the plan development. Then, the signature event of the kickoff meeting will be a "Great Neighborhoods" talk by Jeff Speck. This engaging presentation will help orient Concord's community members towards the principles that make neighborhoods livable and memorable. These best practices will be at the heart of our planning process and shape the consensus-driven plan we will produce and refine. The results of this meeting will be summarized in an accessible deliverable.

The Project Team will also coordinate and conduct a separate meeting with direct abutters of the site and West Concord organizations. These stakeholders hold a unique perspective given their proximity to the site. Their voices must be prioritized from the project's onset, balancing local feedback with the project's goal of serving a broader public purpose.

As the project team moves quickly into Phase 2, we will organize a multi-day public charrette. The format and agenda for the event will be developed in collaboration with the Town and DCAMM but will likely include an open design studio in an easily accessible location, stakeholder meetings, and informal public open house-type events to present in-progress concepts and solicit feedback to inform further refinement. We will reconvene stakeholder meetings to test emerging concepts and maintain an open design studio for people to drop in and see the work as it is being developed, including a specific opportunity for neighbors and West Concord organizations to focus on their unique perspectives.

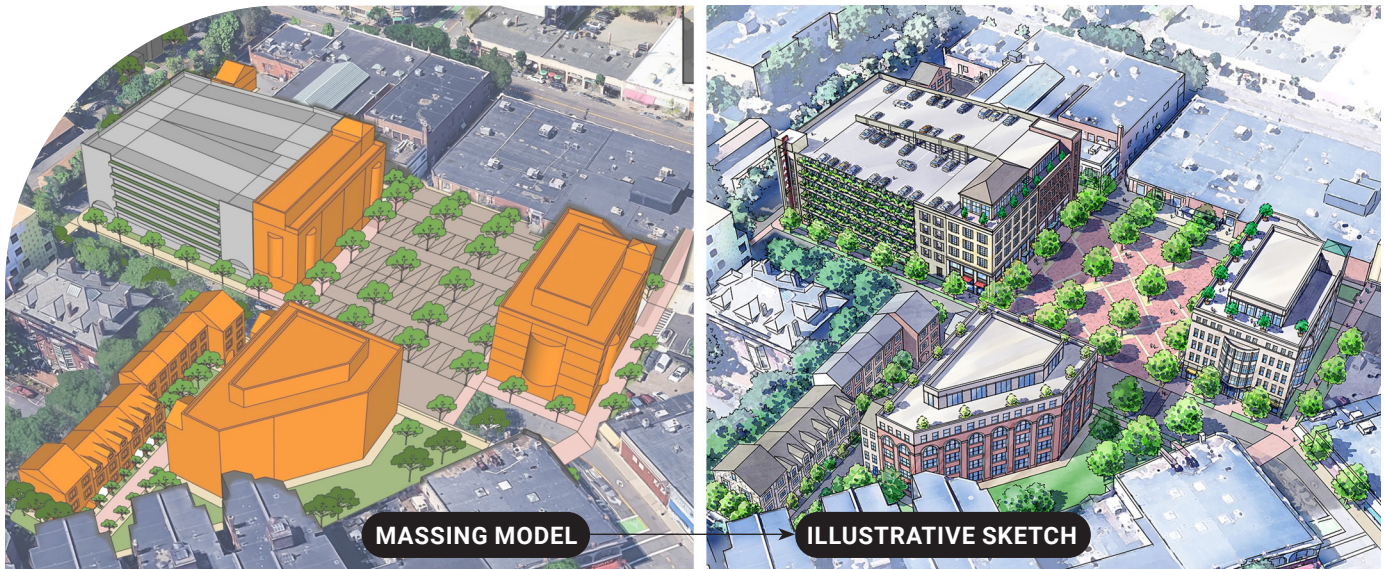
As part of Task 6, the multi-day charrette will conclude with a presentation of the emerging illustrative plan concepts to solicit feedback, which will inform further modifications. During this presentation, the project team will share clear, understandable graphics such as diagrams, sketches, and 3-D visualizations to communicate design concepts. The charrette will result in a draft illustrative plan that will be further developed through continued discussions with the Town.

As part of Task 9, our team will plan and prepare for a draft framework plan presentation to share the refined plan that emerged from community and stakeholder feedback, market and fiscal considerations, and other factors. This presentation will share the rationale for the draft framework plan, describe key features of the plan and the flexibility it allows, and share phasing recommendations for how the MCI-Concord and Junction Village sites may develop over time. Public feedback at this stage will help improve the final framework plan.

As part of Task 10, the project team will lead a public presentation to share draft zoning concepts and language and gather feedback for integration into final recommendations. CommunityScale will play a leading role in this presentation, which may be coupled with a broader agenda or function as a standalone meeting.

Multimedia Public Engagement Coordination

For each of the public events described above, the project team will develop promotional materials such as flyers for



📍 Example Illustrative Plan Development Using 3-D Modeling to Test Concepts | Brookline Massachusetts |

both digital and physical posting. After each event, we will circulate a survey form similar to the questions asked at the in-person event that can be shared online and distributed to community locations. These surveys will supplement the feedback gathered from each event to widen the range of voices that participate in the process. Our team will provide a summary of survey results as part of the public meeting summaries. We will also provide text and image content for the Town and DCAMM websites.

Previous Public Engagement Synthesis

The team will review documentation of previous community and stakeholder engagement to understand how issues have been discussed and the themes that emerged from feedback. This review and synthesis will help our team grasp recent perceptions about the site and serve as an important supplement to the existing conditions review conducted in the first phase.

Form-Based Code Workshop

Please see the Add-Alternate section at the end of this methodology.

6 Illustrative Plan Development

Our team will collaborate closely together to explore illustrative plan concepts before, during, and after the charrette. Over the course of the charrette week, Jeff Speck, assisted by both Speck Dempsey Associate Planners and by Stantec's planning staff, will oversee development of a detailed, visually appealing plan for this

historic and unique site. The plan will incorporate all aspects and components critical to its future success, as listed on pages 12 and 13 of the RFP document. Site access and multimodal connectivity—such as a pedestrian/bicyclist bridge over the Assabet River toward Baker Avenue Extension—are key transportation considerations. Building consensus around the site's interaction with Route 2 will be an important early action so that integration with the MassDOT project can be more effective and capitalize on a unique opportunity. As our team explores options and refines them toward a preferred illustrative plan, we will strive to maximize its flexibility to accommodate a range of uses on any given development block. The illustrative plan will be accompanied by a development program that can be fed into the Market Feasibility and Fiscal Impact Assessment in Task 7. After the conclusion of the charrette week, our team will reflect on community input to refine the work product to create the final illustrative plan.

7 Market Feasibility & Fiscal Impact Assessment

The MCI-Concord site's unique scope and scale necessitates a deep understanding of market potential in order to prepare for a successful outcome. While a rigorous understanding of the existing market is useful, it is critical to work with a market feasibility team that understands the dramatic impact that the new development envisioned for the site will have on the market, and the demand that it creates.

Market Feasibility

The market feasibility analysis will begin during the Illustrative Plan Development task prior to the charrette to enable dialogue between the design process and market assessment findings. In this way, our team will have market-informed program targets in advance of the charrette, which will allow for iterative feedback as the plan takes shape. This will ensure that the final development program is aligned with market feasibility.

CommunityScale and Stantec will perform a market assessment to provide context for the feasibility analysis. Our team will assess local and regional demographic, employment, real estate, and economic trends to identify and measure pools of demand from which the development could draw from to fill housing units and lease non-residential space. Based on current and projected market conditions, we will estimate the development's potential "capture rate" with respect to each demand pool. We will break down the housing demand by price points and unit size. Aggregating these capture rates, we will provide an estimated range of the units, price points, and non-residential area the MCI site could realistically absorb over the envisioned development time horizon.

The analysis will be grounded in today's market realities by referencing a number of current datasets (CoStar, recent transaction data, etc.) and correspondence or interviews with up to 10 potential users and/or developers of the site (including local and regional entities). This qualitative input will be important to help verify assumptions and gain a finer-grain understanding of market dynamics and trends.

Once the draft illustrative plan is confirmed, our team will continue evaluating its market feasibility. We will consider to what extent the concept can bear the costs of site preparation such as demolition, site remediation, and other necessary investments and preconditions. We will also consider the extent to which potential costs for any upgrades to the Wastewater Treatment Plan could be feasibly integrated into the development proforma. To the extent the illustrative plan includes variations and ranges of uses and unit counts, we will compare the relative strengths and weaknesses of each option from the perspective of market feasibility and absorption rate potential.

Fiscal Impact Analysis of Redevelopment Options

Our team is committed to conducting fiscal impact analyses that are more accurate and provide deeper insights, compared to conventional approaches. (See

Our Fiscal Impact Methodology

Conventional approaches to fiscal impact analysis have significant shortcomings, particularly for estimating the budget impact of development in fully developed cities and towns. Redevelopment in such communities benefits from their existing organizational and physical infrastructure, as well as the cost of service efficiencies to be gained through more compact development patterns.

Because the impact of development on Concord's budget is an important decision parameter, our team has worked intentionally on a methodology that addresses these shortcomings. We disaggregate the cost of providing services to new development by municipal department. And for each department, we consider fixed vs variable costs, the addition of service units (households or commercial floor area), and the impact of development density.

sidebar above.) We will employ these analytical methods to model the Town of Concord's budget—both revenues and costs—in order to evaluate the budget impacts of each of the redevelopment scenarios established in Task 6. This will involve identifying all of the major revenue sources in Concord's budget and analyzing how new development contributes to each, and to do so for each development type in the redevelopment scenarios. It will also involve assessing the cost of providing Town services to the new development, including modeling the Town's departmental budget and analyzing the cost implications of each redevelopment scenario as described in the sidebar.

The impact of new development on school budgets is often as great as, or greater than, its impact on municipal budgets. For that reason, our team will analyze the fiscal impact of the development scenarios on the Concord School District, analyzing their respective impacts on both revenues and costs. In this arena as well, we go a step further. Different housing types have important differences in the average number of school age children present per housing unit. We will determine those impacts for each of the housing types that are present in the development scenarios, and incorporate them into the school district analysis.

Stantec will address the final considerations noted in the Request for Proposals by evaluating the revenue and cost

impacts on Concord Municipal Light Plant associated with each of the development scenarios.

The effects of each development scenario on Town, school district and CMLP budgets represents one important consideration in evaluating the respective benefits of the different scenarios.

Market Feasibility & Fiscal Impact Assessment Memorandum

The project team will compile our market feasibility and fiscal impact assessment findings into a memorandum, including summaries of the methods applied to perform the work, assumptions used in the calculations, and conclusions reached by the analysis.

8 Municipal Properties Redevelopment Assessment

In tandem with other work in this phase, the project team will review the completed market studies of future redevelopment at four sites identified by the Town: Peabody School, Ripley School, Keyes Road Campus, and Church Street Campus. We will evaluate how they may contribute to housing production and/or new municipal facilities in the Town. Our analysis will recommend how these sites may influence the MCI-Concord site planning and programming to help align these different initiatives and make progress toward Town goals. We will summarize these findings in a brief technical memo.

9 Framework Plan Development & Phasing Guidance

The project team will collaborate closely together to develop the Framework Plan, again with Speck Dempsey leading its development and working closely with Stantec staff. This plan, along with the Illustrative Plan (Task 6), will serve as the basis for the overall Master Plan. The Framework Plan will recommend the optimal circulation pattern and site access needs for the redevelopment area, regardless of the exact development program that will eventually occupy the site.

The team will collaborate to develop Phasing Guidance and the sequencing of infrastructure needs. This phasing will need to balance several important objectives such as creating an initial phase with the critical mass to establish the site as a new and growing neighborhood while minimizing the upfront investment needed by the Town and other public entities. Early actions such as multimodal connections and access points can be implemented quickly to create value for the community

independent of future redevelopment. Phasing will also integrate the flexibility to adapt and respond to future unknown opportunities that may arise and are suitable for the site and the vision established for it. Land ownership, easements, and maintenance of amenities will also be considered to balance State and local priorities and functional needs.

10 Regulatory Package

CommunityScale will analyze Concord's existing zoning regulations and identify the modifications and additions necessary to accommodate the Framework Plan developed in Task 9 and Affordable Homes Act Section 122 Surplus Land Guidance. Depending on the Plan's final uses and design characteristics, these updates may include:

- New zoning district development and/or modifications to existing district(s),
- Consideration of traditional and form-based zoning,
- Use table modifications,



📍 Charrette week public event led by Stantec | Memphis, Tennessee

- Dimensional table modifications,
- Changes or additions to other zoning sections, such as parking requirements, use definitions, site plan review applicability,
- Zoning map updates,
- Specific approval and/or design review processes suitable for the scale and mixed-use character envisioned for MCI-Concord, and
- Sustainability and green building standards in line with Town goals and Executive Office of Energy & Environmental Affairs guidance for large-scale master plans, which could include provisions for LID stormwater design, electric buildings, energy efficiency, and minimization of greenhouse gas emissions.

Stantec and Speck Dempsey will collaborate to develop a street hierarchy and typical roadway design standards for the site which will be integrated into the regulatory package.

Regulatory documentation

Our team will combine the recommendations into one or more documents designed to clearly detail how the Town should implement regulatory changes. The design regulations will likely address facade design, building materials, public realm design, and neighborhood transitions, which could build on the Town's existing design review districts (like West Concord, if appropriate).



We will prepare a draft and facilitate in-depth review by Town staff across departments, including Planning, Public Works, the Concord Municipal Light Plant, and other relevant divisions whose operations will be affected by site redevelopment. We will also coordinate review with DCAMM to ensure alignment between the Town's regulatory framework, the Commonwealth's disposition process, and development expectations. Based on received comments and suggestions, we will revise the document and issue a final regulatory package with recommended zoning language and zoning map changes. We will also create a supporting presentation on how to use the new code for staff and the Planning Board.

11 Document Deliverables

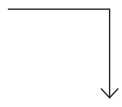
The project team will prepare a Final Master Plan that incorporates the previously completed deliverables into a cohesive package. The final illustrative plan, framework plan, and phasing recommendations will be accompanied by the market feasibility and fiscal impact assessment to fully describe the preferred concept, its feasibility, and the potential impacts and benefits to the Town. The final regulatory package including zoning text and map amendments will also be a part of the Master Plan, though they will be separately considered by Town Meeting in early 2027. Appendices to the Final Master Plan will describe the planning process including public engagement and its thematic outcomes to illustrate how the community helped shape the plan.

The Final Master Plan will be concise, graphically rich, clearly written, and user-friendly. Recommendations will be directly stated and implementation-focused. The document can be used by the Town as a communication tool with potential developers, site users, and the general public. Our team will also prepare two companion documents: a draft request for proposals for development and a draft presentation slide deck that can be shared with prospective developers. These two working documents will be adapted for specific uses by the Town and DCAMM.

PROJECT SCHEDULE

The schedule below represents our team’s understanding of the best way to work efficiently through the process outlined above, while also allowing ample time for feedback and iteration with the Town, DCAMM, community, and other stakeholders. We look forward to the opportunity to work collaboratively with you to refine and right-size this approach to your specific needs..

Project Kickoff



		APRIL				MAY		
		wk1	wk2	wk3	wk4	wk1	wk2	wk3
Task 1: Project Kickoff		●-----●				●-----		
Task 2: Project Management (Ongoing Throughout Project)		████████████████████						
Task 3: Existing Conditions & Documents Review		●-----●				●-----		
Task 4: Precedents Review		●-----				●-----		
Task 5: Community & Stakeholder Engagement (Ongoing Throughout Project)		████████████████████						
Task 6: Illustrative Plan Development						████████████████		
Task 7: Market Feasibility & Fiscal Impact Assessment						●-----		
Task 8: Municipal Properties Redevelopment Assessment				●-----		●-----		
Task 9: Framework Plan Development & Phasing Guidance						████████████████		
Task 10: Regulatory Package						████████████████		
Task 11: Document Deliverables						████████████████		
Key Milestones/Workshops	Public Kickoff					★		
	Draft Illustrative Plan					████████████████		
	Draft Framework Plan					████████████████		
	Add-Alt 5.4 FBC Workshop					████████████████		
	Draft Zoning					████████████████		
	Neighborhood + West Concord Meetings					★		

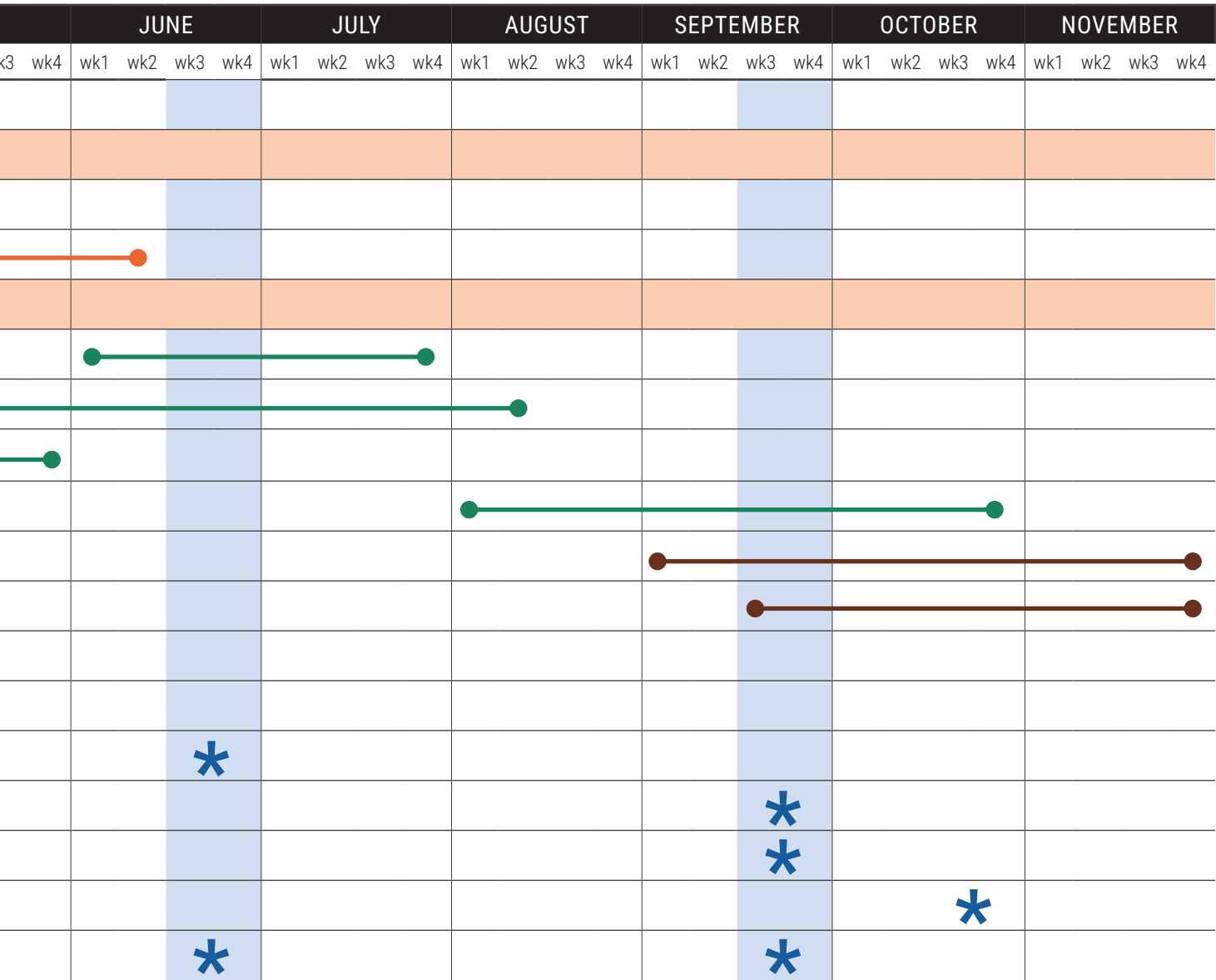
WORKSHOPS ★

Community Dates Considered in Preliminary Schedule:

- April School Vacation: 4/20-24
- Spring Town Meeting: Starts 4/27
- Last Day of School: 6/12
- First Day of School: 8/31
- Rosh Hashanah: 9/11-13
- Yom Kippur: 9/20-21

Charrette

FBC Workshop (Add Alt)





2. Project Team and Staffing



STANTEC'S URBAN PLACES



Stantec

Stantec's Urban Places is an interdisciplinary practice bringing together leaders in planning; urban design; landscape architecture; transportation; development and brownfield redevelopment; and mixed-use architecture, smart cities, and resilience strategies. Our approach to design and planning is to build equitable, inclusive communities that address a variety of community needs while also resolving long-standing or complicated issues that unlock the real potential of our neighborhoods for the future. We work in communities across North America to help people craft a clear and achievable vision through thorough research, visionary planning, and clear implementation strategies that bring your community's aspirations to reality.

