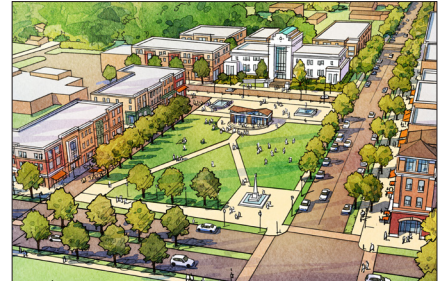
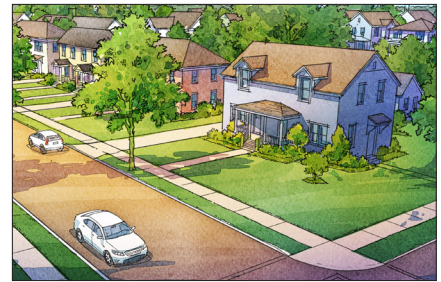
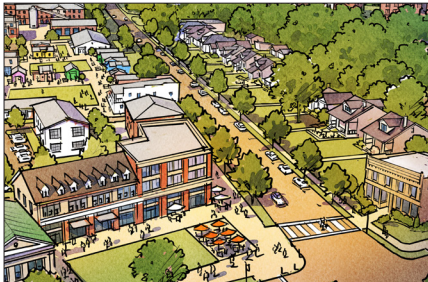
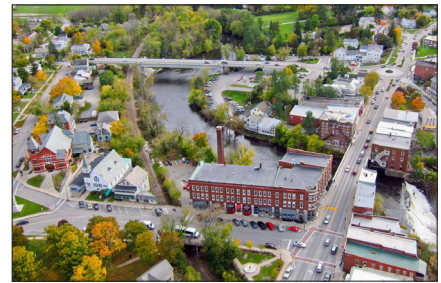


# DOWNTOWN MASTER PLAN

— FOR THE —

## TOWN OF MIDDLEBURY, VERMONT



JUNE 12, 2019

## QUALIFICATIONS

Submitted by:





June 12, 2019

Jennifer Murray, Planning Director  
Town of Middlebury  
77 Main Street  
Middlebury, VT 05753  
(802) 458-8010  
jmurry@townofmiddlebury.org



Dear Miss Murray,

Town Planning & Urban Design Collaborative (TPUDC) is pleased to submit a proposal for Planning and Engineering Services to create a Downtown Master Plan for the Town of Middlebury. TPUDC is confident that our innovative approach to urban design and planning, public outreach, and Master Plan document creation sets us apart from our competitors.

TPUDC is a national planning, urban design and outreach firm that specializes in the advancement of walkable, compact, mixed-use, pedestrian friendly environments and memorable places that withstand the test of time. TPUDC works on projects where there is an interest in informed and directed development and in generating a vision shaped by many hands. We have extensive experience balancing business interests, quality of life for residents, transportation decisions, and all the other forces that work to shape a community. The Town of Middlebury Downtown Master Plan is the type of project that TPUDC is passionate about, and we have the knowledge and expertise to deliver a plan that fulfills the Town's specific goals and aspirations.

Our interdisciplinary structure combines outstanding professional expertise in community planning, placemaking, multi-modal transportation, parks and infrastructure planning and public outreach, and brings successful experience from projects across the country to the Town of Middlebury.

Team members from TPUDC and our subconsultant firms will bring to the Town a unique approach based on collaboration and problem solving, high quality placemaking, and an understanding of community planning and development that will lay the foundation for continued improvement and long-term success. We invite you to learn more about the specialized qualifications and experience our Team members will bring to this project in the Team Experience section that follows.

TPUDC believes that with the kind of personal attention and quality of service we offer, the Town of Middlebury can more effectively achieve their hopes and aspirations for this project. Through a strong public process, unmatched planning, and a focus on project feasibility, the Town will benefit from a tangible and supportable Master Plan that will move the Downtown toward a successful and vibrant future. We encourage you to explore some of our recent documents provided via links on project cutsheets (Pages 23-31) and see firsthand our deliverables. Full page resumes, examples of our plan graphics, and additional past projects to highlight are available upon request.

And finally, don't let us do all the talking. We encourage you to reach out to Tim Solberg in West Fargo, Julie Ann Woods at Snowmass Village, Samantha Smith in Fuquay-Varina and David Hediger in Lewiston and to hear directly from clients about our team's proven approach, innovative deliverables, commitments to our clients, and the flexibility to meet project needs in environments facing issues not foreign to Middlebury. We look forward to working with you on this very exciting project! Please feel free to contact our TPUDC project principal, Brian Wright, at 615-948-8702 or [brian@tpudc.com](mailto:brian@tpudc.com) if you have any questions regarding our submittal.

Sincerely,

Brian Wright  
Founding Principal  
Town Planning & Urban Design Collaborative LLC.







# CONTENTS

## TOWN OF MIDDLEBURY, VERMONT

In our project TPUDC always remained flexible to our ever-changing needs. They collaborated with us - the entire community - and listened to our ideas and requests. Afterwards, they refined our ideas into clear, concrete designs that were neither pre-packaged nor borrowed. In other words, their work was genuine, their service the same, and the results speak for themselves. They are the best firm I've ever worked with.

