

Town of Washington Comprehensive Plan
Review and Update
September 2021
Updated October 2021



A Proposal to Provide Consulting Services to Review and Update the Town of Washington 2015 Comprehensive Plan

Submitted by

Community Planning and Environmental Associates

Joined by



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GIS & Environmental Planning

Principal Consultant Contact Name: Nan Stolzenburg, AICP CEP

Title: Principal Planner, Owner
Address: 152 Stolzenburg Road, Berne, NY 12023
Phone: 518-872-9753 (o) and 518-248-8542 (c)
Email: nan@planningbetterplaces.com
Web: www.planningbetterplaces.com

September 27, 2021

Town of Washington
Via Email to: Tim Mayhew and Paul Schwartz

Dear Mr. Mayhew and Mr. Schwartz:

I would like to thank you for the opportunity to submit a proposal for consulting services related to evaluating hospitality land uses and a possible comprehensive plan update in the Town of Washington. I am very pleased to present a uniquely qualified project team to assist the Town in this project. The materials that follow constitute our formal proposal submittal.

This proposal outlines our recommended approach, time frame and estimated budget. Our experience on dozens of similar projects has provided us with the understanding of the steps, timeframe, and budgets that these projects usually take. We understand the scope of the project is narrowly focused on the potential for hospitality uses in the Town and we have offered our recommendations for that scope of work to help the Town with the data collection/public input/ and analysis phase of the project. Should the Town decide to move forward with an update to the Plan based on that analysis, we have included separate tasks and fees for that.

The scope of work outlined in this proposal reflects both our recommended process as well as addresses the tasks outlined in the RFP. I do want to emphasize however, that our approach is flexible to meet your time and budget needs. If the scope presented needs to be adjusted in either time or budget, I am happy to discuss options with the CPRC.

Of especial note, and as we discussed several times via email and phone calls, I want to also take this opportunity to again publicly disclose that I was the consulting planner that prepared an analysis of the proposed SPA Overlay District and establishment of the Janet Farm LLC SPA (Second Mountain) at the Migdale mansion for Grant & Lyons attorneys on behalf of the Friends of the Town of Washington group in March of 2021. This work provides me with more understanding about the type of development the Town is concerned about and why, but also could be seen by some as a conflict. This should be discussed if a concern. If selected as the comprehensive plan consultant, my team and I will work diligently to ensure an unbiased planning process that will provide the CPRC with fact-based data and a diversity of public input upon which your decisions can be made.

As specialists in rural planning, the CP&EA team has a true commitment to both rural communities and in helping develop plans and land use regulations that match Town values and vision. On behalf of our team, we look forward to the possibility of working with you and the Town as you embark on this very important project. Should you have any questions, please do not hesitate to call me directly at 518-872-9753 (o), or 518-248-8542 (c) or email (nan@planningbetterplaces.com). Please also visit our website at www.planningbetterplaces.com to learn more about CP&EA, our approach, and our experiences.

Sincerely,



Nan C. Stolzenburg, AICP CEP

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Section I: Description of Planning Team

Community Planning and Environmental Associates (CP&EA) is a leader throughout New York State in rural planning. We are a planning firm located in and dedicated to the unique needs of rural communities. With a unique perspective that meshes community and environmental planning, our specialty is helping communities address character, open space, farming, and the environment in a balanced way that also promotes and allows for appropriate growth and development. We are known for, and pride ourselves on, providing personal and outstanding service to our clients. We are a small firm dedicated to staying small precisely so that we have close and attentive contact with our client communities.

For the Town of Washington, CP&EA has partnered with expert professionals in the areas of community participation, visualization, GIS analysis, and economic development planning – all areas of expertise CP&EA feels appropriate to accomplish the tasks at hand. We are pleased to partner with Michael Allen from Regrowth Planning, Rick Lederer-Barnes from Upstate GIS, Ellen Pemrick from E.M. Pemrick & Co., and Michael Stumpf of Place Dynamics. Our team has worked together on many other projects, and we offer unique advantages because we are:

- Collaborative
- Effective facilitators of projects and of public meetings
- Consultants that like to ‘think out of the box’ to find solutions that fit the community
- Promoters of environmental planning and smart growth principles
- Experienced, well-respected, and State and national award-winning planners
- Experienced in economic development planning and analysis
- Used to working with complex dynamics, diverse and sometimes conflicting agendas, and people of all walks of life
- Uniquely experienced working with small communities developing comprehensive plans, writing zoning laws, land use regulatory updates, and other land use and environmental tools to meet community goals