We are more than just a collection of technical skills—we are an integrated practice of passionate urban experts. We reinforce our design approach with unmatched in-house technical resources in landscape architecture and engineering; infrastructure and transportation; environmental and real estate development services, and more. Our collective design reach touches many areas of the built environment – from new inclusive communities to urban parks and streetscapes to mobility planning and urban transportation. While we are among the world's largest engineering practices, we build small, strategic, inclusive, and highly collaborative teams and maintain the focus and responsiveness of a boutique firm.

A Holistic Approach to Design

Stantec's Urban Places leaders and staff help communities house their residents create equitable approaches to growth, encourage appropriate revitalization, promote resilience, and protect natural resources through integrated planning for land use, transportation, economic development, housing, open space, equitable community development, and resilience. Stantec's Urban Places group brings Concord a strategic approach that is community-based, integrative, user-friendly, and implementation-focused.

Design with Community in Mind

The community is at the heart of any successful design process. Stantec's holistic approach to master planning is community-based, strategic, integrative, user-friendly, and implementation-focused. Our team brings significant experience building aspirational but achievable municipal visions backed by solid implementation strategies. Our plans all include maps, graphics, and other imagery that convey complicated design concepts in easy-to-understand formats. All our comprehensive plans are based on a highly-participatory process to develop a community-wide vision of the future and a set of core values to guide both the primary planning process and implementation.



OUR TEAMING PARTNERS

SPECK DEMPSEY

Speck Dempsey is an international design firm, based in Brookline, Massachusetts,

created with the single-minded goal of making walkable places. Over thirty years of practice, our principals have led the planning and urban design fields in advancing the discussion around walkability: why it is needed, how it can be achieved, and what it looks like on the ground. The resulting projects have continuously moved the needle in terms of the quality of urbanism that communities have aspired to and gotten built.

These projects, completed in equal measure for municipalities and real-estate developers, include downtown master plans, street network plans, waterfronts, new towns, urban and suburban infill, suburban retrofit, transit-oriented developments, and civic spaces and structures. Particularly influential among them have been the remaking of downtown Oklahoma City, the creation of transit-oriented developments along the Long Island Rail Road and Utah FrontRunner, the new urban neighborhood of Water Street, Tampa, and the downtown plan for Hammond, IN, featured in the award-winning PBS documentary, "Walkable USA."

Speck Dempsey is also working on behalf of the Division of Capital Asset Management and Maintenance (DCAMM) on a collaborative planning and rezoning process to redevelop the historic pre-Civil-War Industrial School for Girls site in Lancaster, MA, on the National Register of Historic Places, into a new walkable, mixed-use neighborhood that will feel as if it has been a part of the community for centuries. This master planning effort involved a detailed site analysis and robust community engagement, both of which informed an Illustration Plan and Regulating Plan that has been well received by the community. In the coming months, this planning process will culminate in the issuance by DCAMM of a developer RFP to advance the vision for the site.

By placing a central focus on the pedestrian experience, our designs yield enduring benefits that optimize investments and promote measurable improvements in health, prosperity, and environmental sustainability. At Speck Dempsey, we believe that by empowering municipalities and developers to prioritize walkability, we lay the foundation for resilient, thriving communities.



CommunityScale

CommunityScale is an urban planning firm

providing a range of services and analytics products to help our clients make more informed and targeted decisions around housing policy and investment, from needs assessments to zoning to market studies. Our clients include municipalities, counties, regional planning agencies, and developers located across the country. The common denominator across our portfolio of past and present work is an emphasis on understanding housing markets, promoting broader housing attainability, and deploying cutting-edge tools to extend clients' capabilities and community impacts.

Zoning and Regulation Development

CommunityScale offers extensive experience with zoning code development, design guidelines, and development standards. Areas of expertise include:

- Full zoning recodifications (Lynn, MA zoning code, Melrose, MA zoning code)
- Design guidelines (Everett Design Regulations)
- Mixed-use corridor zoning overlays (Natick's West Central Corridor)
- Transit-oriented development districts (MBTA Communities Act zoning compliance)

Market Feasibility

CommunityScale has addressed housing market assessment, development feasibility, and fiscal impacts from several perspectives. This work typically includes extensive analysis of local and regional demographic trends, migration patterns, workforce housing needs, and regulatory review. Areas of expertise include:

- Site-specific market studies for developers (Downtown Providence, RI housing development) and municipal clients (Fall River, MA Davol Street Master Plan)
- Broader district-oriented market studies (Downtown Syracuse, NY)
- City-wide market assessments with fiscal impact analysis (Upper Arlington, OH)
- Nexus study measuring the relationship between housing production and employment generation (Regional nexus study IZ calculator for MSP, MN region)

PROJECT STAFFING

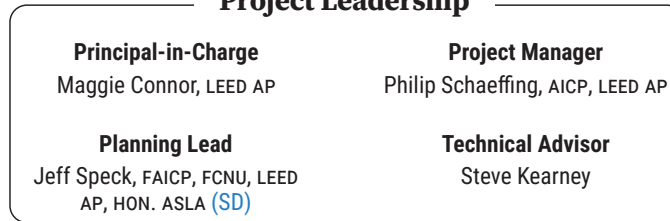
We have built our team around your specific goals and requirements, as well as in response to the project’s broader opportunities and challenges. Our proposed organization chart demonstrates how the Stantec-led Project Team will be organized and managed for

continuity to support an efficient and cohesive delivery model. We will provide comprehensive management, coordinating our interdisciplinary team to operate and collaborate seamlessly. We commit to give notice to the Town if any changes in key personnel occur.

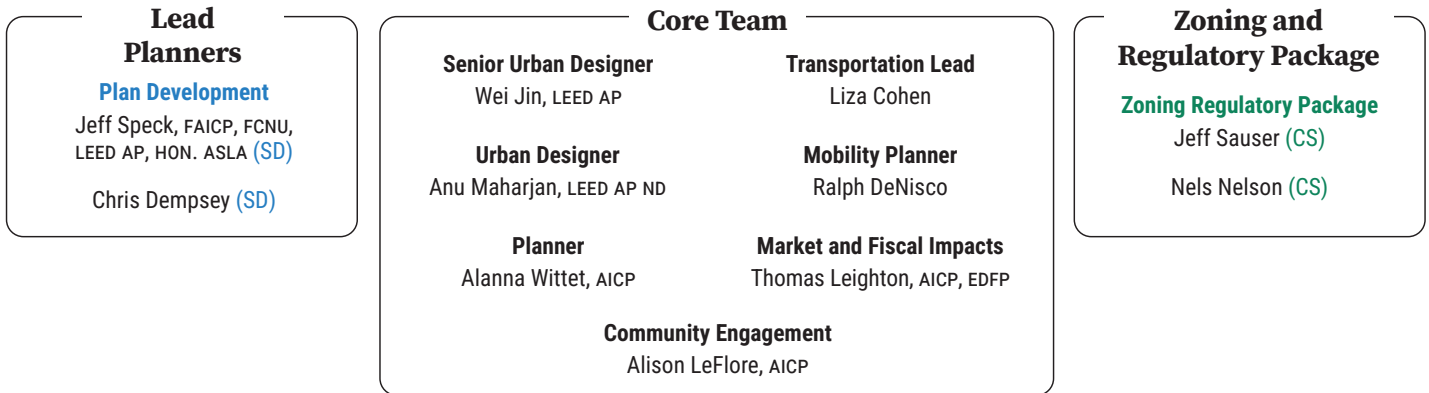
Team Organizational Chart



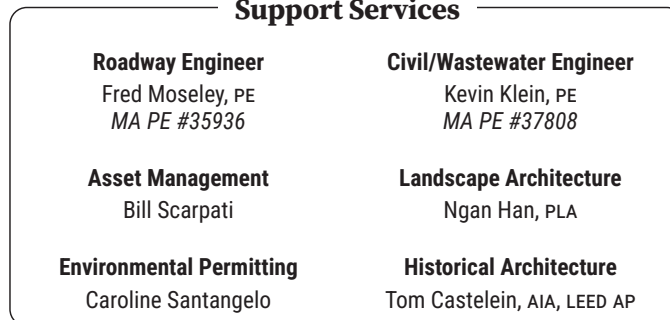
Project Leadership



Core Team



Support Services



Subconsultants

(SD) Speck Dempsey | (CS) CommunityScale

Project Management



Maggie Connor, LEED AP will serve as the **Principal-in-Charge** for the Master Plan and Zoning for Redevelopment of MCI-Concord. Maggie's interest in architecture and urban design is rooted in a passion for social and environmental responsibility and the creation of sustainable communities that deliver equity in the quality of design – whether repairing a built environment or designing a new one. Her affinity for complex problem-solving can be seen in the diverse array of projects in which she's been engaged from revitalization plans for depressed urban neighborhoods to brand new neighborhoods, villages and towns. Maggie's experience working on transit oriented development projects, downtown and urban districts projects, corridor studies, affordable housing and urban design projects, and her ability to lead a process-oriented, multidisciplinary team, has made a significant contribution to the successful development of numerous projects which positively incorporate traditional architecture and planning.



Stantec's **Project Manager Philip Schaeffing, AICP, LEED AP** will manage overall coordination of all project team resources, including those of our consultant partners and provide day-to-day coordination with the Town of Concord. Phil is a planner and urban designer focused on strengthening communities, neighborhoods, and cities. He integrates urban design with market economics, transportation, and public policy to create forward-thinking yet achievable plans tailored to the unique circumstances of each community. He manages neighborhood revitalization and master planning projects that combine community input, data-driven insights, and market realities. Phil's experience includes downtown and neighborhood revitalization, comprehensive planning, mixed-use and mixed-income neighborhood planning, and private development planning.



As a principal and senior planner within Stantec's Urban Places team, **Technical Advisor, Steve Kearney** is focused on developing urban revitalization plans at both neighborhood and district levels. Steve has led multiple downtown revitalization initiatives across Upstate New York, suburban mall redevelopment master plans, HUD Choice Neighborhood mixed-income plans, and an arts and

innovation district plan that was awarded a 2014 APA National Excellence Award. Steve's experience also includes the public sector, where he was the deputy director of planning for the City of Syracuse. While working for the City, he developed a fundamental knowledge of municipal planning and operational issues and gained significant experience in city/regional comprehensive plan development, design guidelines and land use planning, brownfield redevelopment, and effective implementation strategies. Steve most enjoys the aspect of community and stakeholder engagement in his work, highlighted by his exemplary skills in public workshop and meeting facilitation, community engagement and consensus building.



Our **Lead Planner, Jeff Speck, FAICP, FCNU, LEED AP, HON. ASLA** is a city planner who advocates internationally for more walkable cities. As Director of Design at the National Endowment for the Arts, he presided over the Mayors' Institute on City Design. Prior to his federal appointment, Jeff spent ten years as Director of Town Planning at DPZ & Co., the principal firm behind the New Urbanism movement. Since 2007, he has led Speck & Associates—now Speck Dempsey—where his work has focused on American downtowns. His book *Walkable City* is the best selling city planning title of the past decade.

Resources & Availability

Our team is available for the duration of the project and is ready to start upon notice to proceed. While we are engaged in several exciting projects, we only pursue work that we can commit ourselves to and offer our clients the best service possible for their schedule and needs.

Core Project Staff

We have assembled a well-rounded and integrated team of planners, community engagement specialists, and subject matter experts for the Master Plan and Zoning for Redevelopment of MCI-Concord. We pride ourselves on collaborating across disciplines and industries to bring projects to life. To achieve this goal, we assemble project-specific teams that are empowered to deliver directly to our clients. Our in-house technical experts will contribute their expertise to relevant plan elements.



Philip Schaeffing, AICP, LEED AP

Project Manager

17 Years of Experience

Certified Planner #026494, American Institute of Certified Planners

LEED Accredited Professional, U.S. Green Building Council

Masters of City and Regional Planning, Georgia Institute of Technology

Bachelor of Architecture, University of Notre Dame

Phil is a planner and urban designer focused on strengthening communities, neighborhoods, and cities. He integrates urban design with market economics, transportation, and public policy to create forward-thinking yet achievable plans tailored to the unique circumstances of each community. He manages neighborhood revitalization and master planning projects that combine community input, data-driven insights, and market realities. Phil's experience includes downtown and neighborhood revitalization, transit-oriented development, campus planning, mixed-use and mixed-income neighborhood planning, and private development planning.

onMain: Dayton's Imagination District | Dayton, Ohio

Site design task leader and urban designer for this second phase of work to redevelop the 38-acre former Montgomery County Fairgrounds site. As task lead, Phil coordinated the urban design and landscape architecture aspects of the site plan development. This included studying building layout and massing options, establishing the overall program mix, writing development standards for the rezoning process, creating streetscape types that integrate mobility and sustainability, and developing conceptual designs for the variety of communal open spaces. Phil was also part of the initial Vision Plan phase, and Stantec is now designing the street grid for phase 1 of construction.

Elkhart River District Master Plan | Elkhart, Indiana

Urban designer for a 100-acre downtown-adjacent area transforming into a walkable mixed-use neighborhood spurred by catalytic investments from both the public and private sectors. Phil developed site plans for several key sites, balancing the objectives of property owners within a walkable urban design framework. Stantec completed this plan with Jeff Speck. The plan generated significant interest from local investors who led the first major phase of construction after the plan's completion.

Downtown Hammond Master Plan | Hammond, Indiana

Urban designer for a transit-oriented downtown redevelopment plan created in collaboration with Jeff Speck. Phil and the team developed an overall framework plan and specific catalyst site studies to illustrate the potential of adding more housing near a soon-to-be-constructed commuter rail station. Since the plan's completion, the City rebuilt downtown's main street to the proposed more walkable design.

Lowell Transit Oriented Development Zoning Overlay | Lowell, Massachusetts

Project manager leading an effort to focus public and private investment around the city's commuter rail and regional bus station. The primary outcome was a proposed zoning overlay that allows for multi-family housing by-right near the station, in response to the Commonwealth of Massachusetts' "MBTA Communities" legislation. Recommended mobility and public realm improvements supported the zoning changes to encourage better accessibility to the station.

Watertown Comprehensive Plan | Watertown, Massachusetts

Project manager and planner for an update to the citywide master plan for this fast-growing small city near Boston. Recent population and job growth, spurred in part by recent transformative redevelopment of aging industrial and commercial sites, led the city to update its seven-year-old plan. The planning process helped community members and staff discuss creative ways to harness growth for widespread benefits. The plan recommends strategies to improve the traditional downtown, support local businesses, and improve multimodal transportation options on local streets.

Liberty Park Real Estate Development Advisory Services | Albany, New York

Project manager for an interdisciplinary team creating a development strategy for a prime eight-acre downtown site owned by the City of Albany's economic development agency. Phil managed this effort which included market outreach, assessments of the existing vacant buildings and site infrastructure, and a development capacity study. All of this informs the recommended development strategy for the client to solicit interest in bringing this dormant site back to life.

Essex Municipal Town Center Master Plan | Essex, Vermont

Urban designer contributing to development alternatives and a preferred plan for a new town center. A series of public meetings informed a shared vision and goals for the site which included sustainability, walkability, a variety of housing, and a new civic core for the community.



Maggie Connor, LEED AP

Principal-in-Charge

27 Years of Experience

LEED Accredited Professional, U.S. Green Building Council

Bachelor of Architecture, University of Notre Dame

Maggie's interest in architecture and urban design is rooted in a passion for social and environmental responsibility and the creation of sustainable communities that deliver equity in the quality of design – whether repairing a built environment or designing a new one. Her affinity for complex problem-solving can be seen in the diverse array of projects in which she's been engaged from revitalization plans for depressed urban neighborhoods to brand new neighborhoods, villages and towns. Leading a process-oriented, multidisciplinary team, Maggie's dedication to achieving consensus in her client's goals and stakeholders' vision has made a significant contribution to the successful development of numerous projects which, among other considerations, successfully incorporate traditional architecture and planning.

Trumbull Mall Area Market Feasibility & Land Use Study | Trumbull, Connecticut

Maggie joined the project team halfway through the project, assuming project management role and leading the team through the design and implementation phases of the project. This also included finalizing the public engagement and fostering support for a dramatic, but ultimately welcomed, transformative vision for a suburban mall into a vibrant mixed-use district.

El Paso Downtown Deck Plaza | El Paso, Texas

The urban design component of this project served to set the stage for Stantec's later engineering and implementation strategy while also capturing the imagination of the client and key stakeholders. Maggie's design leadership and ability to simplify complex problems - both as ideas and pictures - was an important for moving this effort forward.

Global Mall Planning and Redevelopment Study | Antioch, Nashville, Tennessee

Maggie supported the project with technical management and coordination as the project progressed into the report and refinement stage.

Larimer Housing Plan | Pittsburgh, Pennsylvania

The Larimer Consensus Group (LCG), a local community organization, looked to update their community plan and design guidelines in the face of increased development and fears of gentrification. We helped the LCG board to craft an implementation plan that identified many different ways of developing vacant properties within their communities. We also created a set of design guidelines that focused more on building houses that "fit in" to the Larimer fabric, while allowing innovation in construction and material choices. Maggie served as Project Manager.

Essex Municipal Town Center Master Plan | Essex, Vermont

Principal-in-Charge for development alternatives and a preferred plan for a new town center. A series of public meetings informed a shared vision and goals for the site which included sustainability, walkability, a variety of housing, and a new civic core for the community.

Boca Raton Downtown Master Plan* | Boca Raton, Florida

While Maggie was an Associate and Studio Director with Urban Design Associates, she was contracted to develop a Downtown Master Plan for the City of Boca Raton, Florida. The multi-disciplinary team - made of market analysts, architects, urban designers and landscape architects - developed a strategy for the downtown that looked at character areas, identified catalytic projects and evaluated how proposals would evolve over time. She was instrumental in developing a phasing strategy that corresponded to ownership patterns, tied to public investment framework, encouraging the incremental realization of city goals.