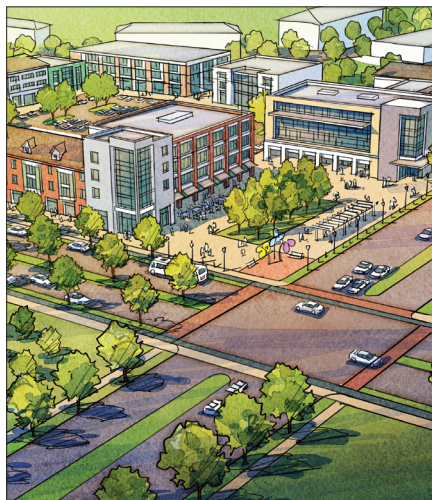
**Norman Wright, AICP**  
**Former Grants & Planning Director**  
City of Columbia, Tennessee

### COVER LETTER



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### FIRM DESCRIPTION: TOWN PLANNING & URBAN DESIGN COLLABORATIVE, LLC (TPUDC)

Town Planning and Urban Design Collaborative (TPUDC) and our subconsultant team are excited at the prospect of working with the Town of Middlebury and their community. The Team's overall approach is to provide exceptional personal attention and high-quality services to each planning project, developing a clear and implementable vision, and energizing future investment based on local opportunities and the collective wishes of the community.

Our approach to any project is based upon authentic and direct collaboration. We partner with the local staff, a customized subconsultant Team and the local community to provide the Town with added capacity and skills that supplement local expertise. If chosen to perform this work, we will work closely with Town staff to craft a strategy specifically tailored to Middlebury to provide the Town with a high quality, customized planning process. For the Town of Middlebury project, we have assembled a multi-disciplinary team of experts in their fields.



### TPUDC - W. BRIAN WRIGHT, CNUA - PRINCIPAL

Brian Wright is the Founding Principal of Town Planning & Urban Design Collaborative (TPUDC). Over the years, he has worked on many comprehensive/master planning projects across the country, including in Lewiston, Maine; Portsmouth, NH; Londonderry, NH; Charleston, SC; Burlington, VT; and Carmel, IN. Most recently, he has been involved the process of generating user-friendly and graphically rich plans and regulating documents for the City of West Fargo, ND and the Town of Snowmass Village, CO. Brian leads internal quality control activities and big picture strategy for our projects. As a highly skilled public speaker, Brian is an expert in public outreach and engagement, a specialty of TPUDC. Brian's ability to lead a dynamic and successful public engagement process inspires and assists communities in reaching consensus where none could be reached before.



### TPUDC - BECKY TIMMONS - DIRECTOR OF IMPLEMENTATION

Becky Timmons will work on existing document review, and will lead the creation of the document. She is a town planner and urban designer with more than ten years of experience in planning and plan documentation. Becky has been involved in projects across the country, most recently developing comprehensive master plans for Snowmass, CO; West Fargo, ND; and Scarborough, ME. Becky's expertise in master plan documentation and illustration will allow her to assess the specific needs of the master plan and create a document that addresses them in a clear and user-friendly way.



### TPUDC - GUSTAVO SANCHEZ HUGALDE - URBAN DESIGNER

Gustavo Sánchez Hugalde is an architect, landscape and urban designer, focusing on the design of sustainable cities, towns, neighborhoods. A native of Argentina, Mr. Sánchez Hugalde has developed very high profile and large scale projects, in part due to his experience of more than 130 projects around the world. Mr. Sánchez Hugalde has lead both private and public workshops that have received awards and published works in urban design, architecture and landscape architecture.



### TPUDC - GORICA ZIVAK - DESIGNER

Gorica is a talented graphic designer in TPUDC's Tennessee office. She will be responsible for the creation of various graphics including public outreach materials, infographics and master plan documents. Gorica recently contributed to the graphic design of the West Fargo, ND, Snowmass, CO and Scarborough, ME Comprehensive Plans. Her eye for detail and creative approach ensures that all of the graphics created for the Middlebury Downtown Master Plan will be both eye-catching and cohesive.



### TPUDC - EMILY WRIGHT - PRACTICE MANAGER/CHARRETTE COORDINATOR

Emily handles the day-to-day operations of TPUDC. For each project, she coordinates travel and meeting arrangements and assists with administrative duties including Team coordination, scheduling, and other related tasks to ensure that the project runs smoothly and efficiently. As a charrette coordinator, Emily handles on-the-ground logistics, allowing the creative consultant Team to maximize their design and production time.



### J.J. ZANETTA - ILLUSTRATION & RENDERING

J.J. Zanetta, co-owner of collaborative illustration studio Depiction, is a valuable member of the design Team, testing concepts through three-dimensional drawing. Through a design loop process incorporating computer modeling, hand drawing, and digital enhancement, Depiction's illustrations evolve throughout the charrette, responding to feedback and design changes in real time. The final product will be a series of professional renderings that will excite the community and serve as a tool for the implementation of the community plan. J.J. has experience participating in dozens of charrettes across the United States and contributed the three-dimensional renderings for many of the TPUDC projects included in this Statement of Qualifications.





### FIRM DESCRIPTION: HORSLEY WITTEN GROUP

Horsley Witten Group is an engineering and environmental consulting firm founded on the principles of sustainable water resource protection. This separates their work from the more traditional engineering firms, as their mission since 1988 has been the conservation, preservation and protection of our most valuable natural resources.



### JONATHAN FORD, P.E. - SENIOR PROJECT MANAGER

Jon has over 20 years of experience as a civil engineering and neighborhood planning innovator, and is a recognized leader in the area of New Urbanist planning and engineering. Jon is a 2006 Knight Fellow in Community Building at the University of Miami's School of Architecture, a co-founder of the New England Chapter of the Congress for the New Urbanism, and on the faculty of the Form-Based Codes Institute. Jon's project designs have won numerous local and national awards, including a CNU Charter Award Honorable Mention, the Rudy Bruner Award for Urban Excellence, and the Boston Society of Landscape Architects Honor Award.