Our team offers decades of experience to help the Town of Washington complete its hospitality analysis and potential update to their 2015 Comprehensive Plan:

- Rural and environmental planning (CP&EA, Regrowth Planning, Upstate GIS)
- GIS Analysis (Upstate GIS)
- Community Participation (Regrowth Planning and CP&EA)
- Visualization, Visioning, and SWOT Analysis (Regrowth Planning and CP&EA)
- Economic Analysis (E.M. Pemrick and Co. and Place Dynamics)
- Comprehensive Planning Process (CP&EA)
- SEQR (CP&EA and Regrowth Planning)

CP&EA is a New York State Certified Women-owned business.

Section II: Understanding of the Town of Washington

CP&EA has a long history of working with communities in Dutchess County. Our past work at the town level has included:

- Pine Plains (Comprehensive Plan, Zoning Law, Consulting Planner retained to help with their initial Carvel Properties review, Town-wide Trails Plan)
- Milan (Carvel Properties review)
- North East and Millerton (Comprehensive Plan)
- Red Hook (Local Waterfront Revitalization Plan GIS Maps)

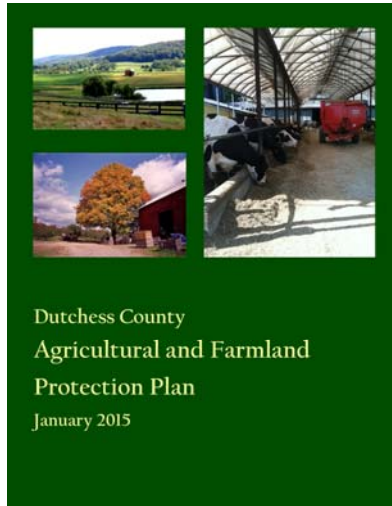
In addition, CP&EA was the consultant that worked to develop the Dutchess County Agricultural and Farmland Protection Plan. Nan Stolzenburg has also been a featured speaker at several Dutchess County Planning Federation trainings over the years. CP&EA has a long history of work with other Hudson Valley communities (See Client List) that gives us knowledge and a strong sense of understanding of the entire region. As specialists in rural planning, we are acutely familiar with the strong ties and values that residents of places like Washington have with their community character, rural landscapes, the environment, agriculture, and the strong quality of life these features provide.

We are also familiar with the challenges Hudson Valley communities face including rural sprawl, development pressures from urban areas, loss of active farms and farmland, climate change, aging populations, loss of traditional small businesses, increases in home-based businesses, solar facility development, lack of infrastructure, lack of affordable housing, small tax bases to support public services, and others. Our goal is to help communities understand their unique positive attributes along with the challenges they face, and identify opportunities that both address those challenges, and maintain their strengths.

The Town of Washington has a well-thought-out Comprehensive Plan (2015) that includes many strategies that can be put to work to help the community reach its stated goals of maintaining its scenic and rural character, its environment, and its Village Center so that there is a high quality of life for residents.

Our communities are constantly barraged with new activities that cause them to reflect on where they want to be in the future. Although the Plan is relatively up to date (2015), comprehensive plans are meant to be living documents that reflect current conditions and trends facing a community. It is a document that is supposed to be updated over time to ensure it remains relevant. The Second Mountain proposal represents new trends in land use that arose since the original plan was development and thus is a trigger that aptly caused Washington to re-evaluate its long-term planning direction set by the 2015 Plan.

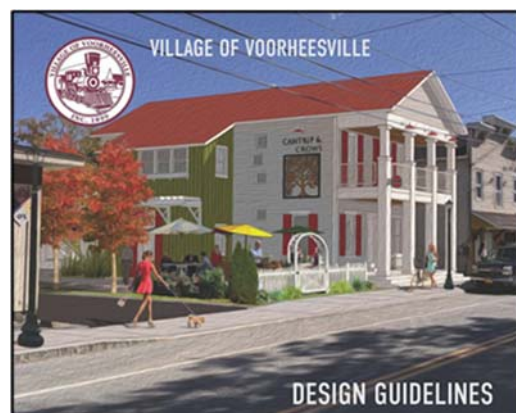
Section III: Description of Consulting Team and Project Resources