Southern Gateway Corridor Study* | Raleigh, North Carolina

Maggie helped design the engagement process and was a partner on the urban design direction of this project. As a consultant to JDavis (the lead consulting firm for this project), Maggie helped identify candidate development areas, craft identities for each location, test capacity for development, and work with the team's illustrator to instruct the image and character of new development. Additionally, she helped lead public workshops and presentations and engage the community in the conversations around design, transportation, and connectivity.



Steve Kearney

Technical Advisor

20 Years of Experience

Master of Landscape Architecture, State University of New York

Bachelor of Arts, English, Skidmore College

As a Principal with Stantec's Urban Places, Steve brings twenty years of planning experience ranging from leading downtown revitalization initiatives and suburban redevelopment master plans to HUD Choice Neighborhood mixed-income plans and city/town-wide master plans. He structures and leads community engagement, coordinates the work of multi-firm teams, and develops final planning documents. Steve's experience also includes the public sector, where he was the deputy director of planning for the City of Syracuse. While working for the city, he developed a fundamental knowledge of municipal planning and operational issues and gained significant experience in city/regional comprehensive plan development, design guidelines and land use planning, brownfield redevelopment, and effective implementation strategies. Steve most enjoys the aspect of community and stakeholder engagement in his work, highlighted by his exemplary skills in public workshop and meeting facilitation, community engagement and consensus building.

Town Yard Community-Responsive RFP | Andover, Massachusetts

Led community engagement and planning to develop a community-driven framework to inform an RFP for the redevelopment of the former Town Yard site. This site adjacent to the commuter rail station on the edge of downtown will unlock opportunities across the Historic Mill District to connect downtown Andover to its river and provide new housing choices and public spaces for residents. The process includes meeting with residents and stakeholders to define their goals for this strategic site which will inform the RFP to be developed by Stantec's Real Estate Advisory Services.

Fairgrounds to Future | Dayton, Ohio

Supported the urban design and planning a vision plan for a 32-acre former county fairgrounds site located adjacent to a regional hospital and the University of Dayton. The site is envisioned as an economic development engine providing knowledge economy jobs, new housing choices, and an emphasis on health, wellness, and sustainability in a walkable mixed-use setting. The plan will guide the property owners through a phased development process to realize these benefits.

Dayton Mall Area Master Plan | Dayton, Ohio

Leading the development of a long-range master plan to transform a successful two-square-mile, car-oriented area around the Dayton Mall into an economically competitive, walkable and identifiable "21st Century Urban Village."

Downtown Revitalization Initiatives (DRI) | Oswego and Hudson, New York

Led the development of strategic, implementation-focused downtown plans for four cities in New York. Each plan included a comprehensive community engagement process and identified specific projects for funding that could improve the public realm, increase density and vibrancy through mixed-use development, and improve connectivity/walkability. Each city was awarded \$9.7 million in funding to initiate the revitalization efforts.

Downtown Brockton Action Strategy | Brockton, Massachusetts

Project manager for an implementation-focused revitalization and redevelopment strategy for the downtown area of Brockton. The plan calls for higher density mixed-use buildings, streetscape improvements, and innovative new amenities to attract residents, workers, and visitors to downtown.

Watertown Comprehensive Plan | Watertown, Massachusetts

Steve served as Principal in Charge for an update to the citywide master plan for this fast-growing small city near Boston. Recent population and job growth, spurred in part by recent transformative redevelopment of aging industrial and commercial sites, led the city to update its seven-year-old plan. The planning process was helping community members and staff discuss creative ways to harness growth for widespread benefits. Strategies to improve the traditional downtown, support local businesses, and improve multimodal transportation options on local streets were explored.

Downtown Attleboro Action Strategy | Attleboro, Massachusetts

Steve served as principal-in-charge for the Attleboro Downtown Action Strategy. This plan identifies a number of catalytic development sites that can each help bring residents, businesses, and visitors back to Downtown Attleboro. The Action Strategy is focused on just that – action – providing a top ten list of implementation strategies that the City and its partners can pursue in the short and medium terms to revitalize Downtown Attleboro. Our recommendations are based on both stakeholder and community engagement and informed by a market study and demographic analysis our team conducted.



Wei Jin, LEED AP

Senior Urban Designer

26 Years of Experience

LEED Accredited Professional, U.S. Green Building Council

Master of Urban Planning and Master of Urban Design, University of Michigan

Bachelor of Architecture, Wuhan Urban Construction Institute, China

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

Northland Newton Development (NND)—Master Plan and Design Guidelines | Newton, Massachusetts

Provided planning and urban design analysis for a 30-acre mixed-use redevelopment that will transform aging suburban retail and a historic mill building into a walkable village center with integrated transit connections and more than 1,000 housing units and diverse retail and office spaces.

Union Square Development | Somerville, Massachusetts

Responsible for urban design development for a plan, created for a private development team, to build more than 2 million SF of dense, transit-oriented development around a new transit station. The plan focuses on transforming brownfields parcels into an inviting mix of housing, offices, and stores, and open spaces that encourage social interaction.

Corpus Christi Comprehensive Plan | Corpus Christi, Texas

Led urban design for models designed to illustrate how new growth can be focused in state-designated compact “growth centers.” Developed concept plans for urban, main-street style, and suburban growth centers that can apply to most communities in the state. The growth-center models will help communities determine where and how future development should occur within their borders.

Delhi Township Strategic Redevelopment Plan | Delhi Township, Ohio

Led the urban design component of a 10-year master plan that will transform a two-mile corridor of aging strip retail into a “Main Street” with housing, public gathering spaces, and a new emphasis on walkability. Developed demonstration plans showing how denser redevelopment on three catalyst parcels can spur other redevelopment and tie isolated activity centers into a coherent whole.

Downtown Brockton Action Strategy Plan & Transformative Development Initiative | Brockton, Massachusetts

Provided urban design and program testing for an implementation-focused redevelopment plan for this small city’s historic downtown 35 miles southwest of Boston. The plan calls for higher-density infill development and adaptive reuse, introduction of housing to support new businesses, streetscape improvements, and innovative new amenities to attract residents, workers, and visitors.

Bunker Hill Housing (One Charlestown) | Charlestown, Boston, Massachusetts

Leading urban design and supporting community engagement for site-wide redevelopment of 1,100 public housing units into approximately 3,000 mixed-income units in Boston’s Charlestown neighborhood. The plan places particular emphasis on building community across diverse groups, using design to improve resident health, and fitting new design into a sensitive historic context.

Dayton Mall Area Master Plan | Dayton, Ohio

Created a range of development options for a long-range master plan designed to improve the economic competitiveness of a two-square-mile, car-oriented area around the Dayton Mall. The plan harnesses unmet market demand to power the creation of two million SF of “21st-century urban village.”

West Five | London, Ontario, Canada

Created underlying urban design and collaborated on visualizations for a new 70-acre suburban downtown that mixes offices, stores, housing and public open spaces. The community will be a regional model of “smart” design, incorporating significant energy-saving and renewable measures to promote a healthy and sustainable lifestyle.



Anu Maharjan, LEED AP ND

Urban Designer

9 Years of Experience

LEED Accredited Professional for Neighborhood Development (ND), U.S. Green Building Council

Master of Science in Urban Design, Georgia Institute of Technology

Bachelor of Architecture, Institute of Engineering, Tribhuvan University, Nepal

Anu is a design professional committed to advancing innovation, technology, sustainability, and resiliency—principles that guide her work from architectural details to large-scale urban planning. With eight years of experience spanning urban planning/design, landscape architecture, interior design, and master planning, she brings a multidisciplinary lens to every project.

She drives projects through critical design thinking, conceptual development, iterative refinement, and compelling visualization and storytelling—seamlessly bridging creative vision with technical precision. Anu plays a key role in public engagement and has been instrumental in crafting analytical maps and illustrations that inform project strategies. Her expertise spans existing conditions studies, GIS-based urban analysis, and the creation of high-impact conceptual visualizations that inform strategic design decisions.

Upper Main Street Planning Project | Essex, Vermont

Anu played a key role throughout the project—from initiation through final delivery—demonstrating strong design and analytical capabilities. She developed public engagement materials for the kick off meeting, workshops, and open house, and led the design and analysis of the community survey. Anu contributed to the design charrette and stakeholder interviews, supporting conceptual development and the evaluation of master plan alternatives. She assisted with the visual preference study, existing conditions assessment, and SWOT analysis. Anu also led the final report's visual storytelling and illustrations and provided supplemental architectural support, showcasing her versatility and critical design thinking within a multidisciplinary team.

New York Forward | Central New York

Anu is an urban planner and GIS analyst contributing to a multi year initiative that supports Central New York communities in developing actionable downtown revitalization plans. She plays a key role in conducting existing conditions assessments, data mapping, analysis, and visualization, and identifying priority projects eligible for up to \$4.5 million in state implementation funding. Anu also supports community engagement activities and strategic investment planning. In addition, she serves as the project's lead graphic designer and illustrator, ensuring cohesive and compelling visual communication throughout the process.

Lawrence Downtown Redevelopment | Lawrence, Massachusetts

Stantec's Urban Places is coordinating several internal Stantec teams to support the Lawrence Redevelopment Authority in identifying potential redevelopment projects in downtown Lawrence. Anu has been instrumental in creating maps for the analysis work.

Altobelli Quad at High Falls Square | Rochester, New York

Anu served as an urban designer, supporting the senior urban designer and practice lead in design visualization and storytelling. She demonstrated strong creativity and technical skill in translating ideas into compelling visual narratives, design concepts, and assessments that advanced the project's vision.

Coolidge Corner Center Street Lots Exploratory Study | Brookline, Massachusetts

Anu supported the collaborative effort with Speck Dempsey and the Town of Brookline by developing multiple design iterations informed by a series of design reviews and refinements. She helped translate conceptual plans into detailed 2D and 3D models, enabling the team to explore alternatives and advance critical design decisions. Anu also contributed to 3D visualizations and team coordination, demonstrating strong collaboration skills and her ability to effectively support a multidisciplinary design team.

Westphalia Plan Amendment Urban Design | Westphalia, Maryland

Anu played a key role in developing urban design frameworks and strategies at both the regional and local scales, collaborating with senior urban designers across Stantec to shape cohesive design principles. She supported the team through idea generation, conceptual development, and the creation of clear, compelling design storytelling and visualizations that advanced the project's vision.

Central Ave West Corridor Study | Colonie, New York

Anu supported the team in developing land-use and development scenarios by evaluating existing zoning against potential future recommendations and assessing their implications for transportation conditions. She also contributed to the visual preference exploration that informed scenario refinement.



Alanna Wittet, AICP

Planner

8 Years of Experience

Certified Planner, American Institute of Certified Planners

Masters in Urban Planning, Harvard Graduate School of Design

Bachelor of Arts in Environmental Studies, Franklin & Marshall College

Alanna is committed to creating places that generate more socially, economically, and environmentally resilient communities. Her academic and professional interests have focused on the relationship between land use regulation and development, climate resilience, and green infrastructure. Prior to pursuing a professional degree in planning, Alanna worked in the non-profit social impact sector, collaborating with local businesses, government, and community organizations to advance the city of Philadelphia's green stormwater management plan. She has also worked with MassDevelopment to further its land bank strategy as well as in zoning and development at the City of Cambridge's Community Development Department.

Trumbull Mall Area Market Feasibility and Land Use Study | Trumbull, Connecticut

As an urban planner on the project, Alanna spearheaded the existing conditions, zoning, and regulatory analysis of the site to identify core opportunities and constraints. She also supports the community engagement process, synthesis of the market study's findings with the community's feedback, and the development of the resulting framework plan. Nearing completion, Phase 1 of the study explores the potential redevelopment and investment opportunities for the site as well as infrastructure, regulations, branding and other issues that are impacting the success and vibrancy of the area. Phase 2 will focus on bringing the resulting plan to market and developing an implementation strategy for the Town of Trumbull to pursue in coordination with the property owner and prospective investors.

North Attleboro Land Inventory & Design Guidelines | North Attleborough, Massachusetts

Alanna performed a land inventory analysis for the Town of North Attleboro as a part of a larger zoning overlay project. The analysis focused on all town-owned parcels and parcels that meet ReadyMass 100 requirements and developed evaluation criteria to classify parcels by development potential, preservation value, and other relevant considerations. In addition, Alanna developed high-level design guidelines to inform future development in the town's commercial and downtown areas that is better aligned with community and municipal goals. The guidelines accompany a larger planning effort to promote industry, commerce, and economic development by creating high quality business and employment opportunities that enhance the quality of life and advance local, diversified growth.

New York Forward | Central New York, New York

Alanna works as an urban planner and analyst for this multi-year effort to assist towns and villages in the Central New York region develop an implementable plan for downtown revitalization. Each community receives up to \$4.5 million in implementation funding from New York State to be awarded to catalytic private and public projects in support of their downtown. Alanna performs existing conditions assessment and other data analysis to support community visioning, community profile development, and project identification. She also supports the community engagement process as well as the development of the strategic investment plan. Potential projects include upper floor housing, business support, Main Street improvements, parks and open space investment, and private redevelopment to reactivate vacant and underutilized sites.

Everett Zoning Recodification | Everett, Massachusetts

Alanna provided support on the complete rezoning of Everett's zoning ordinance in partnership with CommunityScale and BBHS Law. The project focused on modernizing the City's code while meeting the mayor's vision of a walkable, mixed-use environment. Key issues that were addressed included mobility, outdated code, new land use, revising the zoning map, planning for economic development, and updating stormwater management.

Arlington Comprehensive Plan | Arlington, Massachusetts

Alanna directed the baseline analysis for the Arlington Comprehensive Plan, synthesizing demographic, economic, environmental, and land-use trends into accessible written and visual formats that strengthened community engagement and informed the plan's direction. She plays a key role in shaping the plan's strategies and recommendations and in drafting the final document. Additionally, she has supported and facilitated community engagement activities across several phases of the planning process, helping ensure that the plan reflects the community's priorities and vision.



Liza Cohen

Transportation Lead

13 Years of Experience

Master of Arts, City and Regional Planning,
University of Pennsylvania

Bachelor of Arts, Urban Studies, Bowdoin College

Liza is a multimodal transportation planner dedicated to expanding mobility options that make communities more equitable and sustainable. Liza's work focuses on integrating transit, walking, biking, and emerging modes to serve people's diverse needs. Liza brings a strong analytical lens to planning, using data-driven insights to identify opportunities, measure impacts, and guide decision-making. Ultimately Liza aims to design systems that empower people with more choices, greater access, and improved quality of life.

Concord Transportation Strategy | Concord, Massachusetts

Liza is leading this effort to develop a comprehensive set of transportation strategies for historic Concord, MA. The process included two well-attended community workshops where people evaluated key issues and prioritized strategies for the Town to pursue. Our focused data analyses helped crystallize what the top issues are that hold the Town back from reaching community-identified goals. Stantec is currently drafting the plan, expected to be released in the Spring.

Downtown Hammond Master Plan | Hammond, Indiana

The City of Hammond, Indiana commissioned this master plan with the anticipated extension of the South Shore commuter rail service and a new gateway station planned for its historic downtown within the next 10 years. The project team took this opportunity to address Hammond's long period of economic decline through a dramatic, multi-layered transformation network transformation that synced an intensive, new development approach with multimodal mobility strategy development.

Alewife Station Access and Market Study | Cambridge, Massachusetts

Liza is serving as the project manager for an interdisciplinary team that is evaluating the future of access at Alewife Station, the terminal station of one of Boston's major rapid transit routes. With 11,000 riders per day and relatively high frequency service, the station is key not only to immediate local access, but also to regional access as many of its users come in via private car, shuttle, or bus from the far-flung northwest suburbs of Boston. The study will address not only immediate changes to improve access, but also the long-term future of the land use at and around the station area.

Everett Transportation Master Plan | Everett, Massachusetts

Liza is leading the analysis team on this rapid implementation project in a growing Boston metro area city. The Stantec team is developing recommendations for how the City can easily capitalize on new Bus Rapid Transit service opening nearby, explore establishing a Transportation Management Association, adjust its zoning to prepare for current and future transportation trends, and better facilitate walking and bicycling connections to large local developments.

Longwood Medical Area Transportation Framework | Boston, Massachusetts

The LMA Transportation Framework provides a system of goals & metrics to prioritize transportation projects. The project includes identification of key indicators that tell the story of this unique medical and academic district, with its 22 institutions that collectively employ 68,000 workers. The district provides vital medical services to people throughout the region, and generates \$209m in state tax revenue, but the pace of infrastructure improvements has handicapped the district's growth. Stantec led an iterative process with MASCO and its member institutions to establish a set of principles, goals, and action items that will provide a logical framework for decision making.

Keene Downtown Infrastructure Improvements | Keene, New Hampshire

The City of Keene's Downtown is the historic and vibrant center of the community and in recent years has become the epicenter of community activities, events, and entertainment. The most recent major downtown improvement project to replace utilities occurred in 1988 and since then, the City has experienced issues with capacity and is expected to increase in the face of a changing climate and demand on the system. Stantec was commissioned to support this new and exciting project of developing preliminary designs for a reimagined Downtown area to support the future of Keene and create a downtown for residents that prioritizes community gatherings, public art displays, and enhanced bicycle and pedestrian facilities. The Project Team will provide planning, landscape architecture, civil engineering, and streetscape design services to ultimately develop design alternatives. Liza is assisting with the multimodal planning in this project.



Ralph DeNisco

Mobility Planner

29 Years of Experience

Master of Arts, Urban Affairs, Boston University
Metropolitan College

Bachelor of Arts, Economics, Boston College

Ralph leads our Urban Places Urban Mobility team, delivering integrated mobility solutions for challenging environments in collaboration with municipalities, transit agencies, and foundations across the United States and beyond. He brings national experience, redesigning auto-centric streetscapes, managing parking demand, and investing in strategies that support more transit, walking, and biking. Ralph channels his understanding of interrelated transportation issues into programs that win both community and agency support. His successfully implemented transportation projects include transit-oriented development plans, first and last mile solutions, smart mobility implementation plans, transportation demand modeling, parking studies, and integrated solutions for emerging transportation technologies.

Concord Transportation Strategy | Concord, Massachusetts

Ralph is serving as Principal-in-Charge to develop a comprehensive set of transportation strategies for historic Concord, MA. The process included two well-attended community workshops where people evaluated key issues and prioritized strategies for the Town to pursue. Our focused data analyses helped crystalize what the top issues are that hold the Town back from reaching community-identified goals. Stantec is currently drafting the plan, expected to be released in the Spring.

Alewife Station Market and Demand Study | Cambridge, Massachusetts

Principal-in-charge alongside MassDOT and the local transit authority. We evaluated short, medium, and long-term improvement options for accessing the Massachusetts Bay Transportation Authority's (MBTA) Red Line Alewife Station, which included an important park-and-ride facility nearing the end of its useful life. Ralph led exercises to study capacity on the regional roadway network, land planning in the vicinity of the station, bicycle and pedestrian connections to the station, and opportunities to expand bus capabilities at the station. These options were incorporated into several different parking facility and station concepts, including rehabilitation and reconstruction of the garage structure, with financial modeling informing courses of action for the agencies.