### FIRM DESCRIPTION: JON STOVER & ASSOCIATES, LLC

Jon Stover & Associates (JS&A) works with public, private, and nonprofit organizations to bridge the gap between the very different worlds of local policy, business, urban design, community interest, and real estate development. In doing so, we inform, develop, and implement strategies to strengthen a place economically, visually, and socially. Whether you are seeking to shape your parcel, corridor, city, or region, we look forward to working with you. JS&A is a certified business enterprise (CBE) in the District of Columbia that specializes in economic and real estate analysis, neighborhood revitalization strategy, and stakeholder coordination to implement what needs to get done. Founded in 2009, JS&A has completed hundreds of projects around the country for city agencies, real estate developers, community groups, non-profit organizations, and private business owners.



### JON STOVER - MANAGING PARTNER

Jon Stover is an expert in neighborhood revitalization and public-private economic development initiatives. He specializes in market analysis; fiscal and economic impact analysis; development feasibility; and economic development strategies. Since founding JS&A in 2009, Mr. Stover has secured, planned and directed projects working for and partnering with hundreds of city agencies, community groups, non-profit organizations, universities, neighborhood stakeholder organizations, real estate developers and business owners.

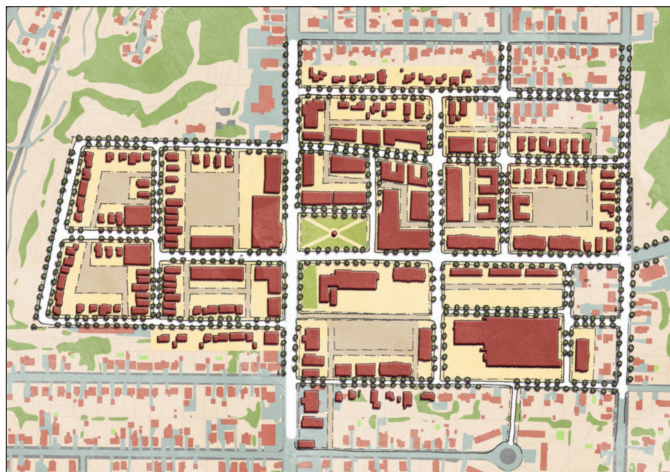
## COMPREHENSIVE PLAN AND DOWNTOWN ACTION PLAN CITY OF LEWISTON, MAINE

TPUDC was hired by the City of Lewiston, along with subconsultant Matt Noonkester, to develop a comprehensive plan, introducing a cutting edge, graphics-heavy approach to make the document easy to read and support. The project used a number of creative outreach methods to generate public involvement, including the construction of a tactical urbanism parklet, t-shirts, and Facebook. The community engagement efforts culminated in a 6-day charrette during which time area plans were produced for a number of designated growth areas identified during the charrette to clearly articulate the goals of the community. The plan also incorporates progressive recommendations related to economic development, historic preservation, and housing, which address deep local barriers to change and provide a clear path forward for the City.

Despite strong initial skepticism by both City leadership and a community divided by extraordinary socioeconomic differences, the “Planapalooza” process won over even the most resistant individuals. This type of strategy provides meaningful civic engagement, a strong turn-out, and high quality work products produced in a short time period of time.

### PROJECT DETAILS:

**Size:** Comprehensive Plan & 4 Area Plans  
**Status:** Plan Adoption in Progress  
**Type:** Park Plans, Downtown Redevelopment, Transportation Strategy, Housing Strategy  
**Year:** Charrette 2013  
**Website:** [www.facebook.com/LegacyLewiston](http://www.facebook.com/LegacyLewiston)



Proposed Master Plan for infill of suburban area along Lisbon Street



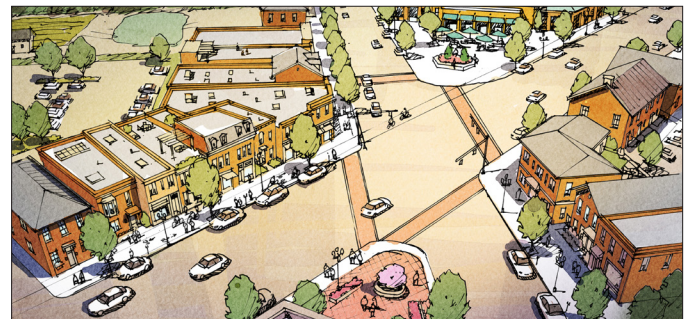
Re-design of civic plaza to activate the space



Suburban retrofit of outer Lisbon Street with park and mixed-use



Plan for repairing gap in the street with civic plaza and new buildings



Retrofit of suburban intersection to a new center of activity



## DOWNTOWN & WATERFRONT MASTER PLAN & FORM-BASED CODE CITY OF BURLINGTON, VERMONT



TPUDC was hired by the City of Burlington to develop a master plan for the downtown and waterfront as well as a form-based code to implement the vision. The project used a number of creative outreach methods to generate public involvement, including an art contest, a speaker series, targeted communication with key stakeholders groups, Facebook marketing, and other social media tools. The community engagement efforts culminated in a 7-day charrette during which the master plan was produced, working closely with the community and the City planning staff. The final document is a graphics-heavy “magazine” style plan that is already being implemented and has won multiple awards.