Longwood Medical Area Transportation Framework | Boston, Massachusetts

The LMA Transportation Framework provided a system of goals & metrics to prioritize transportation projects. The project included identification of key indicators that tell the story of this unique medical and academic district, with its 22 institutions that collectively employ 68,000 workers. The district provides vital medical services to people throughout the region, and generates \$209m in state tax revenue, but the pace of infrastructure improvements has handicapped the district's growth. Stantec led an iterative process with MASCO and its member institutions to establish a set of principles, goals, and action items that provided a logical framework for decision making.

Watertown Comprehensive Plan - Mobility Component | Watertown, Massachusetts

Watertown is a mix of a community that is growing significantly in some areas while maintaining a consistent quiet residential feel in others. The community wants to develop a future focused on walkability, livability, and sustainability, which means a focus on transportation. Ralph served as a multimodal transportation expert advisor for this project, facilitating public meetings and stakeholder conversations as well as working iteratively with the City to develop strategic recommendations for a multimodal future.

Suffolk Downs Peer Review | Boston, Massachusetts

Ralph assisted the City of Boston with a peer review of the Site Plan, transportation analysis, and proposed mitigation of the Suffolk Downs development project for the Boston Planning and Development Agency. This complex mixed development is transformative for East Boston, and City and BPDA staff wanted to ensure that the plans, transportation methodology and resulting improvements maximized inclusive and integrated infrastructure. Review included street hierarchy and proposed cross-sections, provision of transit and bicycle priority accommodation and overall Site management and neighborhood integration.

BuildDowntown: Downtown Memphis Master Plan | Memphis, Tennessee

Led mobility review as part of an interdisciplinary team to set a vision for a vibrant downtown Memphis. The plan is building on three key principles – Build Up. Embrace Walkability, and Welcome Everyone – across the 6.5 square mile business improvement district. Part vision, part tactical operations, this plan addresses urban design, development/redevelopment, public realm improvements, and mobility improvements that focus on the core and connect all parts of the downtown to leverage its greatest strengths – the Mississippi riverfront, its Beale Street culture, the world class healthcare campuses, and its walkability.



Jeff Speck, FAICP, FCNU, LEED-AP, HON. ASLA

Planning Lead

31 Years of Experience

Fellow, American Institute of Certified Planners—
License 147134.

Fellow, Congress for New Urbanism

Leadership in Energy & Environmental Design—
Accredited Professional, U.S.G.B.C.

Honorary Member of the American Society of
Landscape Architects

Master of Architecture with Distinction, Harvard
Graduate School of Design. American Institute of
Architects Fellow.

Master of Fine Arts Degree in Renaissance
Architectural History. Florence Graduate Fellow,
Syracuse University, Florence, Italy.

Bachelor of Arts degree with Honors, Magna cum
Laude, Williams College

Jeff Speck is a city planner who advocates internationally for more walkable cities. He is a co-founder of planning firm Speck Dempsey. As Director of Design at the National Endowment for the Arts from 2003 through 2007, he presided over the Mayors' Institute on City Design and created the Governors' Institute on Community Design. Prior to his federal appointment, Mr. Speck spent ten years as Director of Town Planning at DPZ & Co., the principal firm behind the New Urbanism movement. From 2007 to 2023, he led Speck & Associates, a private design consultancy serving mainly American cities. His 2012 book *Walkable City* is the best-selling city planning book written this century and has been translated into seven languages. He is also the writer of *The Smart Growth Manual* and *Walkable City Rules*.

Bradburn Village, Westminster, Colorado

In a regional north-Denver landscape characterized almost entirely by single-use, car-dependent pods, Bradburn Village breaks the mold. Surrounded entirely by housing subdivisions, apartment clusters, office parks, strip shopping centers, and isolated institutional uses, this new neighborhood demonstrates that it is possible to build towns the way we used to, as mutually supportive combinations of homes, offices, shops, churches, and schools. Even the homes are varied, ranging from small apartments to mansions, with bungalows, rowhouses, and live/work units thrown in for good measure. These uses are all collected in a picturesque, walkable landscape of narrow, tree-lined streets, squares, and parks.

Utah City, Vineyard, Utah

This large-scale Transit-Oriented Development places a new downtown on the 294-acre brownfield formerly occupied by the Geneva Steel Mill. Vineyard is one of the fastest growing cities in the U.S., but thus far has not developed any of the walkable urbanism that can be found in Utah's older communities. This plan re-centers the city on its new rail stop and shapes 9.5 million square feet of new growth into a complete community of places to live, work, shop, worship, recreate, and also seek care at a regional medical center. The plan and associated form-based code were quickly approved by the City, and development is well underway.

River District, Elkhart, Indiana

The award-winning Implementation Plan for the River District, completed with Stantec Urban Places, creates a neighborhood anchored by a new aquatic center, a supermarket, hundreds of units of housing, and a civic square, all linked by a beautified main street. Several features distinguish the plan. A careful shared-parking study demonstrated how a planned \$10-million parking structure was not needed, allowing that funding—already allocated—to be directed towards more impactful public works. Additionally, plans for an auto-oriented streetscape with many buildings behind parking lots were reconfigured to line sidewalks with friendly building fronts. Finally, a four-lane central avenue was reconfigured to two lanes with parallel parking and a treed median, a transformation that is already complete. By mid-2020, the new supermarket, aquatic center, and the first large housing development are all open, and construction continues.

Watertown Square Area Plan, Watertown, Massachusetts

For years, the heart of Watertown, well located between Boston and its western suburbs, has been blighted by cut-through traffic. Speck Dempsey teamed up with Utile and Stantec Urban Places to create a comprehensive downtown plan to transform Watertown Square back into the walkable commercial center that it once was. This plan involved dieting and reorganizing the streets, adding curb parking and bike lanes, proposing the shape of new development, and creating a form-based code to welcome more than 3,000 new housing units into downtown. Presented with three different street networks and three different density outcomes, an active and vocal population came together to embrace a single solution that Council could support and adopt in short order. The Plan is now entering the engineering phase.



Chris Dempsey

Plan Development

20 Years of Experience

Master of Business Administration, Harvard Business School

Bachelor of Arts degree, Pomona College

Chris Dempsey's career has spanned the public, private, and non-profit sectors. He served as Assistant Secretary of Transportation for Massachusetts Governor Deval Patrick, where he co-founded the MassDOT open-data program, which made the MBTA the first transit agency on the East Coast to make available smartphone applications that tell riders when their bus or train will arrive. Chris has worked as a Consultant with Bain & Co., and led North American business development for Masabi, a mobile-ticketing company whose customers include the MBTA, New York MTA, Los Angeles Metrolink, and other large transit agencies. He was named "Bostonian of the Year" by the Boston Globe Magazine in 2015 for his volunteer work leading the grassroots campaign No Boston Olympics. From 2017 to 2021 he led the state's largest transportation advocacy coalition. Chris has represented his hometown, Brookline, as an elected Town Meeting Member since 2012. He also served as Chair of the Town's Transportation Board, which oversees the municipality's transportation policy. Chris appears regularly on WBUR's Radio Boston and WGBH's Boston Public Radio, and he has been quoted in dozens of national and local news outlets for his expertise on transportation, infrastructure, and politics.

Lancaster Industrial School for Girls Redevelopment, Lancaster, Massachusetts

Working on behalf of the Division of Capital Asset Management and Maintenance (DCAMM), Speck Dempsey is leading a collaborative planning and rezoning process to redevelop the former Industrial School for Girls site in Lancaster, MA, into a new walkable, mixed-use neighborhood. This master planning effort involved a detailed site analysis and robust community engagement, both of which informed an Illustration Plan and Regulating Plan. In the coming months, this planning process will culminate in the issuance of a developer RFP to advance the vision for the site. Speck Dempsey's leadership of this project, in close coordination with DCAMM, has included presentations to multiple town boards and committees, including the Select Board and the Planning Board, as well as meetings with leadership of the Town's Finance Committee.

Centre Street Lots Exploratory Study, Brookline, Massachusetts

For at least two decades, the Town of Brookline and community stakeholders have expressed interest in improving the Centre Street East and West parking lots in the heart of Coolidge Corner, one of the region's most vibrant and historic commercial areas. The Town selected a team led by Speck Dempsey in late 2024 via a competitive RFP process that included submissions from prominent national and local planning firms. The resulting Study proposes a shared vision that transforms two surface parking lots into a collection of mixed-use, walkable places and buildings. Grounded in extensive community engagement, a tactical urbanism activation, and traffic and parking analyses and financial modeling by Stantec, the Study advances a thoughtful, pragmatic, and consensus-driven design concept for the Lots that achieves community goals. The preferred proposal offers a lively public plaza that can become a new town square, surrounded by new housing, retail, and a parking structure that consolidates parking.

Everett Docklands Innovation District, Everett, Massachusetts

In 2023, the Davis Companies purchased roughly 100 acres of land in the community of Everett, Massachusetts, in an industrial area that had been home to polluting uses for more than a century. The Davis Companies hired Speck Dempsey as an "in-house" master planner to work collaboratively with a larger team of planners, urban designers, and architects. That project has required the City of Everett to approve new mixed-use zoning, adopt zoning that allows for master planning, and we expect forthcoming approval of that master plan and successful approval in the Massachusetts Environmental Policy Act process. The Everett Docklands Innovation District will be home to more than a thousand new residents, hundreds of thousands of new square feet of industrial and commercial space, miles of new streets built for sustainable transportation, and tens of acres of new open space and public parks that will welcome everyone from Everett and beyond.

Rebuild Lahaina Plan, Maui, Hawaii

Lahaina Town was known as the Nantucket of the Pacific, home to whaling fleets and the Hawaiian Royal Complex in the mid-19th century. Its narrow, fine-grained, walkable streets help support the highest rates of walking and bicycling anywhere in Maui. The community was devastated by the August 2023 wildfires, the deadliest wildfires in the United States in more than a century. The fires destroyed nearly all of the buildings in the historic town. Speck Dempsey was hired by the County of Maui to help rebuild and restore Lahaina to its walkable greatness. This work has required deep community engagement and sensitive conversations with community members who are still living with the trauma of having lost loved ones in the fire. Some of the families most impacted by the fire trace their lineage in Lahaina back long before the arrival of Europeans in the 18th century. Speck Dempsey's Streets & Mobility Plan, part of the Rebuild Lahaina Plan, presents a detailed, exacting plan for rebuilding Lahaina's streets, incorporating improved transit access and the community's first-ever protected bike lanes. These plans will allow the County to move forward with issuing permits for private property owners to rebuild on their lots, an essential step to restoring one of our country's most historic and cherished neighborhoods.



Alison LeFlore, AICP

Community Engagement

16 Years of Experience

Certified Planner #028499, American Institute of Certified Planners

Master of Arts, Urban + Environmental Policy + Planning, Tufts University

Bachelor of Science, Environmental Policy and Development, Worcester Polytechnic Institute

Alison is an AICP-certified planner with more than 16 years of experience with complex projects in communities large and small. Alison works to create vibrant, inclusive, and sustainable communities and places. Her professional expertise is in community and master planning, GIS analysis and graphic design, planning for sustainability and equity, and community outreach and engagement. She helps clients balance their often-competing priorities and identifies the tools and techniques that allow clients to leverage assets and implement their vision. Alison is a skilled facilitator who uses creative engagement techniques to make the planning process fun and compelling for all participants. She often works with non-profit organizations and in disadvantaged communities, including low income and majority-minority communities. Alison creates reports, maps, graphics, and other materials that are easy for the public to understand but also capture the technical nuances of complicated planning projects.

Whittenton Village Urban Renewal Plan | Taunton, Massachusetts

Alison is serving as project manager to develop the area's first urban renewal plan in compliance with MGL 121B. She is coordinating public outreach and engagement as part of this process to help the community identify a vision and shared goals.

Downtown Attleboro Action Strategy | Attleboro, Massachusetts

Alison served as project manager for the Attleboro Downtown Action Strategy. This plan identifies a number of catalytic development sites that can each help bring residents, businesses, and visitors back to Downtown Attleboro. The Action Strategy is focused on just that – action – providing a top ten list of implementation strategies that the City and its partners can pursue in the short and medium terms to revitalize Downtown Attleboro. Our recommendations are based on both stakeholder and community engagement and informed by a market study and demographic analysis our team conducted.

Peabody Vision 2035: Master Plan Update | Peabody, Massachusetts

Stantec is developing a new Comprehensive Master Plan for the City of Peabody. The last plan was written in 2002.... Before smartphones were widely available. Peabody has grown approximately 10% since the early 2000s and the City has worked hard to keep pace with new development, policy updates, and other approaches to keep up with the way its residents live, work, and play. In the project manager role, Alison is responsible for all aspects of the project. Stantec's Urban Places is leading the planning process, including a robust and inclusive community engagement component that will help our team match the City's Comprehensive Master Plan with the public's vision for the future. We are bringing all corners of the community including residents, businesses, and other stakeholders together to develop a shared vision and identify recommended policy, infrastructure, programming, and other tools to continue Peabody's success as a desirable place to live, work, and play.

Watertown Comprehensive Plan | Watertown, Massachusetts

Stantec provided community outreach and engagement, baseline conditions assessment, strategy development, and implementation planning. Our in-person and online engagement encouraged people to participate in whatever ways were most convenient for them. Stantec's interdisciplinary team worked together to highlight the connections between land use, transportation, economic development, and community wellness so that people had a better sense of the big picture and how strategies complemented each other. Change is happening, but the comprehensive plan describes how to channel that growth to achieve shared community benefits. We also worked closely with City departments to create an implementation plan that they supported and felt is both ambitious and achievable.

Railyard Enterprise Project Environmental Justice (EJ) Analysis and Environmental Assessment (EA) | Burlington, Vermont

Outreach Coordinator and Project Planner supporting the environmental planning and public outreach for the development of multimodal transportation infrastructure between Pine Street and Battery Street in the Burlington Waterfront South Area. This long-envisioned complex urban transportation corridor required extensive engagement process with adjacent property owners (including Vermont Railyard) and the public. Alison led and created the Environmental Justice Analysis and outreach while supporting the development of an Environmental Assessment (EA) and an Individual Section 4(f) Evaluation in compliance with the National Environmental Policy Act as well as the Section 106 historic and archaeological review in this National Register Historic District.



Tom Leighton, AICP, EDFP

Market and Fiscal Impacts

27 Years of Experience

Certified Planner #018262, American Institute of Certified Planners
Economic Development Finance Professional #1216-024, National Development Council

Master in Design Studies (MDesS) in Real Estate and the Built Environment, Harvard University Graduate School of Design

Master of Arts (MA) in Public Affairs, University of Minnesota Humphrey School

Bachelor of Arts in Natural Science, St. John's University

Tom is a seasoned leader in development planning and real estate with a focus on public sector implementation strategies. He leads Stantec's national Development Economics team, which provides services across a broad range of development planning, real estate, economics and analytical services. He employs an unusually broad analytical toolkit encompassing a range of market analysis, economic impact analysis, fiscal impact analysis and proforma analysis. He has worked for builders and developers, providing the technical and relational services they need to advance projects.

Tom is also an excellent facilitator and communicator, conveying both approachability and competence. Clients appreciate his ability to talk about real world complexities in ways that people understand, and to focus on the information and analysis that advances public goals and objectives.

North Eastham Village Center Feasibility Analysis | Eastham, Massachusetts

The Town of Eastham has been proactive in identifying community housing needs for its permanent residents and workforce and setting the stage for development that would address their needs. The Town acquired two key parcels that are strategically situated in locations that are both desirable for development and can contribute to a town-center-style sense of place. Stantec was engaged to evaluate development concepts for these sites through the lenses of the development market and development finances, in order to assess their viability, and provide guidance concerning a path forward that advances. Tom led this assessment to address key questions such as assessing developer interest and the level of public financial support needed and considering alternate development programs that met the Town's goals.

Maximizing the Value of Land (A Fiscal Impact Analysis for the Central Indianapolis Region) | Indianapolis MPO, Indiana

Following Stantec's delivery of a housing study that highlighted the pressing housing needs across the region, Stantec was hired to analyze the fiscal impact of housing development for municipalities across the region. Tom is managing the project on behalf of a team that is applying a detailed methodology to understand a broad range of housing typologies—including ownership and rental, lower density and higher density—and the net revenues they generate for local municipalities. We are expanding the analysis with application of the findings to a set of three specific case studies and analyzing the fiscal impacts of the housing typologies on local school district budgets. There has been extensive consultation with municipal staff, and a presentation at a community meeting will cap the process.

Local Concept Development NJ 29, Landing Street to North of Calhoun Street | Mercer County, New Jersey

Reenvisioning NJ 29 is about reconnecting downtown Trenton to its waterfront. The core of the project is focused on lowering barriers to the waterfront—but the driving motivation for the highway investment is about unlocking the potential to activate downtown Trenton as a place to live, work, shop, eat and recreate. Stantec was selected to support the City of Trenton and Mercer County on this important initiative because of our expertise in both transportation design and development feasibility analysis.

Tom led the development analysis elements of the study, which focused on analyzing the future redevelopment of eight to ten downtown blocks. Based on a robust market analysis, Tom created a development concept for the entire area that reflected city aspirations and feasibility considerations. From that foundation, Tom estimated the economic impact of the new development and is in the process of analyzing its fiscal impact and recommending an implementation strategy for achieving the desired redevelopment outcomes.

Downtown Redevelopment Community Engagement & Visioning | Allen, Texas

Stantec supported the City of Allen with a highly interactive planning process that resulted in a new vision for Allen's downtown area. Through analysis and community engagement, the Stantec team created three downtown redevelopment scenarios that were explored analytically and considered in community processes.

Tom supported this process by conducting a rigorous analysis of the fiscal implications of the scenarios. Net municipal revenues from the scenarios included increases in property taxes, sales tax revenues, and hotel taxes. Net increases in cost of services utilized a methodology that distinguished between single family and multifamily residential development, commercial development and industrial development—and between the fixed and marginal costs of increasing services for each major budget category in the City's general fund.



Jeff Sauser

Zoning Regulatory Package

15 Years of Experience

Master of City and Regional Planning, Georgia Institute of Technology

Master of Architecture, Georgia Institute of Technology

Bachelor of Arts, Metropolitan Studies, New York University

Jeff is a planner and urban designer whose work centers on the relationships between markets, community, sustainability, and urban form. Jeff has played a central role on a range of design and planning projects in cities and suburbs across the country, with particular focus on creating compact, walkable, mixed-use redevelopment in transitioning neighborhoods and emerging communities. His experience includes large-scale comprehensive plans, downtown master plans, private development district plans, brownfield plans and neighborhood revitalization plans. Understanding local and national housing trends and market dynamics is a central component of nearly all of Jeff's projects.

Downtown Market Study | Providence, Rhode Island

A study to inform the housing program for the adaptive reuse of two historic office buildings downtown, including consideration of both conventional and graduate student housing.

Housing Market Analysis | Fall River, Massachusetts

A market study to inform the housing development program for the Davol Street Master Plan which aims to transform Fall River's waterfront into a dense, walkable neighborhood.

Housing Market Analysis | Upper Arlington, Ohio

Detailed housing market study for the City, analyzing housing supply, affordability, fiscal impacts, and development economics, projecting demand through 2050.

Housing Plan | Greenfield, Massachusetts

A plan to measure attainability gaps across the full spectrum of price points and housing typologies to inform the City's plans for increased equity and new growth.

Regional Nexus Study | Metropolitan Council, Minnesota

Detailed analysis, best practices report, and interactive tool addressing the relationship between housing production, employment demand, and development feasibility to inform inclusionary zoning across Metro Minneapolis-St. Paul.

Regional Housing and Transportation Study | Central Massachusetts Regional Planning Commission

Housing needs assessment, mobility analysis, and development suitability analysis focused on understanding the combined costs of housing and transportation to identify policy and investment opportunities to mutually expand both in for the urban, suburban, and rural region surrounding Worcester, MA.

Downtown Housing Market Study | Syracuse, NY

Housing needs assessment and market study for the Downtown Committee to inform a 5-10 year strategy to enhance Downtown residential vitality and guide future development.



Nels Nelson

Zoning Regulatory Package

16 Years of Experience

Executive Education Certificate, Harvard University
Graduate School of Design

Master of Urban Environmental Management,
Wageningen University and Research Center

Fulbright Fellow, US State Department

Bachelor of Arts, Art and Visual Culture, Bates
College

Nels is passionate about planning and designing happier, healthier, and more resilient places. His mixed-use, urban infill, transit-oriented, and walkable projects embody the ideas he's been striving for in his practice. Developer clients across North America have entrusted Nels with delivering transformative district-scale plans and designs. His goal today is optimizing urban strategies with data-driven techniques.

Everett Rezoning | Everett, Massachusetts

Led Everett's zoning and created a new zoning map, the recodification includes a new master plan special permit process for large-scale redevelopment. This included establishing regulations for inclusionary zoning, fee-in-lieu options, and affordability thresholds.

West Natick Zoning Services | Natick, Massachusetts

Prepared a new mixed-use zoning framework by analyzing complex topography with detailed test fits and visualization drawings, establishing predictable standards for corridor development.

Lynn Rezoning | Lynn, Massachusetts

Authored a complete rezoning, translating the City's vision into a practical framework, which was adopted unanimously by the Lynn City Council. The inclusionary zoning chapter provides options for developers to achieve compliance.

Melrose Rezoning | Melrose, Massachusetts

Rewrote Melrose's zoning in close collaboration with City staff and the Planning Board, focusing on the zoning's organization and compliance aspects, which was completed over four months.

Housing Market Analysis | Upper Arlington, Ohio

Detailed housing market study for the City, analyzing housing supply, affordability, fiscal impacts, and development economics, projecting demand through 2050.

MBTA Communities Zoning | Massachusetts

Assisted 12 municipalities in achieving Section 3A compliance through GIS-based capacity modeling and community workshops, securing state approval of overlay districts that enable by-right multifamily housing near transit stations.

Downtown Housing Market Study | Syracuse, New York

Housing needs assessment and market study for the Downtown Committee to inform a 5-10 year strategy to enhance Downtown residential vitality and guide future development.



Fred Moseley, PE

Roadway Engineer

39 Years of Experience

Professional Engineer #35936, MA

Professional Engineer #19854, CT

Master of Science, Transportation, University of Pennsylvania

Bachelor of Science, Civil Engineering, Worcester Polytechnic Institute

Fred contributes to many areas of transportation engineering from planning studies to traffic signal design and extensive rehabilitation of roadways and bridges. He is responsible for managing the roadway/traffic engineering staff in Burlington. He provides technical oversight of traffic analysis, signal design, and development of traffic control plans, and managing municipal/state roadway design projects.

Route 2 Technical Support Services | Concord Massachusetts

Serving as lead transportation engineer providing technical support to the Town related to MassDOT's planned improvements along the Route 2 corridor in Concord. Responsibilities include coordinating with MassDOT as short- and long-term improvements to the Concord Rotary are developed; communicating Town priorities; evaluating the impacts of proposed rotary improvements on the potential redevelopment of Concord MCI; and identifying near-term bicycle and pedestrian improvements at the Route 2 intersection for MassDOT's consideration.

Eastern Ave/Griffin Way Intersection Improvements | Chelsea, Massachusetts

Project manager for the design of improvements to the intersection of Eastern Avenue and Griffin Way including the installation of a traffic signal. Project included coordination with and review by the City of Chelsea for approval of the improvements and installation of the signal, which was turned over the City after project acceptance.

Roadway and Intersection Improvements on Route 105 at I-495 Exit 4, Middleboro, Massachusetts

Project Manager for the design of improvements on Route 105 at its intersection with the ramps for I-495 at Exit 4. Improvements included widening to provide additional through lanes on Route 105 and turning lanes on the intersection approaches, sidewalk reconstruction, widened shoulders for bicycle accommodations and installation of two traffic signals.

Lincoln Street (Route 70) | Worcester, Massachusetts

Project Manager for preliminary and final design of roadway and intersection improvements along 1 ½-mile arterial in commercial area. Constructed in two phases, the project included upgrades/replacement of 7 traffic signals, implementation of a roundabout, improved pedestrian/bicycle accommodation and improved access to I-290.

Route 24/140 Interchange Improvements | Taunton, Massachusetts

Project Manager for the Route 24 and 140 Interchange Improvement Project in Taunton, MA. The \$150M project consists of improvements along 1.2 miles and 0.8 miles of Route 140. Route 24 will be reconstructed to provide improved shoulders, accommodations for a future third travel and upgraded acceleration/ deceleration lanes. The bridges carrying Route 24 over Route 140, Middleborough Secondary Rail line, and the South Coast Rail line will be replaced to accommodate the wider roadway sections and to provide increased vertical clearance. Modifications to the Route 24/140 interchange include construction of a new off-ramp from Route 24 Southbound to Route 140 Northbound, widening of Route 140 with new turning lanes, an all new adaptive traffic signal system along Route 140 and installation of a new highway lighting system. Project also included 80,000 SF of wetland restoration/replication and relocation of a stream channel as mitigation for environmental impacts.

Merrimack Premium Outlets Peer Review | Merrimack, New Hampshire

Project Manager for peer review of traffic study and off-site improvement plans for large scale outlet mall consisting of over 100 stores, hotel and restaurants located of Exit 10 of the F. E. Everett Turnpike.

On-Call Services | Framingham, Massachusetts

Managed transportation and traffic-related tasks performed under as-needed services contract with the Town. Assignments included developments of a contract for "state of good repair" improvements to the Old Danforth Street pedestrian bridge and design for a complete reconstruction of Fountain Street. Scope of work for the Fountain Street project consisted of roadway/sidewalk improvements, installation of a traffic signal, water/sewer rehabilitation, streetscape enhancements and stormwater treatment.



Kevin Klein, PE

Civil/Wastewater Engineer

41 Years of Experience

Professional Engineer #37808, MA

Master of Science, Environmental Engineering,
Northeastern University

Bachelor of Science, Chemical Engineering,
University of New Hampshire

Kevin is an environmental engineer who has completed work throughout his engineering/consulting career for various local, state, and federal governmental entities and private clients. He has a strong background in water supply and pollution control, focusing on the design, permitting, and construction of wastewater treatment plants and innovative/alternative wastewater treatment and disposal systems. Recent wastewater projects have included the completion of feasibility assessments and environmental impact reports; the preparation of wastewater treatment plant design plans, specifications, and construction bids documents; identification of sensitive environmental receptors and hydrogeologic modeling of potential impacts; and the completion of nutrient loading assessments and treatability studies for domestic and industrial wastewaters. Other experience includes water resource planning, water supply design and permitting, watershed management, stormwater control, land development; solid waste management; air quality permitting, and hazardous waste management.

Weston Corporate Center | Weston, Massachusetts

Associate responsible for overseeing the design, permitting and construction of the wastewater treatment and disposal facilities for the Weston Corporate Center currently being constructed in Weston, Massachusetts. This project involved the completion of engineering feasibility studies and the preparation of design plans and specifications for a 34,000 gallons per day tertiary level wastewater treatment facility with ground discharge. State and local agency reviews included filings under the Massachusetts Environmental Policy Act, the Massachusetts Ground Water Discharge Permit Program, the Massachusetts Wetland Protection Act, and the Weston Board of Health.

New Seabury Resort | Mashpee, Massachusetts

Project Manager responsible for planning, permitting, design, and construction phase services associated with completion of the Master Plan Gold and Residential Development at the New Seabury Resort in Mashpee, MA. Initial phases of the project involves infrastructure improvements including hydrogeologic assessments and design, permitting and construction of wastewater collection system and 300,000 GPD tertiary level wastewater treatment and disposal facilities with subsurface discharge to serve the commonly-owned commercial, recreational, and residential elements of the development. State and local agency reviews included filings under the Massachusetts Environmental Policy Act, the Massachusetts Ground Water Discharge Permit Program, the Massachusetts Wetlands Protection Act, the Mashpee Board of Health Regulations, the Mashpee Wetlands Regulations, the Mashpee Water District Rules and Regulations, and the Cape Cod Commission. Project included an assessment of impacts to coastal and inland wetlands resource areas, municipal water supplies, a sole source aquifer, coastal embayments and wildlife habitat and sought to minimize potential impacts through infrastructure improvements and proper design and siting of irrigation supply wells and stormwater and wastewater management systems. Additional phase included design and construction of residential and commercial development planned for the next 10 years throughout the New Seabury peninsula.

Sea Crest Oceanfront Resort and Conference Center | Falmouth, Massachusetts

Project Manager responsible for directing the upgrade and expansion of the wastewater treatment and disposal facilities at the Sea Crest Oceanfront Resort and Conference Center in Falmouth, MA. This project involved the completion of engineering feasibility studies and hydrogeological investigations and the preparation of design plans, specifications and bid documents for a 90,000 gallon per day tertiary level wastewater treatment facility with ground discharge at a site immediately adjacent to a sensitive marine embayment. State and local agency reviews included filings under the Massachusetts Environmental Policy Act, the Massachusetts Ground Water Discharge Permit Program, the Massachusetts Wetland Protection Act, the Falmouth Board of Health Regulations, the Falmouth Wetlands Regulations, and the Falmouth Zoning By-laws.

Tech Central | Boxborough, Massachusetts

Responsible for investigating performance issues at an existing FAST wastewater treatment facility serving an office park in Boxborough, MA and for negotiating an Administrative Consent Order with the MassDEP that provided short-term remedies to assist performance and a developed a long-term upgrade plan that led to the design and construction of a new MBR wastewater treatment plant. Responsible for managing facility evaluation, design and construction phase services including a public bid process, contractor selection, Contract Administration and periodic inspections performed throughout the construction period and during facility start-up and operation. The ACO has been resolved and the treatment facility has been operating effectively meeting all permit discharge limitations.



William Scarpati

Asset Management

32 Years of Experience

Construction Supervisor License #069328,
Commonwealth of Massachusetts

Bachelor of Science, Civil Engineering, Rochester
Institute of Technology

Bill Scarpati manages Stantec's Asset/Pavement Management Team, with 32 years of experience in pavement management system implementation. He handles pavement evaluations, roadway data analysis, GIS integration, report writing, and roadway program presentations. He has a strong background in pavement design, Hot Mix Asphalt (HMA), testing, and soils structure analyzes. He is a licensed inspector for pavement quality assurance testing of HMA plants and paving operations. He has implemented asset/pavement management systems for over 50 communities throughout New England. Bill has evaluated over 10,000 miles of roadways.

Concord Pavement Management Services | Concord, Massachusetts

Project Manager for pavement condition assessment of 15 centerline miles of roadways for pavement distresses, PCI, and treatment band repair identification to better correlate data within the Town's Streetlogix pavement management software for the proper decision matrix setups and repair alternative output to develop a more realistic long term pavement management plan.

Asset/Pavement Management Services | Spencer, Massachusetts

Project Manager for projects supporting the Town's development of a pavement management program and subsequent implementation of a multi-year roadway improvement plan. Work included an initial town-wide assessment of existing roadway conditions and development of prioritized improvement plans for various funding scenarios. Assisted town officials in obtaining public support for additional roadway funding.

Asset/Pavement Management | Somerville, Massachusetts

Project Manager, conducted city-wide Pavement Management Study. Includes detailed pavement condition assessment and sidewalk, curb cut, and APS evaluation. In addition to report of findings and recommendations, all infrastructure data resides in an asset management system.

Asset Management Services | Boston, Massachusetts

Project Manager assisting BPWD with implementation of pavement and sidewalk management services, including software, GIS, data collection, and other asset assessments including sidewalks and pedestrian ramps. Conducted City's first self-evaluation for ADA Transition Plan. Implemented software solution technologies for ease of data management and analysis. Managing street opening permit conversion project to geo-link street opening permits to City of Boston's GIS.

Pavement Management | Cambridge, Massachusetts

Project Manager, conducted city-wide Pavement Management Study and prepared report of findings and recommendations. Infrastructure data resides in an asset management system.

Asset Management System | Bedford, Massachusetts

Project Manager for implementation of a City-wide Pavement Management System (PMS) using Cartêgraph Software. Use of mobile data collection and video methods to gather pavement, sidewalk, curb, and ramp condition data.

Pavement Management Services | Hopkinton, Massachusetts

Project Manager, conducted City-wide Pavement Management Study. Included detailed pavement condition assessment and sidewalk, curb, drainage, and utility structure evaluation. In addition to report of findings and recommendations, all infrastructure data was geo-linked to GIS map.

Pavement Management Services | Marlborough, Massachusetts

Project Manager for city-wide pavement condition assessment of 160 miles of roadways. Responsibilities include overseeing roadway network identification, managing field data collection, ensuring project quality control, configuring pavement management systems, data analysis, and presenting findings to community boards.

Pavement Management Services | Mashpee, Massachusetts

Project Manager, overseeing pavement management system implementation. Work includes pavement distress condition assessment, data analysis, report of findings, and presenting recommendations.



Caroline Santangelo

Environmental Permitting

6 Years of Experience

Bachelor of Science, Ecology and Environmental Sciences, University of Maine

Caroline is an Environmental Scientist with a background in ecology and environmental sciences and specializes in land use and environmental permitting. She manages inter-disciplinary teams to obtain local, state, and federal permits for projects in the Northeast. Her experience includes public and private sector projects, including renewable energy, transportation improvements, transmission and distribution, restoration and resiliency, and residential and commercial development projects. She has successfully obtained numerous permits including local environmental and zoning permits, 401 Water Quality Certifications; Chapter 91 Licenses; Massachusetts Environmental Policy Act certificates; Massachusetts Endangered Species Act Conservation and Management Permits; and U.S. Army Corps of Engineers' Permits. Being focused primarily on project permitting, Caroline has cultivated professional relationships with agency and local officials that allow her to provide clients with a keen understanding of regulatory expectations.

** denotes projects completed with other firms*

NOVO Riverside Commons * | Concord, Massachusetts

Caroline completed the Notice of Intent for the NOVO Riverside Commons, a Chapter 40B redevelopment housing project positioned between the Assabet River, Conservation Restriction areas, the Fitchburg Rail Line, and existing multi-use development. The project involved extensive work within the 200-foot Riverfront Area and Bordering Land Subject to Flooding (BLSF). Caroline and the team were able to maximize the design to meet the client's needs while also complying with the Wetland Protection Act.

The Pointe at Hills Farm * | Shrewsbury, Massachusetts

Caroline completed the MEPA Notice of Project Change (NPC) for the project when the project was taken over by the client. The client continued to rely on her to track permit expirations, conduct permit recordings, and obtain permit extensions as needed.

Eversource Chicopee CP Project | Chicopee, Massachusetts

Caroline was part of the permitting team for the Eversource Chicopee Cathodic Protection Project. She obtained an Order of Conditions for the client to complete maintenance work along an existing gas pipeline adjacent to the Chicopee River.

North Street Douglas Roadway and Utility Improvements | North Street, Douglas, Massachusetts

The North Street Douglas Roadway and Utility Improvements project was a Town of Douglas Water & Sewer Department project that proposed improvements along a 5,500 LF stretch of right-of-way. These improvements included the installation of water main, sewer main and drainage improvements, as well as widening and straightening of the roadway and construction of a new sidewalk. The project required an Order of Conditions to authorize work within state and local resource areas.

Memorial Drive Greenway Improvements Phase III Project | Cambridge, Massachusetts

Caroline is the permitting lead for the Memorial Drive Greenway Improvements Phase III Project Chapter 91 License and Minor Project Modification. Her understanding of Massachusetts regulations, permitting, and MassDEP plan requirements assisted the team in submitting compliant applications and responding to agency comments.

Chelmsford Municipal Vulnerability Preparedness Designation and Hazard Mitigation Plan 2020 Update * | Chelmsford, Massachusetts

Caroline was part of a team that provided services to the Town of Chelmsford to obtain Municipal Vulnerability Preparedness Designation. This included preparing presentation materials and holding public outreach meetings. She conducted research on current and future hazards, completed vulnerability assessments for the Town, and drafted the Town's 2020 Hazard Mitigation Plan Update.

Flood Hazard Ordinance Update * | Salem, Massachusetts

Caroline was part of a team that provided services to the City of Salem to update their Flood Hazard Overlay Ordinance to reflect the most current FEMA maps, meet state guidelines, and address zoning requirements that would enhance the community's resiliency to projected flood increases resulting from climate change. Caroline familiarized herself with surrounding floodplain regulations, state guidelines, and conducted sea level rise research. She utilized these resources and various mapping systems, including the Massachusetts Coastal Flood Risk Model, to draft the initial ordinance update that was further enhanced through internal teamwork and collaboration with the city and associated stakeholders.



Ngan Han, PLA

Landscape Architecture

12 Years of Experience

Registered Professional Landscape Architect #4307, MA

Registered Professional Landscape Architect #00202, NH

Registered Professional Landscape Architect #LAR.0001481, CT

Registered Landscape Architect #LAR5599, ME

Bachelor of Science, Landscape Architecture, Temple University

Ngan is a landscape architect with over 12 years of experience designing and managing projects with a focus on community site improvements and ecological awareness. With training in construction, horticulture and landscape maintenance, she is adept at bringing projects from design through construction with attention to detail, collaboration and a solution-oriented approach. She brings an in-depth knowledge of planting design and has worked on numerous projects including community site development, campus master planning and design, urban streetscape improvements and trail improvements.

Northland Newton Development (NND)—Master Plan and Design Guidelines | Newton, Massachusetts

Landscape Architect responsible for public realm and streetscape design. This master plan transforms a low-density suburban site into an authentic urban village that strengthens the surrounding neighborhood and introduces new housing and retail choices into a district long starved for both. Redevelopment replaces non-historic elements with more than 1M SF of walkable stores, offices, and multi-family housing.

Arsenal on the Charles Master Plan | Watertown, Massachusetts

Landscape designer for the redevelopment of an urban corporate campus community seeking to expand public amenities and transform the campus into a robust pedestrian-oriented environment. Developed and prepared design guidelines, concepts, renderings, permit, and construction sets for the redevelopment of campus, adding 250,000 SF of office use, retail, and a 1,600 car parking garage.

Portland Landing | Portland, Maine

A 13-acre comprehensive master plan study of Portland's vibrant waterfront and downtown access; of which three upland and 10 over-water acres were studied and designed. Served as designer and assisted in program development, stakeholder engagement, and resiliency strategy.