### PROJECT DETAILS:

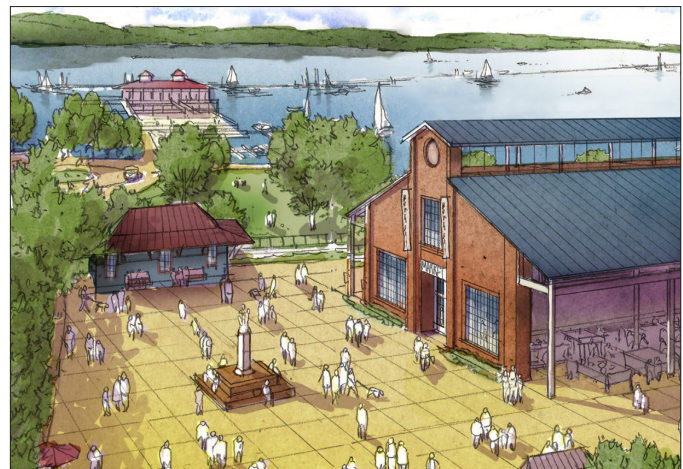
**Size:** 58 Blocks and the Downtown Waterfront  
**Status:** Plan Adopted in 2013  
 Form-Based Code Adopted in 2017  
**Type:** Downtown & Waterfront Redevelopment Plan, FBC  
**Year:** Charrette 2012  
**Website:** [www.burlingtonvt.gov/PlanBTV](http://www.burlingtonvt.gov/PlanBTV)  
[issuu.com/tpudc/docs](http://issuu.com/tpudc/docs)



*Proposed Master Plan*



*Eye-level view of a pedestrian center*



*Rendering of Burlington Waterfront.*





The techniques and methods used in this project exemplify TPUDC's commitment to best practices in planning, our unique and creative outreach methods, and our outstanding graphic design and rendering abilities. Not every project has the budget and time frame to allow for this level of graphic response, but the TPUDC Team is committed to providing high-quality deliverables commiserate with each project's scope and budget.



Sample page layout from PlanBTV magazine.



## COMPREHENSIVE PLAN

# WEST FARGO, NORTH DAKOTA

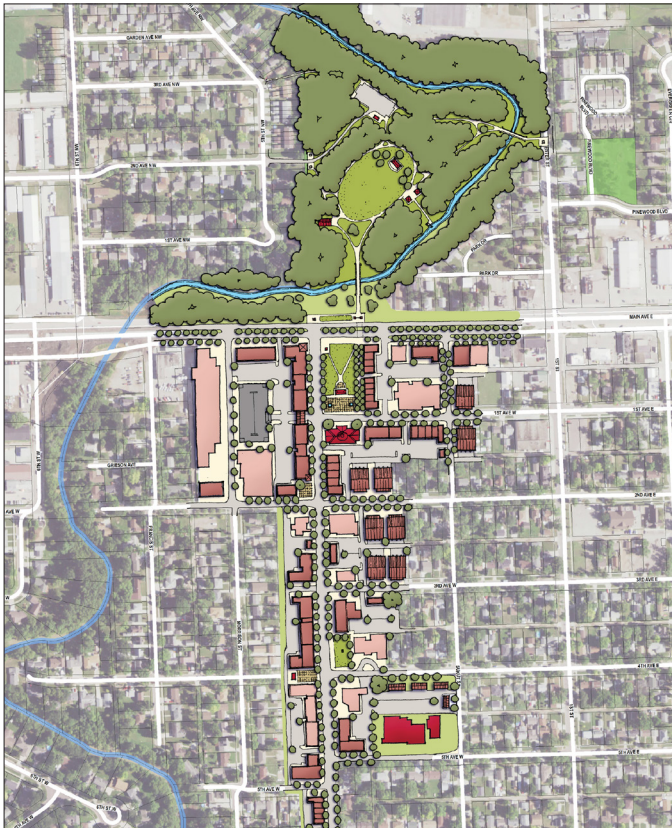


TPUDC was hired by the City of West Fargo, North Dakota to lead “West Fargo 2.0: Redefining Tomorrow,” an update to the City’s Comprehensive Plan. The public outreach and engagement process included an open house kickoff event as well as a week-long public Planapalooza™. The team led the community in the identification of nine “Guiding Principles,” that built on the City’s goals of sustainability and prosperity, and provided implementation strategies to help the City achieve those goals. As part of the process, TPUDC created conceptual plans and renderings for three specific locations in the City, including the downtown, a residential neighborhood, and the area currently occupied by the City’s wastewater treatment lagoons.

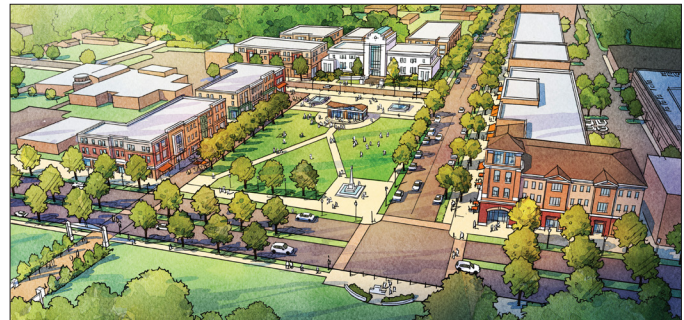
Strategic recommendations were made about how to grow the local economy, how to strengthen neighborhoods and expand housing choices, how to promote transportation choices and mobility, how to protect and enhance cultural and natural resources, how to increase community resiliency and how to work on establishing a “true” downtown in West Fargo.