Tufts Canton Landscape Campus Master Plan | Medford, Massachusetts

New headquarters to Point32Health after the merging of Tufts Health Plan and Harvard Pilgrim Health Care in Canton, MA led to a need of a campus master plan. The landscape campus master plan is the first step in evaluating existing site conditions and planning for future use. Working closely with the client, the design team developed a master plan packet that included site analysis, proposals for circulation, programming, planting inventory and landscape intervention.

Arsenal on the Charles—New West Garage, Building 2 and Pocket Park | Watertown, Massachusetts

Design and construction implementation of Arsenal on the Charles Campus Master Plan Phase I. Redevelopment of 8,500 SF of open space includes a boardwalk over an existing swale, pocket park, innovative rainwater harvesting system, permeable pedestrian shared road, and parking garage entry design. Served as designer, project content manager, and construction administration.

Lincoln Commons | Lincoln, Massachusetts

Landscape Architect responsible for site analysis of existing site conditions and feasibility study of expansion opportunities within the parameters of utility and environmental restrictions. Design development of sitework related to housing additions.

Henri A. Termeer Square Renovation | Cambridge, Massachusetts

Lead landscape architect responsible for concept development, project coordination, and construction administration of redesign of a 37,000 sf community plaza to a memorial park dedicated to honoring the late Henri A. Termeer of the biotech industry. Required close collaboration with property owner, family, community, and sculptor to develop design.

Keene Downtown Revitalization | Keene, New Hampshire

Landscape architect involved in the planning and analysis of Keene's downtown revitalization efforts. Developed concepts for streetscape and open space visioning and public workshops as part of community engagement efforts.



Tom Castelein, AIA, LEED AP

Historical Architecture

40 Years of Experience

Registered Architect #020250, NY

Registered Architect #ARC4695, ME

Registered Architect #21AI02000100, NJ

Registered Architect #1616810, OH

Bachelor of Architecture, Syracuse University

Tom is a Senior Architect with 40 years of experience. He has performed as Project Architect and/or Project Manager on an array of commercial, municipal, and institutional projects ranging in construction cost from \$500K to \$38 million. He has a particular interest and experience with urban adaptive reuse projects and interior architecture. Tom's project experience demonstrates a specialized interest in preservation and working with historic architecture including properties listed on State and National Registers. He has successfully interfaced with preservation regulatory agencies at the state and local levels, to the benefit of his projects. Tom was a Board Member of the Landmark Society of Western New York for over ten years including three years as Chairperson and continues to serve as technical advisor.

** denotes projects completed with other firms*

43 North Realty, 30 West Broad Old City Hall, Condition Assessment and Redevelopment Study | Rochester, New York

Architect in support of the redevelopment study and related due diligence investigations. 30 West Broad Street was originally constructed in 1874 as Rochester's City Hall building. The study entailed an examination of the National Register listed building's architectural and structural condition, an evaluation of mechanical, electrical and plumbing systems, concept recommendations for redevelopment.

Landmark Society of Western NY - Warner Castle Admin. Headquarters | Rochester, New York

Architect for the renovation of Warner Castle, a key contributing structure in a National Register Listed Historic District, into office space as the headquarters of the Landmark Society of Western New York. Originally constructed in 1854, this imposing stone structure rising to a crenelated top was vacant and in great need of attention when the Landmark Society reached an agreement with Monroe County for a public – private partnership to redevelop the building into modern office space while still retaining its historic features. Stantec designed a new LED lighting system, inserted new office support spaces, oversaw the selection of interior finishes, and substantially renovated the rear Loggia, creating new meeting spaces and providing accessibility to the main floor of the building.

Capitalize Albany – Liberty Park Buildings, Condition Report | Rochester, New York

Project Manager and Sr. Architect for multi-disciplinary assessment of four buildings located in the Liberty Park development area of Downtown Albany. Totalling 122,000sf, these contributing structures to a National Register Historic District had been subject to as much as 15 years of vacancy and disuse. As building systems were not functional, this examination emphasized building envelope and structural issues in determining the feasibility of redevelopment and making recommendations for adaptive reuse.

City of New Rochelle, Wildcliff, Stabilization and Adaptive Reuse | New Rochelle, New York

Project Architect and Project Manager for a unique project involving an oceanside estate designed by Alexander Jackson Davis in his signature Gothic Revival style and listed on the National Register of Historic places. Tragically, this landmark structure was largely destroyed by a fire, with the exterior masonry walls being the primary building elements remaining. Stantec designed an exterior mounted bracing system to carefully support Wildcliff's freestanding masonry and prevent further loss, while design options to redevelop the building remains into a usable public park asset were developed and selected for implementation. Stantec then proceeded with the design and construction documents to transform the building ruins into a seasonal event supported by a catering kitchen and new accessible rest rooms. The stone masonry walls of the original structure were reinforced and restored. Provisions were put in place to support a future skylight roof. A complimentary new community educational greenhouse facility was designed and constructed on the site, with the two new public recreation assets linked by extensive landscape improvements. The project is the recipient of a High Honors AIA Design Award from the Westchester Chapter.

Knowlton Associates - Knowlton Building* | Rochester, New York

Project Manager and Architect responsible for design development and construction documents for the adaptive reuse of this 120,000 sq. ft. 19th century industrial building. The project involved the insertion of new fire stairs, passenger elevator, and other core improvements to support the redevelopment of this structure as a mixed-use facility including indoor parking, office space, and loft apartments.



3. Relevant Experience



OUR EXPERIENCE BRINGING COMMUNITIES TO LIFE

The Project Team, individually and collectively, has completed numerous master plans for communities of varying sizes throughout New England and beyond. We combine this experience with a network of technical experts and an inclusive, adaptive approach to community engagement to create plans tailored to address the challenges and opportunities of today and tomorrow. We have included references and project examples to illustrate our level of expertise and quality of results.

In addition to the projects summarized on the following pages, we have worked with numerous other communities on site-specific master planning efforts. Here are a few of the municipalities we've worked with:

- Watertown, MA
- Brookline, MA
- Attleboro, MA
- Brockton, MA
- Essex, VT
- Trumbull, CT
- Portland, ME
- Dayton, OH
- Elkhart, IN
- Hammond, IN
- Nashville, TN
- St. Thomas, Ontario



📍 Speck Dempsey and Stantec collaboration for proposed mixed-use, public space, and parking improvements in Brookline, MA.

#1

MOST SUSTAINABLE A/E/C FIRM

Corporate Knights ranked Stantec the most sustainable corporation among its industry—our sixth year on the list.

1,700+

SUSTAINABLE BUILDINGS PROJECTS

We work with clients around the world to fuse sustainable thinking with building & systems design across multiple rating systems.

A-

CDP SCORE

Stantec is rated as a climate leader with an A- score by CDP, and we are the only firm in our space that has achieved that rating for the last eight years

300+

AWARDS

Stantec has won countless awards for our Urban Planning & Design and Public Engagement work

Relevant Project Experience

The following project matrix demonstrates our experience delivering the RFP’s core scope items, including master planning, rezoning, community engagement, and imple-

mentation planning. Together, they reflect our ability to translate stakeholder input into clear, actionable strategies that will advance the Town’s goals.

		RELEVANT KEY SCOPE ITEMS														
		Master Planning	Neighborhood and Urban Design	Transportation Planning	Civil and Environmental Engineering	Community Engagement	Consensus Building	Permitting	Landscape Architecture	Sustainable Design	Regulatory Framework	Fiscal Impact Analysis	Real Estate Market Analysis	Zoning Codes	Historic Preservation	Graphic Design and Document Production
RELEVANT PROJECT EXPERIENCE	Northland Newton Development—Master Plan and Design Guidelines Newton, Massachusetts	◆	◆	◆	◆	◆	◆	◆	◆	◆					◆	◆
	Lancaster Industrial School for Girls Redevelopment Lancaster, Massachusetts	◆	◆	◆		◆	◆			◆					◆	
	Watertown Square Area Plan Watertown, Massachusetts		◆	◆		◆	◆									
	Elkhart River District Master Plan Elkhart, Indiana	◆	◆	◆		◆					◆					◆
	Downtown Hammond Master Plan Hammond, Indiana	◆	◆	◆		◆						◆				◆
	onMain: Dayton’s Imagination District Dayton, Ohio	◆	◆	◆	◆	◆	◆	◆	◆						◆	◆
	Concord Transportation Strategy Concord, Massachusetts			◆		◆										
	Pavement Management Services Concord, Massachusetts			◆	◆											
	Fiscal Impact Analysis of Housing Development Patterns Indianapolis Metro Planning Organization					◆	◆					◆				
	Housing Market Detailed Analysis Upper Arlington, Ohio					◆						◆	◆			
	Rolling out MBTA Communities (Section 3A) Compliance 13 Municipalities in Massachusetts					◆								◆		
	Envision Ada Ada Township, Michigan	◆	◆	◆		◆					◆					
	Miller’s Pond Village Center & Landing – Master Plan St Thomas, Ontario, Canada	◆	◆		◆											
	Trumbull Mall Market Feasibility & Land Use Study Trumbull, Connecticut	◆	◆			◆					◆	◆	◆			◆
Essex Municipal Town Center Master Plan Essex, Vermont	◆	◆	◆		◆				◆							



Northland Newton Development—Master Plan and Design Guidelines | NEWTON, MASSACHUSETTS



Relevant Key Scope Items

- Master Planning
- Neighborhood and Urban Design
- Transportation Planning
- Civil and Environmental Engineering
- Community Engagement
- Consensus Building
- Permitting
- Landscape Architecture
- Graphic Design and Document Production
- Sustainable Design
- Historic Preservation

Northland Newton Development reinvents the classic strip mall as a modern interpretation of Newton's historic commercial villages. The developer, Northland Development, sought an urban design strategy that would make the site a focal point—a destination with a strong sense of character. Our team, consisting of urban planners, transportation planners, architects, and landscape architects, worked towards creating a vibrant destination that is diverse, connected, and sustainable.

The plan received approval by public vote to replace three industrial warehouses and salvage a historic 19th-century mill building. Walkable new development wraps around the historic mill, adding more than a million square feet of retail, offices, and multi-family housing. The new Main

Street acts as the heart of the village identity, defined by a public realm of active open spaces, plazas, and sidewalks that prioritize the pedestrian experience.

In collaboration with architectural and interiors groups, our landscape architecture team is designing nine exterior spaces each with its own character and target demographic. Our spaces find creative ways of accommodating a wide range of functions from work and fitness to play and green respite. Various lighting, heating, and shading techniques are employed to prolong year-round use. Each deck comprises custom furnishings and palettes of native and adaptive plant species inspired by the immediate natural environs. To complement our functional amenity spaces, we juxtapose expansive green roof areas, seeded with a variety of native meadow and wild-flower mixes. These in-turn harvest rainwater and expand habitat creation across the development. We believe our integrated and lovingly crafted exterior spaces have become increasingly important, allowing the development to respond uniquely to the current and future demands of urban living.



Lancaster Industrial School for Girls Redevelopment

LANCASTER, MASSACHUSETTS

**SPECK
DEMPSEY**

Relevant Key Scope Items

- Master Planning
- Neighborhood and Urban Design
- Transportation Planning
- Community Engagement
- Consensus Building
- Sustainable Design
- Historic Preservation

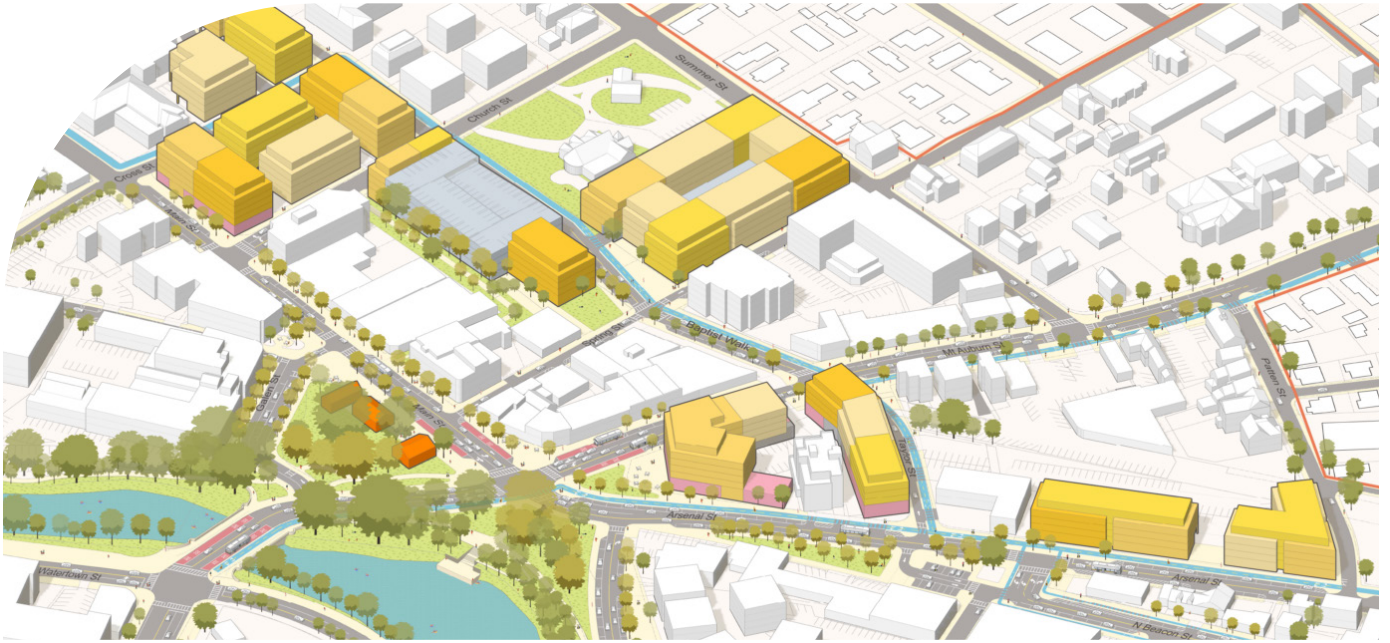
The former Industrial School for Girls, a historic, 19th-century state-sponsored reform school in Lancaster, MA, has sat largely dormant for decades. In response to community interest in reactivating underutilized land, and state interest in addressing regional housing shortages, the site was identified as a prime opportunity for a new, walkable, largely-residential neighborhood that would preserve and enhance the School's rich and complex history.

The Division of Capital Asset Management and Maintenance (DCAMM), in partnership with the Town of Lancaster, initiated a collaborative planning and rezoning process to transform the 63-acre campus into a new neighborhood that would be embraced by Town leaders and residents. Speck Dempsey was retained to lead this master planning effort, which began with a detailed site analysis and robust community engagement process, both of which informed an Illustration Plan and Regulating Plan that will guide future development on the site. The resulting vision preserves historic buildings, specimen

trees, and impressive, century-old hedgerows. Around these assets Speck Dempsey has planned a network of streets, blocks, and public spaces that create a connected, livable neighborhood with a mix of housing types, ranging from single-family homes to townhomes and multi-unit buildings, including via rehabilitation and renovation of existing historic structures.

Speck Dempsey presented draft plans several times in public forums, empowering community members to refine the concept for the site. Throughout this iterative process, the plan has evolved to address both Lancaster's priorities and statewide housing needs. Today, in close coordination with DCAMM and the Town, Speck Dempsey is honing the plan to support a forthcoming developer RFP, which will advance the vision for the site.





Watertown Square Area Plan

WATERTOWN, MASSACHUSETTS



Relevant Key Scope Items

- Neighborhood and Urban Design
- Transportation Planning
- Community Engagement
- Consensus Building

Watertown Square is at the center of the city, but its decades-old car-centric design does not support it as the heart of Watertown. Stantec's Comprehensive Plan for the City identified revitalizing the Square as a priority for the residents and alike. Through an urban design, zoning, and road network design process, Stantec supported the City as they considered the future of Watertown Square.

Stantec's Urban Mobility Group led the mobility analysis of a conceptual design evaluation process, working with design experts at Utile Design, Speck Dempsey, and Landwise. Our expertise in multimodal analysis, street design, and signal design brought a mobility lens to the greater process, helping to identify the strengths and challenges of a series of concepts. Project staff prepared a robust existing conditions analysis, covering existing travel demand patterns and physical features of the downtown core which should be considered as designs are evaluated. At a three-day public charrette, the design team met with community members, city staff, and fellow consultants to work through the mobility elements of rapidly developing plans.

The plan was adopted by City Council and is moving to full design and engineering..





Elkhart River District Master Plan

ELKHART, INDIANA



Relevant Key Scope Items

- Master Planning
- Neighborhood and Urban Design
- Transportation Planning
- Community Engagement
- Regulatory Framework
- Graphic Design and Document Production

Elkhart's leaders knew their city, once reliant on manufacturing, needed to diversify its economy. A public/private partnership was formed to plan the River District, and work began on bringing in developers to relocate retail, office, and recreational elements. As the development plans unfolded, though, the members of the partnership grew concerned about the district lacking a coherent plan and suffering from sprawl. They needed to create a vibrant, walkable downtown that would attract new people and bring the midwestern city into the future.

We worked with walkability advocate Jeff Speck, using the language of New Urbanism, to create a master plan for Elkhart's River District that would include three themes:

1. Pre-empt sprawl: Turn a collection of disconnected and car-centric parcel plans into an integrated, walkable urban neighborhood.
2. Fix the mistakes: The site's geography, street network, and existing features needed to be reimagined as part of a coherent whole.

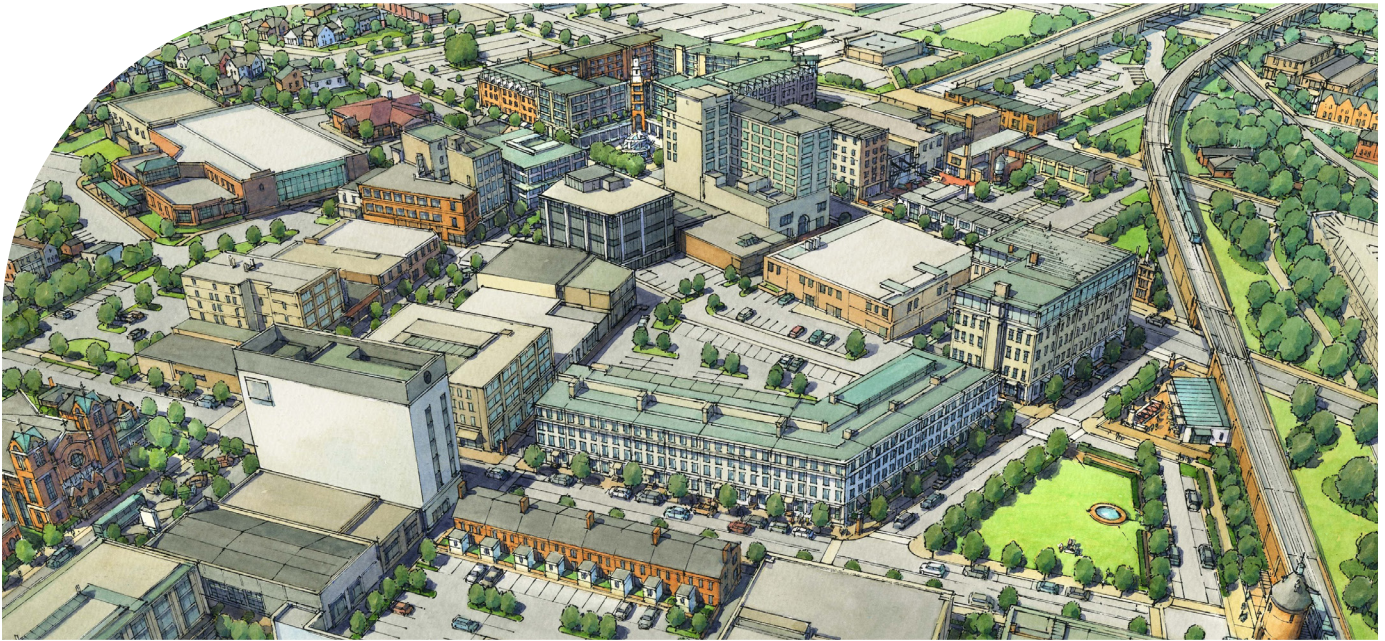
3. Inspire community leadership: When outside developers defaulted to development models they knew from suburban work, community investors who embraced the vision stepped forward to lead development.