### PROJECT DETAILS:

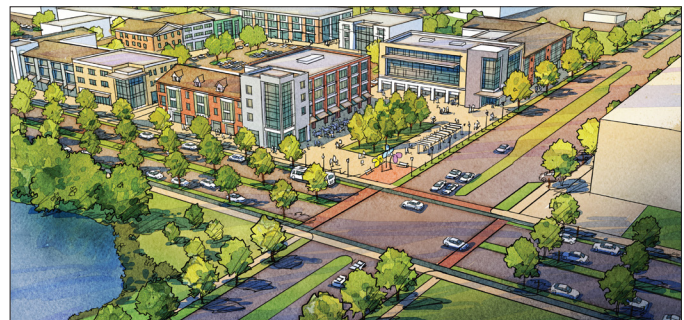
<b>Size:</b>	Entire City
<b>Status:</b>	Adopted
<b>Type:</b>	Comprehensive Plan
<b>Year:</b>	Planapalooza April 2017
<b>Website:</b>	<a href="http://www.wf2point0.com">www.wf2point0.com</a>



Conceptual plans for downtown redevelopment



Conceptual plans for downtown redevelopment



Conceptual plans for mixed-use redevelopment



Conceptual plans for neighborhood redevelopment





## COMPREHENSIVE PLAN & SMALL AREA PLANNING SNOWMASS, COLORADO

The Town of Snowmass Village hired TPUDC to conduct a public planning process and develop “Plan Snowmass,” an updated comprehensive planning document to guide the future of the Town. The major goals of the project are to preserve and enhance the natural beauty and amenities of Snowmass Village, while allowing carefully-directed development in specific planned areas. As part of the process, TPUDC also created master plans and renderings for three of these areas, inspiring the community with conceptual redevelopment ideas.

Strategies were developed for Snowmass Village to continue to evolve into a Village that is JUST BIG ENOUGH, providing services and amenities for visitors while ensuring that a high quality of life is maintained for residents.

### PROJECT DETAILS:

**Size:** Entire City  
**Status:** In adoption process  
**Type:** Comprehensive Plan  
**Year:** Charrette February 2017  
**Website:** [www.plansnowmass.com](http://www.plansnowmass.com)



Snowmass Center conceptual redevelopment



Snowmass Center conceptual redevelopment



Snowmass West Village conceptual redevelopment



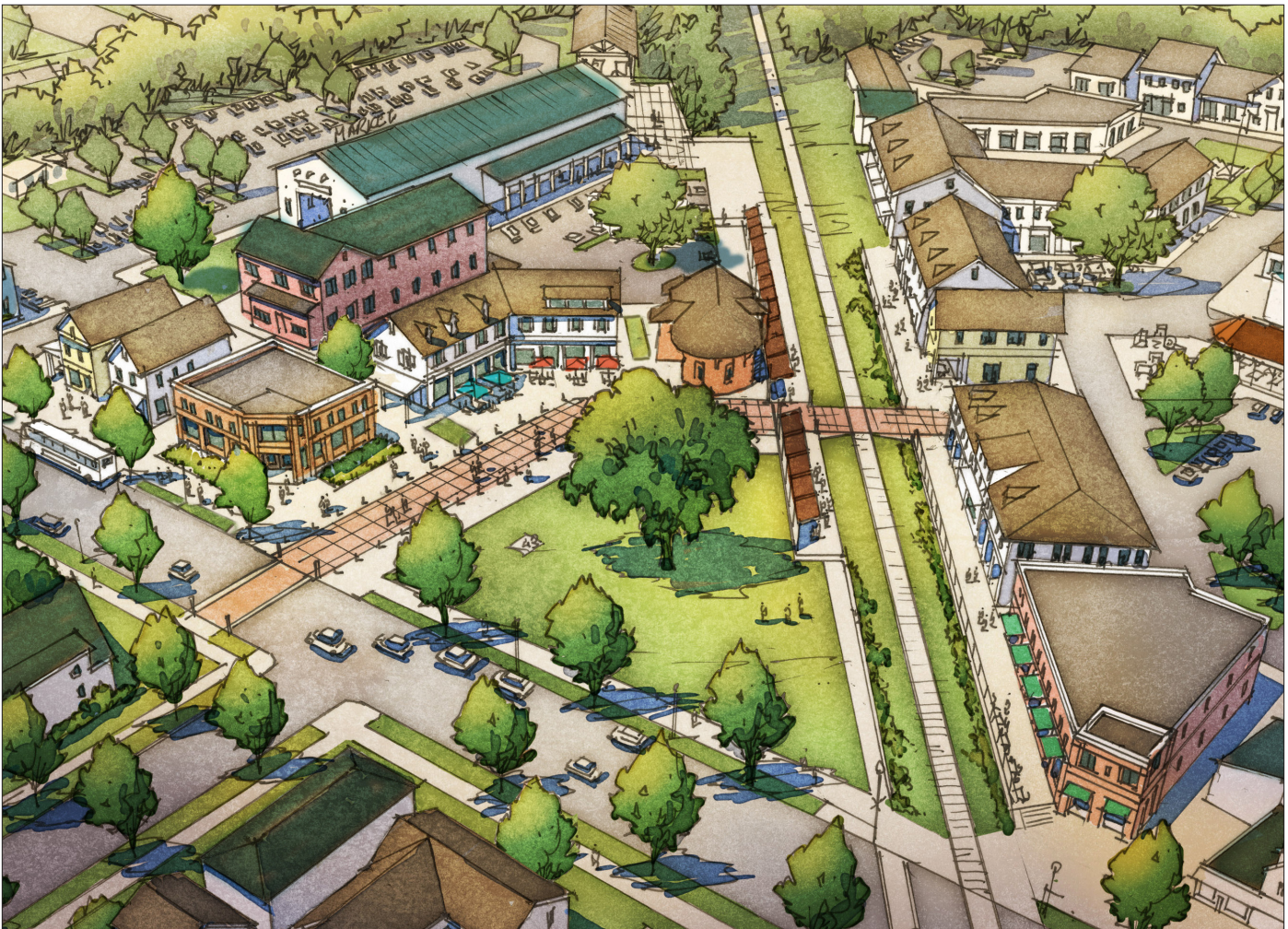
## CORRIDOR & VILLAGE MASTER PLAN & CHARACTER-BASED CODE YARMOUTH, MAINE



Yarmouth, Maine hired TPUDC as prime consultant to conduct a public 'Planapalooza™' to reimagine the Route 1 Corridor and the historic Village and to develop character-based codes to make the vision legal. Though the town had just completed a conventional engineering study that primarily considered traffic flow, they wanted to take a more aggressive approach, transforming the high speed arterial into a slow-flow street. With the addition of tree-lined medians and the incorporation of complete street elements such as broad sidewalks, on-street parking, and cycle tracks, the wide right-of-way is narrowed. Proposed buildings are pulled to the street, with parking located in the rear, providing a safer and more interesting pedestrian experience.

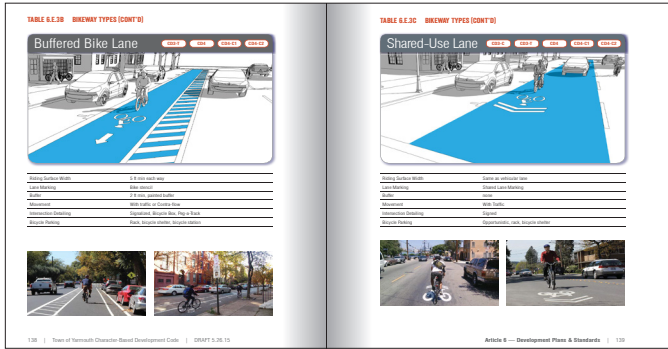
### PROJECT DETAILS:

<b>Size:</b>	4 mile corridor
<b>Status:</b>	Unanimously Adopted, In Progress
<b>Type:</b>	Suburban Retrofit, Infill, Form-Based Code
<b>Code Type:</b>	Mandatory for specific areas
<b>Year:</b>	Planapalooza™ 2012 & 2014



Rendering of Village Center and Rail Station





Excerpt from Character Based Code



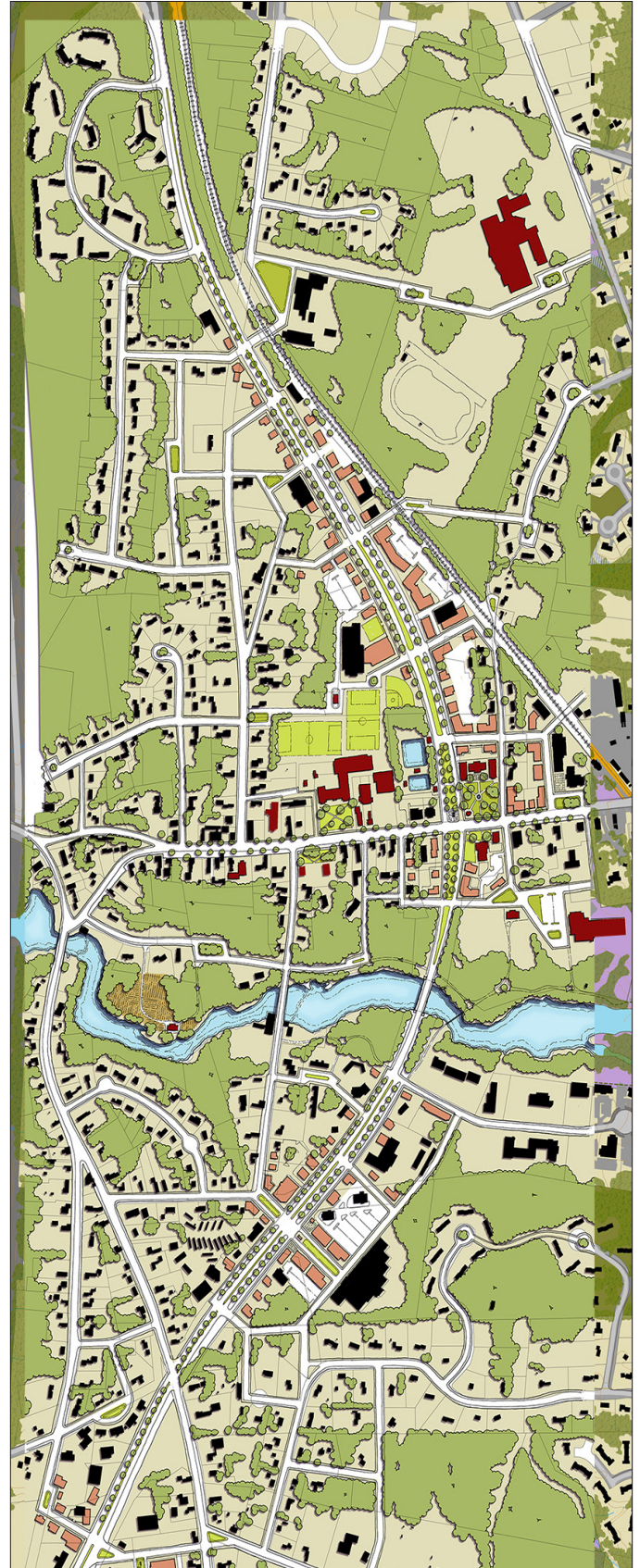
Rendering of suburban retrofit in front of Hannaford Supermarket