Our team led collaborative engagement with a broad stakeholder group and deeply committed steering committee to shape the plan. The team also led multiple community meetings and presentations to cement public support and help build momentum for rapid plan implementation. The final plan reorganized the districts' streets into a logical network that linked to downtown, reducing lane counts and adding trees to promote walking and biking, as well as a small urban plaza and hotel established a new "heart" for the neighborhood.

Since the plan's completion, local developers have led construction of several new blocks of mixed-use development, including a re-designed grocery store, housing, and office space.

2020 Congress for the New Urbanism Merit Award

2018 International Downtown Association Certificate of Merit in Planning



Downtown Hammond Master Plan

HAMMOND, INDIANA



Relevant Key Scope Items

- Master Planning
- Neighborhood and Urban Design
- Transportation Planning
- Community Engagement
- Real Estate Market Analysis
- Graphic Design and Document Production

Stantec worked with urban planner Jeff Speck to craft a master plan to retrofit Hammond Indiana's downtown core into walkable neighborhood through public realm interventions, publicly and privately owned real estate rehabilitation and redevelopment, and a dramatically improved multimobility network leveraging future transit service and existing regional bike corridors.

Completed in 2019, this downtown master plan was quickly adopted and is already well into implementation, including the following features:

- The relocation of the planned train station two blocks closer to the heart of downtown.
- The transformation of the main street, Hohman Avenue, from a four-lane surface highway to a two-lane drivable plaza.



2023 Congress for the New Urbanism Merit Award for Neighborhood, District, and Corridor

- The restriping of all downtown streets to include fewer, narrower driving lanes in order to slow traffic and provide a comprehensive cycling network.
- The proposed location and site design of more than 1000 units of attainable housing within walking distance of the train station.



onMain: Dayton's Imagination District

DAYTON, OHIO



Relevant Key Scope Items

- Master Planning
- Neighborhood and Urban Design
- Transportation Planning
- Civil and Environmental Engineering
- Community Engagement
- Consensus Building
- Permitting
- Graphic Design and Document Production
- Landscape Architecture
- Historic Preservation

After serving as the planning, urban design, and mobility lead subconsultant on an interdisciplinary team that developed the onMain vision plan, Stantec's Urban Places was selected by the newly-formed onMain organization to lead the next phase of work toward implementation. The vision plan recasts the 38-acre former Montgomery County Fairgrounds site as an approximately 2.0 million sq ft walkable mixed-use Imagination District—integrating research, housing, culture, retail, and a variety of welcoming public spaces—that will serve as an engine for the region's growing knowledge economy. The next step toward realizing this vision is to advance the site plan design and engineering to create the conditions for success—a rezoned site with refined infrastructure cost estimates to equip the client to recruit private developer partners.

The Urban Places team tested site plan layouts and building massing options; determined the program mix of research and innovation uses, housing, and retail; created development standards that set expectations for walkable private development while allowing creativity; while preserving flexibility to respond to a rapidly changing market and technology (principally the advent of connected and then autonomous mobility). We developed conceptual open space plans that create a series of distinct shared spaces for the community and streetscape types that integrate mobility and sustainability. Our engineers are advancing site and utility design for refined cost estimates in preparation for Phase 1 of development. This work is leading to rezoning the site to support the mixed-use vision and equipping the client to begin partnering with developers to catalyze the creation of Dayton's Imagination District.





Concord Transportation Strategy

CONCORD, MASSACHUSETTS



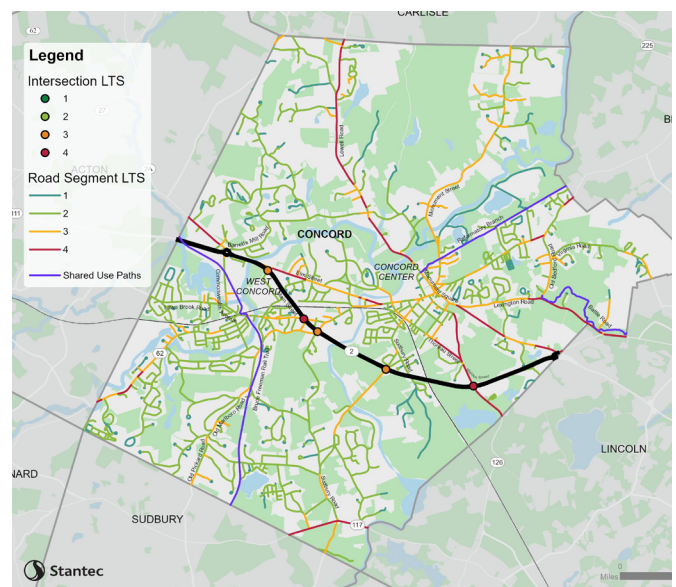
Relevant Key Scope Items

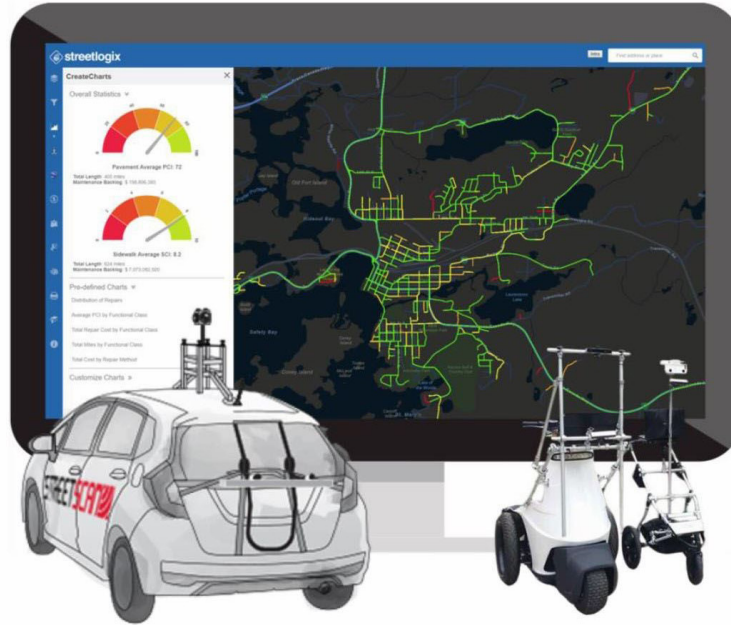
- Transportation Planning
- Community Engagement

Through history, happenstance and its own efforts, Concord, Massachusetts is blessed with all of the bones of a modern multimodal system. Commuter Rail connects to Boston and the region. Route 2 provides easy highway access. Bicycle trails are growing in Concord and filling gaps in the regional network. Concord's business districts, and many of its streets provide enviable sidewalk and pedestrian connections. Nevertheless, Concord finds itself in a position where more is needed. Demands for roadway maintenance, traffic calming, transit service, bicycle amenities, and countless other options are growing by the day. The Town is focused on improving the safety of and options for low carbon transportation choices, a key component of lowering its overall greenhouse gas emissions.

Stantec is developing a targeted Transportation Strategy that will document and undergird a holistic vision for the Town's future. The study includes deep and meaningful engagement with the community as a whole, including the Town's Transportation Advisory Committee. The team layered these perspectives onto a detailed analysis of multimodal mobility, which included transit

access, walkability, an analysis of bicycle level of traffic stress (BLTS), and more. Drawing on a comparison of community-identified goals, issues, and opportunities, Stantec has identified a range of solutions that will help bring the Town closer to its objectives. Importantly, this process includes coordination with ongoing Town processes such as asset management and development of a project prioritization process, so that the goals of the Transportation Strategy are reflected in investments that the Town makes.





Pavement Management Services

CONCORD, MASSACHUSETTS



Relevant Key Scope Items

- Transportation Planning
- Civil and Environmental Engineering

The Town of Concord had its pavement network condition evaluated by StreetScan in 2020 and 2024, and is using Streetlogix software to develop its 5-year capital improvement/pavement management plan. The Town has engaged Stantec to review StreetScan data and Streetlogix software setups to develop a revised pavement management plan given the default Streetlogix plan output.

Stantec verified 15 centerline miles of roadways for pavement distresses, PCI, and treatment band repair identification to better correlate data within the Town's Streetlogix pavement management software for the proper decision matrix setups and repair alternative output to develop a more realistic long term pavement management plan.



Fiscal Impact Analysis of Housing Development Patterns

INDIANAPOLIS METROPOLITAN PLANNING ORGANIZATION (IMPO)



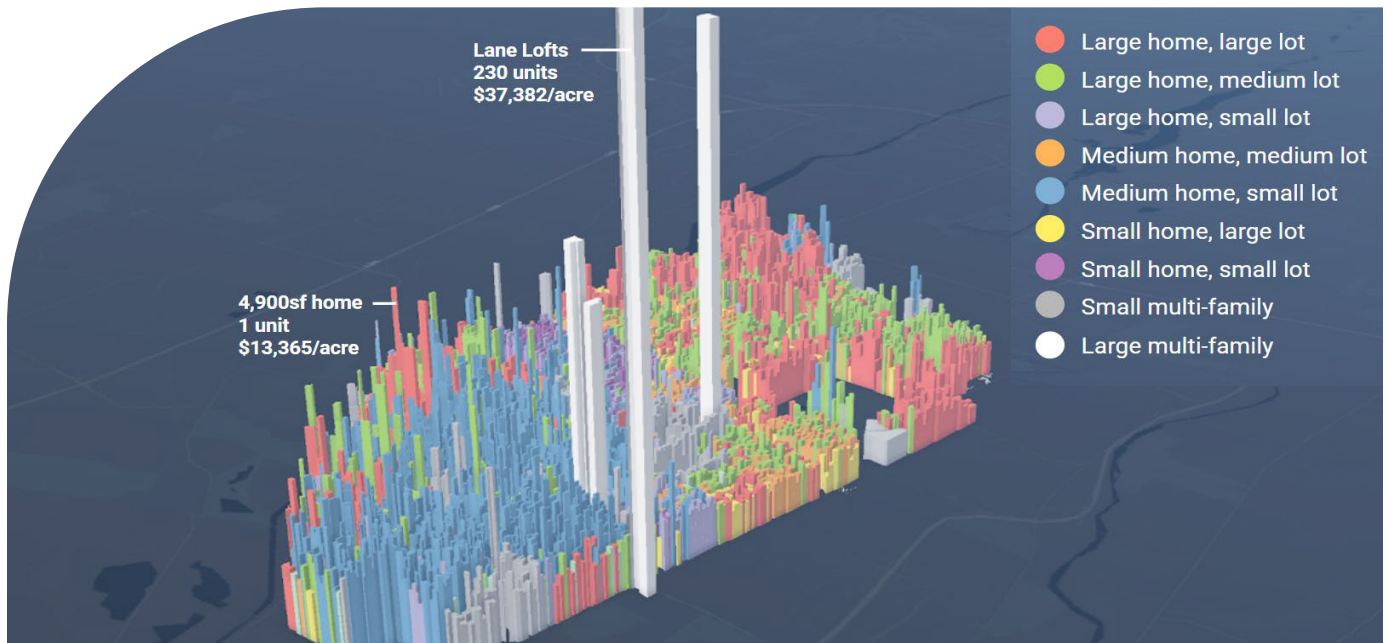
Relevant Key Scope Items

- Fiscal Impact Analysis
- Community Engagement
- Consensus Building

With a planning region encompassing approximately 1,500 square miles, 36 jurisdictions, and a population of 1.78 million residents, the Indiana Metropolitan Planning Organization (IMPO) plays a critical role in shaping the future of Central Indiana. Following Stantec's delivery of a regional housing study that highlighted the pressing housing needs across the region, Stantec was hired to analyze the fiscal impact of an array of housing development types on municipal budgets across the region. Since not every fiscal impact analysis is nuanced enough to draw out the true impacts of different development patterns, including the fiscal benefits of more dense development, Stantec utilized a sophisticated methodology that makes those relationships clear.

The Stantec team applied this analysis to ten different housing typologies across a broad density continuum, including both ownership and rental housing types. We evaluated the net fiscal impacts of these housing typologies for three specific, differently situated, municipalities, making high level findings that were consistent across the municipalities. We also evaluated the fiscal impacts of the housing development types on school district budgets, bringing an important additional consideration to the conversation. The findings were further illustrated by evaluating specific housing development projects—one new construction, one infill, and a third project that utilized tax increment financing.

The project entailed extensive consultation with IMPO and municipal staff. It invited public understanding of the project through the development of an on-line quiz, in collaboration with our client. Its intent was to build an understanding of local budgets and the impact of new housing development on those budgets. Presentation of the study's findings to the public on March 31 will cap the project.



Housing Market Detailed Analysis

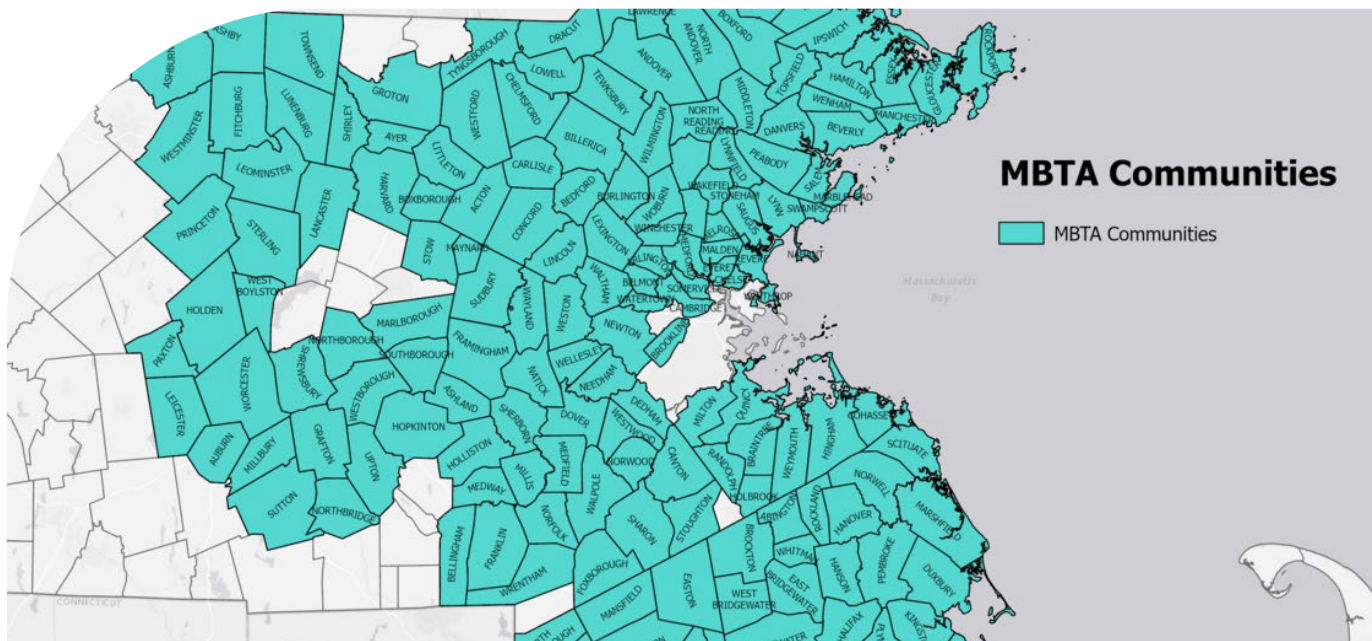
UPPER ARLINGTON, OHIO



Relevant Key Scope Items

- Real Estate Market Analysis
- Fiscal Impact Analysis
- Community Engagement

The information in this detailed housing market analysis is intended for the City to evaluate policies and programs that seek to grow the City responsibly and increase housing options for residents. This study provides a review of demographic trends, comparable communities, regional influences, fiscal impacts, and a quantitative deep dive into issues that shape the housing market. The analysis is grounded by interviews with stakeholders such as single-family and multifamily housing developers, regional and local government staff, and housing advocates, as well as an online survey with more than 700 responses.



Rolling out MBTA Communities (Section 3A) Compliance



13 MUNICIPALITIES IN MASSACHUSETTS

Relevant Key Scope Items

- Zoning Codes
- Community Engagement

In 2021, Massachusetts adopted legislation requiring 177 municipalities to adopt by-right multifamily zoning near transit infrastructure, one of the most ambitious state-level zoning mandates in the country. CommunityScale worked with 13 of these communities, ranging from Lowell (114,000 residents) to Sherborn (4,000), with a combined multifamily capacity requirement exceeding 32,200 units. Each community required tailored solutions, from Lowell's station area plan that vastly exceeded requirements, to Malden's multi-language engagement process creating overlay subdistricts that balanced new capacity with commercial tax base preservation, to Sherborn's single-parcel district approach. The work revealed how outdated many municipal zoning systems had become, often catalyzing broader municipal modernization including digitizing decades-old zoning maps.



Envision Ada

ADA TOWNSHIP, MICHIGAN

**SPECK
DEMPSEY**

Relevant Key Scope Items

- Master Planning
- Neighborhood and Urban Design
- Transportation Planning
- Community Engagement
- Regulatory Framework

Led by Jeff Speck and now largely implemented, the Envision Ada plan reorganized a village downtown that had been half obliterated by a large 1970s-era strip mall. In addition to replacing local, walkable retail with auto-oriented businesses, this shopping center had cut the main street off from its riverfront, hiding it behind parking and dumpsters.

The plan rebuilt the main street to a walkable geometry and replaced the shopping center with mixed-use urbanism that gives a friendly face to both the main street and a new riverfront park. It also reconfigured the downtown's main intersection and rebuilt more than 1,000 feet of the principal cross street, lining it with development parcels to give the Township a proper face to the highway it enfronts. A new street between the two new main-street blocks terminates on a relocated historic schoolhouse at the river's edge. A form-based urban design code within the plan has shaped dozens of new buildings to harmonize with the village's historic architecture.



Before



After

Few American towns have planned to replace their 1960s strip malls with proper walkable urbanism, let alone pulled it off. The Envision Ada plan presents a replicable model for regenerative small-town urbanism.



Miller's Pond Village Center & Landing – Master Plan

ST THOMAS, ONTARIO, CANADA



Relevant Key Scope Items

- Master Planning
- Neighborhood and Urban Design
- Civil and Environmental Engineering

Miller's Pond is a subdivision community built by Doug Tarry Homes, a developer committed building quality homes in St Thomas and surrounding areas since 1950's. As the Miller's Pond community grew, Doug Tarry envisioned a mixed-use Village Center on a 74-acre land adjacent to the east. Our design team was retained in early 2025 to work closely with the Doug Tarry team and the marketing consultant team to develop the master plan. Two framework concept options were developed during a 3-day workshop, then one refined plan emerged after the concepts were reviewed and evaluated.