Rendering of Route 1 imagined as a complete street with parking in rear



Rendering of Route 1 and Main Street with roads meeting at-grade



Proposed Master Plan



## JON STOVER & ASSOCIATES

### Project Profile - Market Analysis for Washington, DC Planning Initiatives

**JS&A** Economic Development Consulting



**Client:** DC Office of Planning; Office of the Deputy Mayor for Planning and Economic Development

**City:** Washington, DC

**Date:** 2012 - 2017

**Roles:** Project prime; subcontractor

**Scope:** Residential Market Analysis  
Office Market Analysis  
Retail Market Analysis  
Hotel Market Analysis  
Public Property Use Analysis  
Community Engagement  
Development Opportunity  
Redevelopment Strategy  
Land Use Conversation

#### PROJECT SUMMARIES

JS&A has completed dozens of market analyses for all land use types for DC public agencies including the DC Office of Planning, the Office of the Deputy Mayor for Planning and Economic Development, the Department of Housing and Community Development, and the Department of Small and Local Business Development. This page summarizes project experience for three planning initiatives overseen by OP and DMPED.

**Downtown East Re-Urbanization Plan.** JS&A served on a project team with Beyer Blinder Bell and Bay Area Economics to assess the opportunity to revitalize a downtown DC neighborhood characterized by government and nonprofit land uses. JS&A conducted a market analysis and real estate development opportunity assessment for all types of land uses within the study area including residential, retail, office, hotel, and civic uses.

**Mid City East Small Area Plan and Livability Study.** This community-led planning initiative spanned multiple neighborhoods across Washington, DC. JS&A worked under Green Door Advisors, HR&A, and Smith Group JJR, conducting an in-depth real estate market analysis, development opportunity analysis, affordable housing strategy, and commercial corridor redevelopment strategy.

**Cleveland Park Market Analysis and Enhancement Strategy.** The DC Office of the Deputy Mayor for Planning and Economic Development retained JS&A in a competitive bid process to educate the Cleveland Park Business Association (CPBA) about retail market opportunities and work with the neighborhood nonprofit to develop strategies to enhance local business conditions and help revitalize the neighborhood.

**Southwest Neighborhood Plan.** This plan provided a land use and urban design framework to guide development for the neighborhood. As a subcontractor under Mosaic Urban Partners and Ayers Saint Gross, JS&A conducted a market analysis, development feasibility analysis, and development strategy for multiple underutilized District-owned sites, as well as key privately held opportunity sites. A major plan output was the recommendation of land use designations to facilitate a more efficient use or redevelopment of these target properties.

Jon Stover & Associates, LLC | [info@stoverandassociates.com](mailto:info@stoverandassociates.com) | 202.695.4956 | [www.jonstoverandassociates.com](http://www.jonstoverandassociates.com)

## JON STOVER & ASSOCIATES

### Project Profile - Lake Worth Master Plan and Economic Development Strategy

**JS&A** Economic Development Consulting



**Client:** Cultural Council of Palm Beach County

**City:** Town of Lake Worth, FL

**Date:** 2016 (still under way)

**Role:** Real estate consultant on team with Lord Cultural Resources

**Scope:** Residential Market Analysis  
Office Market Analysis  
Retail Market Analysis  
Cultural Land Use Analysis  
Community Engagement  
Strategy to Attract Cultural Users  
Redevelopment Site Identification  
Economic Development Strategy  
Implementation Plan

#### PROJECT SUMMARY

Jon Stover & Associates was selected as part of a team with Lord Cultural Resources to undertake the Downtown Lake Worth Arts and Culture Master Plan. Led by the Cultural Council of Palm Beach County with close participation of the Lake Worth Community Redevelopment Authority (CRA), the Master Plan aims to leverage a growing local arts scene as a central part of the greater 'downtown' economic development strategy.

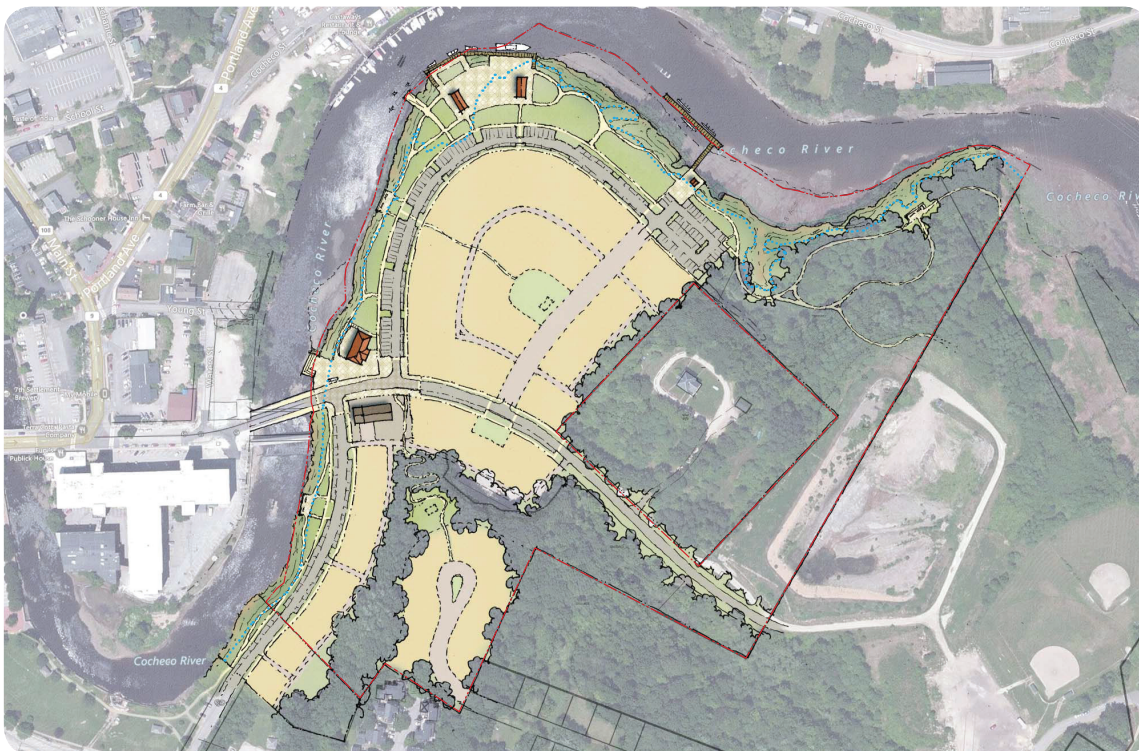
#### SCOPE DETAIL

**Market Analysis.** JS&A conducted a market analysis that projected town population growth and demographic shifts and projected future supply, demand, and development opportunity for residential, commercial, and civic land uses. The market analysis provided a framework to inform policy, design, and development recommendations for the commercial 'downtown' portion of Lake Worth.

**Business Attraction Strategy.** Working with the CRA's business recruitment specialists and in concert with existing business programs and incentives, JS&A developed strategic partnerships, established long-term goals, and identified specific implementation steps to help attract new businesses -- especially public and private cultural enterprises.

**Infill Strategy and Development Plan.** JS&A developed an infill strategy for the identified mixed-use corridors. The strategy identified key site locations and types of businesses, and recommended changes related to zoning, technical assistance, and corridor management in order to achieve town objectives.





**Project Profile**  
City of Dover, NH

Client Contact:  
Steve Bird  
City Planner  
603-516-6049

HW Contact:  
Jon Ford, PE.

15157

## Cocheco Waterfront Design

HW is part of an interdisciplinary team producing a community vision and development plan for the Cocheco Waterfront Site, a 21-acre City owned brownfield property across the river from downtown Dover. The plan includes a waterfront park, dock, mixed-use development, and new street connections to downtown and adjacent parks. HW is contributing to urban design and infrastructure engineering, with special focus on earthwork analysis and shoreline design to plan for climate change and sea level rise.



Horsley Witten Group

*HW focuses on providing sustainable environmental solutions. Learn more at [horsleywitten.com](http://horsleywitten.com)*



**Project Profile**  
Oak Bluffs,  
Martha's Vineyard

Client Contact:  
Robert Whritenour  
Town Administrator  
508-693-3554

HW Contact:  
Jon Ford, PE

14088

## Downtown Streetscape Master Plan

The Oak Bluffs Downtown Streetscape Master Plan is a comprehensive plan for improvements to the Oak Bluffs downtown streets including sidewalks, lighting, parking, vehicle/bicycle/pedestrian mobility, open space, landscaping, and wayfinding. The Master Plan is a framework of future planning, development, and design, which works with the distinctive, funky character of the downtown. Horsley Witten led the yearlong effort, building innovative design solutions based on a foundation of community engagement. Examples of this include extensive public visioning, surveys, social media, door-to-door campaigns, and more. Several unique design challenges existed including, extremely narrow rights-of-way, creative parking solutions, integration of pedestrian/bicycle/vehicle/bus/ferry transportation, seasonal population changes and local economic impact, accessibility, wayfinding, tactical urbanism, and waterfront development.



Horsley Witten Group

*HW focuses on providing sustainable environmental solutions. Learn more at [horsleywitten.com](http://horsleywitten.com)*



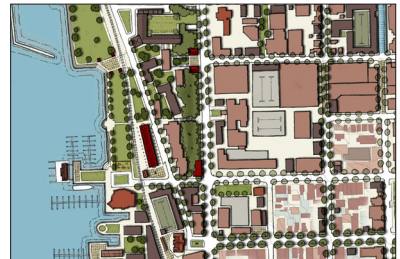
## TPUDC - YARMOUTH, ME - MASTER PLAN

Reference: Nat Tupper,  
Town Manager  
Town of Yarmouth  
P: (207) 846-9036 | E: ntupper@yarmouth.me.us



## TPUDC - BURLINGTON, VERMONT - DOWNTOWN & WATERFRONT MASTER PLAN & FORM-BASED CODE

Reference: David E. White, AICP  
Director  
Department of Planning & Zoning  
P: (802) 865-7188 | E: dewwhite@burlingtonvt.gov



## TPUDC - WEST FARGO, ND - COMPREHENSIVE PLAN

Reference: Tim Solberg  
Planning Director  
City of West Fargo  
P: (701) 433-5321 | E: Tim.Solberg@westfargond.gov



## TPUDC - SNOWMASS, CO – COMPREHENSIVE PLAN AND SMALL AREA PLANNING

Reference: Julie Ann Woods  
Community Development Director  
Town of Snowmass Village  
P: (970) 923-5524 | E: JWoods@tosv.com



## TPUDC - LEWISTON, ME - COMPREHENSIVE PLAN

Reference: David Hediger  
Deputy Director/City Planner  
City of Lewiston  
P: (207) 513-3125 | E: dhediger@lewistonmaine.gov