The final master plan calls for a Main Street and Miller's Common, a public square anchored by Marketplace, as the core of the village center. The Marketplace will be a year-round indoor/outdoor market with flexible programmable spaces for activities like arts and culture. Water is celebrated as one of the key features of the plan. A water system, comprised with two connected ponds, a linear stream / bioswale park, and two wetland areas for stormwater management, not only supports valuable waterfront living but also integrates recreational amenities with stormwater retention.

This new village center will provide up to 1,250 residential units, including more than 1,000 apartments, 165 townhomes and 60 single-family homes. To move the master plan into implementation, our team is working on more detailed plan for phase 1 developments, which will include most of the buildings surrounding Miller's Common and an aging district with 60 assisted living units at the south of the site.

Besides the Village Center, our team also designed a smaller piece of land that Doug Tarry owns at the northeast corner of Miller's Pond called Miller's Landing. Our plan envisioned it as a walkable neighborhood micro center which serves as a gateway at the east of the village. With its location separated but also connected to the village center, Miller's Landing could be a good site for the relocation of Doug Tarry's Headquarter.



Trumbull Mall Market Feasibility & Land Use Study

TRUMBULL, CONNECTICUT



Relevant Key Scope Items

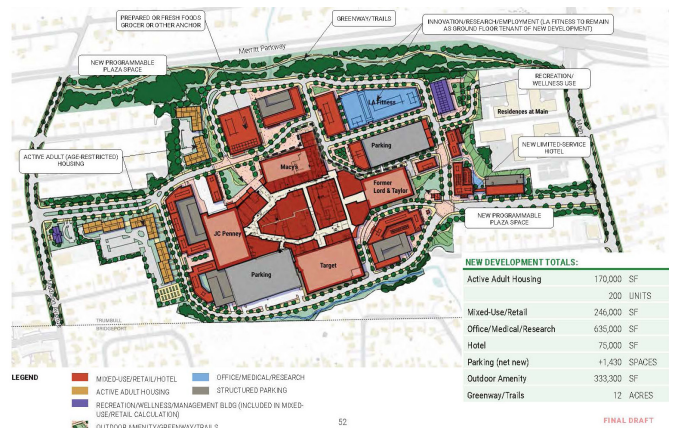
- Master Planning
- Neighborhood and Urban Design
- Real Estate Market Analysis
- Fiscal Impact Analysis
- Community Engagement
- Regulatory Framework
- Graphic Design and Document Production

The Trumbull Mall and the surrounding area have long served as a central commercial district for the Trumbull community. But, increasing vacancies in the mall, changing ownership, aging properties, and deferred maintenance have all contributed to a public perception of decline. While the retail market remains strong, this was the ideal time to understand the potential of this important district. This study seized the timely opportunity to envision a mix of uses that would create economic, fiscal, and community value for years to come.

The goal for this study was to define a shared vision for the area and understand its market potential. The ultimate result of this effort builds on research, data, community input, stakeholder feedback, and consultant expertise to identify proactive steps for the Town to position the area for the future investments and development. The resulting strategy identified short-term fixes, development opportunities, and a possible vision for the study area

that illustrated how to physically accommodate new uses while achieving a vision of a vibrant, mixed-use, urban district. It shares a strategy for development that could attract a variety of different businesses and residents by providing a flexible framework that supports the emergence of a new mixed-use district over time.

The ultimate vision for this area in the Town of Trumbull could result in doubling the development potential of this area. The plan identified key infrastructure investments to unlock this potential. The nearly \$20 million investment in the infrastructure would leverage approximately \$412 million in new investment. At build-out, the Town would increase its property tax revenue by \$10.1 million, and the study area development is estimated to generate over 2,000 direct permanent jobs.





Essex Municipal Town Center Master Plan

ESSEX, VERMONT



Relevant Key Scope Items

- Master Planning
- Neighborhood and Urban Design
- Transportation Planning
- Community Engagement
- Sustainable Design

In 2023, the Town of Essex invested American Rescue Plan Act (ARPA) funds to acquire a 32-acre greenfield site for a future town center. Stantec led a comprehensive master planning process to shape a municipal campus and mixed-use district that reflects community priorities.

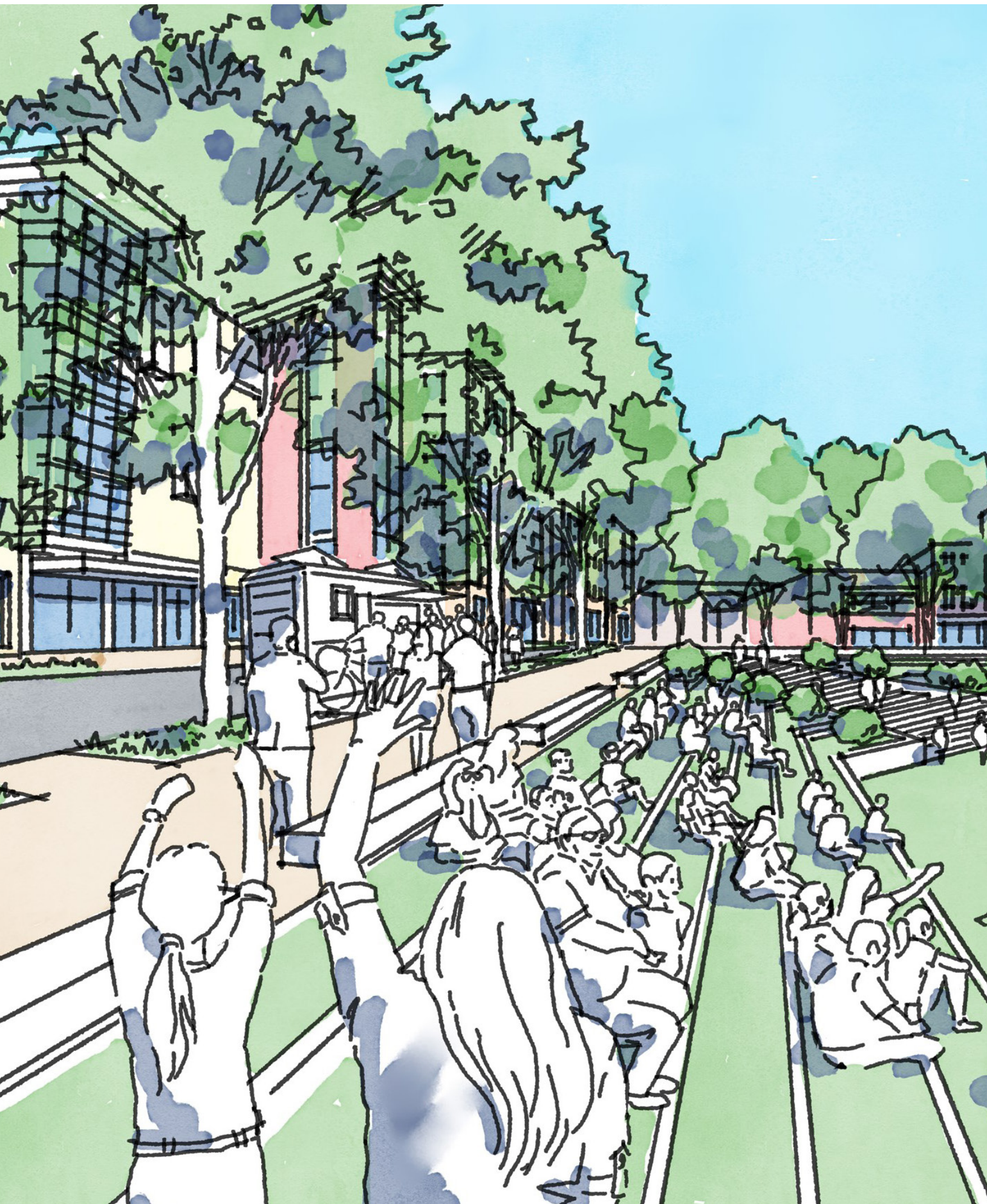
Working with residents and stakeholders, the team developed a place-making framework and conceptual floor plans for key civic facilities—a town hall, fire station, library, and community and meeting space—and organized them alongside outdoor recreation amenities, housing, and commercial uses to create an active, walkable hub.

Sustainability and long-term operating efficiency are embedded throughout the plan. Site and building concepts integrate geothermal heating/cooling and solar energy systems, demonstrating practical, low-carbon solutions for a municipal campus. The result is a flexible blueprint that aligns program, site design, and infrastructure decisions to support phased implementation.

This effort builds on earlier work for the Essex Municipal Site, in which Stantec established program and site concepts, prepared preliminary cost estimates, and outlined an implementation plan to help the Town advance from vision to action.



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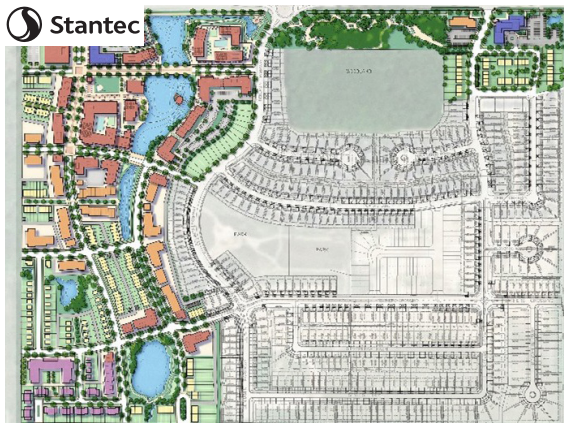
4. References



REFERENCES

Our clients say it best!

The individuals listed will vouch for our skills, experience, and work ethic and will supplement these qualifications, offering you additional insight into the type of people we are and professionalism we can bring to your table. We encourage you to reach out to our references to hear how we helped make their project a reality.



MILLER'S POND VILLAGE CENTER & LANDING – MASTER PLAN | ST THOMAS, ONTARIO, CANADA

David Wassmanskorf, Development Director

Doug Tarry Homes

dwassmanskorf@dtdev.ca | (519) 631-9300 ext. 505

DESCRIPTION OF SERVICES: Stantec developed a master plan for a 74-acre mixed-use Village Center adjacent to the Miller's Pond community, organized around a Main Street and central public square anchored by a year-round Marketplace, and supporting up to 1,250 residential units with phased implementation underway.

YEAR COMPLETED: Ongoing



CENTRAL NEW YORK PLANNING CONSULTANT FOR NY FORWARD | CENTRAL NEW YORK, NY

Lissa D'Aquanni, Revitalization Specialist

New York State Department of State

Alissandra.DAquanni@dos.ny.gov | (518) 486-3277

DESCRIPTION OF SERVICES: Retained to conduct downtown revitalization planning for the NY Forward program, Stantec is leading an interdisciplinary team to assist small towns and villages and identify catalytic projects to receive a share of state implementation funding.

YEAR COMPLETED: Ongoing



LANCASTER INDUSTRIAL SCHOOL FOR GIRLS REDEVELOPMENT | LANCASTER, MA

Adam Baacke, Commissioner

Division of Capital Asset Management and Maintenance

adam.baacke@mass.gov | (617) 727-4050

DESCRIPTION OF SERVICES: Speck Dempsey is leading a collaborative master planning and rezoning effort with DCAMM to transform the former Industrial School for Girls site in Lancaster into a walkable, mixed-use neighborhood and advance the project toward a developer RFP.

YEAR COMPLETED: Ongoing



“Working with Stantec’s Urban Places team on our overall urban design strategy set the stage for our project to be one of the most well thought out and designed urban villages in the Boston area.”

Kent Gonzales, Vice President, Northland Investment Corp
Northland Newton Development—Master Plan and Design Guidelines | Newton, MA

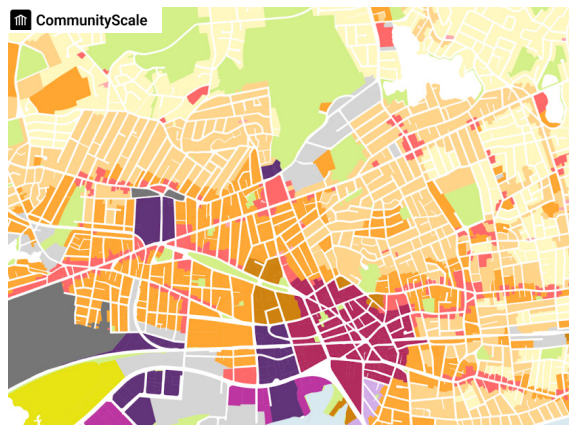


CENTRE STREET EAST AND WEST PARKING LOTS | BROOKLINE, MA

Erin Chute, Commissioner
Town of Brookline, Massachusetts
echute@brooklinema.gov | (617) 730-2156

DESCRIPTION OF SERVICES: Speck Dempsey and Stantec developed a community-driven vision to transform the Centre Street East and West parking lots in Coolidge Corner into a walkable, mixed-use district anchored by a new public plaza, housing, retail, and consolidated parking.

YEAR COMPLETED: 2025

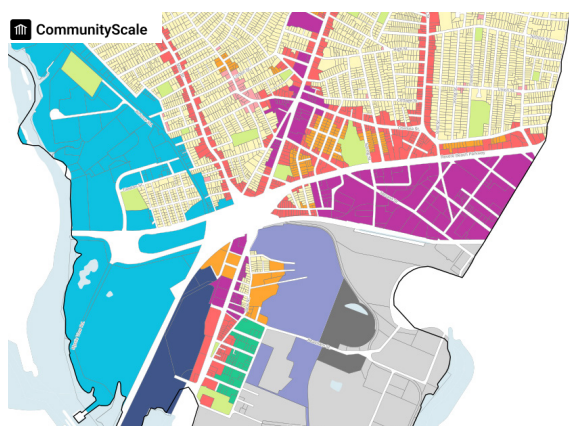


COMPREHENSIVE ZONING RECODIFICATION AND MBTA COMMUNITIES 3A COMPLIANCE | LYNN, MA

Aaron Clausen, Principal Planning Director
City of Lynn, Massachusetts
aclausen@lynnma.gov | (781) 598-4000, ext. 853

DESCRIPTION OF SERVICES: Community Scale led multiple projects including a \$300,000 One Stop Grant-funded zoning recodification and MBTA Communities 3A compliance effort, modernizing the City’s ordinance with form-based elements and inclusionary zoning provisions, which was adopted and received Determination of Compliance from EOHLIC.

YEAR COMPLETED: 2025



DESIGN REGULATIONS AND COMPREHENSIVE ZONING RECODIFICATION | EVERETT, MA

Matt Lattanzi, Director of Planning and Development
City of Everett, Massachusetts
matt.lattanzi@ci.everett.ma.us | (617) 394-2230

DESCRIPTION OF SERVICES: Community Scale is leading multiple projects in the City of Everett, including city-funded design regulations and a \$250,000 comprehensive zoning recodification, establishing multi-unit development standards and modernizing the zoning code with form-based elements, mixed-use corridors, TOD overlays, and updated review procedures.

YEAR COMPLETED: Ongoing



5. Required Appendix Document



Appendix – Required Forms

Town of Concord
Request for Proposals – RFP 26-2021
Master Plan and Zoning for Redevelopment of MCI Concord

CERTIFICATE OF TAXES/TAX ATTESTATION


Pursuant to M.G.L. Chapter 62C, Section 49A, I certify under penalties of perjury that I, to my best knowledge and belief, have filed all state tax returns and paid all state taxes required by law.

11-2167170

Social Security Number, or
Federal Identification Number

Stantec Consulting Services Inc.

Signature of Individual, or
Corporation Name

By:  Maggie Connor,
Principal


Corporate Officer & Title (if applicable)

CERTIFICATE OF NON-COLLUSION

The undersigned certifies under penalties of perjury that this bid, or proposal, has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

Stantec Consulting Services Inc.

Signature of Individual, or Corporation
Name

By:  Maggie Connor,
Principal

Corporate Officer & Title (if applicable)

NON-DISCRIMINATION AND AFFIRMATIVE ACTION CERTIFICATION

The Contractor agrees to comply with all applicable Federal and State statutes, rules and regulations prohibiting discrimination in employment, including but not limited to, the Americans with Disabilities Act 42 USC 12101, 28 CFR Part 35, or as amended; 29 USC S.791 et. seq.; Executive Orders 227, 237, 246; MGL C. 151B; and MGL C. 272, S. 92A, S98 et. seq., or any amendments to these provisions.

Pursuant to Executive Orders 227 and 246, the Contractor is required to take affirmative actions designed to eliminate the patterns and practices of discrimination including providing written notice of its commitment to non-discrimination to any labor association with which it has an employment agreement, and to certified minority and women-owned businesses and organizations or businesses owned by individuals with disabilities. The Town of Concord shall not be liable for any costs associated with the Contractor's defense of claims of discrimination.



Signature

Maggie Connor, Principal

Name of Person Signing Proposal)

Stantec Consulting Services Inc.

Name of Business

ADDENDA ACKNOWLEDGEMENT FORM

Vendor Name: Stantec Consulting Services Inc.

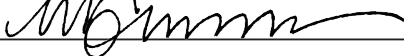
Vendor Address: 40 Water Street, Third Floor, Boston, MA 02109

Telephone Number: (412) 394 3366

Email: maggie.connor@stantec.com

This proposal includes (list addendum numbers):

1

Signature: 

Title: Principal

Date: February 18, 2026

OFFICER'S CERTIFICATE

of

STANTEC CONSULTING SERVICES INC.**A NEW YORK CORPORATION**

I, the undersigned, do hereby certify that:

1. I am the duly elected and acting **Corporate Counsel** of **Stantec Consulting Services Inc.**, a **New York** corporation (the "Corporation").
2. On **April 1, 2025**, the following resolution was adopted by the Corporation's Board of Directors:

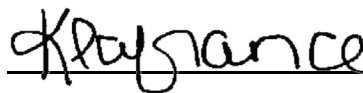
BE IT RESOLVED THAT:

1. the Corporation hereby adopts the Signing Authority Policy, as modified or amended from time to time, of Stantec Inc.;
2. execution of any documents for and on behalf of the Corporation shall be governed by the Signing Authority Policy, as modified or amended from time to time, of Stantec Inc.; and
3. the Secretary or any of the Corporate Counsels of the Corporation be authorized, empowered and directed from time to time as required to facilitate the execution of contracts or submission of proposals, to sign, and to seal with the Corporate Seal, Certificates of the foregoing action evidencing the authority delegated in the Signing Authority Policy, as amended from time to time, of Stantec Inc.

Maggie Connor is a **Principal** of the Corporation, and in that capacity is duly authorized to sign proposals and enter into agreements for professional services in accordance with the Corporation's Signing Authority Policy in connection with the following project:

**Master Plan and Zoning for Redevelopment of MCI Concord
Town of Concord, Massachusetts**

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the Corporation, this **12th** day of **February, 2026**



**Katharine LaFrance
Corporate Counsel**





Stantec is a global leader in sustainable architecture, engineering, and environmental consulting. The diverse perspectives of our partners and interested parties drive us to think beyond what's previously been done on critical issues like climate change, digital transformation, and future-proofing our cities and infrastructure. We innovate at the intersection of community, creativity, and client relationships to advance communities everywhere, so that together we can redefine what's possible.