Community Planning & Environmental Associates (Nan Stolzenburg, AICP CEP) has been the principal consultant on over 70 different comprehensive planning projects throughout eastern and central New York. Her work concentrates on small and rural communities. She has also been the principal consultant for developing or amending land use regulations for dozens of communities. Nan has been the award-winner of several state and national planning awards, including for the Lewis County Comprehensive Plan, Village of Kinderhook Comprehensive Plan, Town of Warwick Zoning and Build-Out Analysis, and for the NYS DEC SEQR Workbooks (of which she is the principal author). She has a BS in Environmental Science from SUNY College of Environmental Science and Forestry, a MS in Wildlife and Fisheries Biology from University of Massachusetts, Amherst, and a Masters in Regional

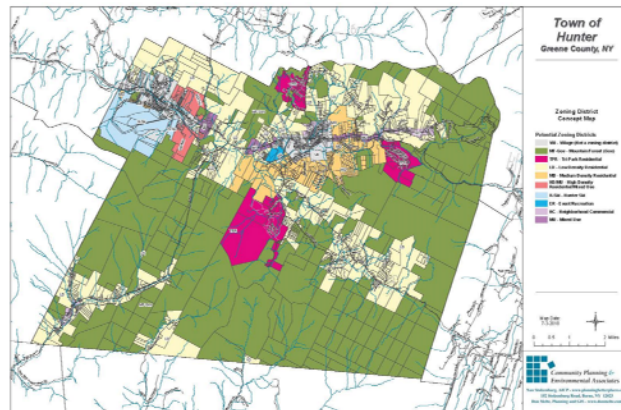
Planning (MRP) from the University at Albany. Nan is a Certified Planner, a Certified Environmental Planner, and recently nominated by the Upstate Chapter of the American Planning Association to be named to the American Institute of Certified Planners College of Fellows. CP&EA is a Certified Woman-Owned Business. She has been an adjunct professor, trainer, panelist, and guest speaker for municipalities and agencies throughout eastern and central New York.

Regrowth Planning (Michael B. Allen) was founded in 2020 by Michael B. Allen, who has been a practicing professional planner since 2003. In his prior work, Michael served as Senior Associate with Behan Planning and Design of Saratoga Springs, a firm he still collaborates with. Michael has over 17 years of planning experience working directly with municipalities and the public to improve their communities through illustrated zoning codes, design guidelines and strategic plans. Regrowth goals are to Create vibrant, mixed-use communities where people actually enjoy walking, shopping, and living; raise the standard for design to create places that contribute to the character of the community and make it a desirable destination; re-balance the transportation network to include walking, bicycling, multi-use trails and other complete streets initiatives; and strengthen existing downtowns, towns, and village centers.



Computer Modeling & Visualizations created by Regrowth Planning and CPEA for the Village of Voorheesville.

Upstate GIS (Rick Lederer-Barnes) is a Geographic Information Systems (GIS) Specialist and Environmental Planner with 20 years of GIS experience working in both the municipal planning and environmental consulting industries. Rick's primary focus is on providing geospatial analyses and high-quality maps and graphics, whether the focus is a small neighborhood or a large region. In addition, Rick provides planning support from inventory and analyses, to testing and editing of zoning. Through the years Rick has authored hundreds of maps for use in public planning documents, such as comprehensive plans, open space and farmland protection plans, and community vision plans and has developed maps and GIS Story Maps for several Natural Resource Inventories. His maps illustrate important information about communities, such as land use patterns, recreational opportunities, and environmentally sensitive areas.



E.M. Pemrick and Company (Ellen Pemrick) is a sole proprietorship and a New York State-Certified Woman-Owned Business Enterprise (WBE) providing a range of community and economic development planning services. Established in 2006, we combine technical expertise in economic development and market analysis with a strong commitment to enhancing the vitality and success of client communities. Services offered by E.M. Pemrick and Company include economic development planning, market analysis, community & downtown revitalization Strategies, and demographic, housing, and economic analysis. E.M. Pemrick and Company uses a range of research tools to provide project stakeholders with a comprehensive view of market trends, industry dynamics, competitive challenges and other factors that impact the success of community and economic development initiatives. This includes both quantitative and qualitative approaches, from data analysis and desk research to surveys, one-on-one interviews, and roundtable discussions. We excel at collecting, interpreting, organizing, and presenting information, resulting in clear, actionable plans and strategies.

Place Dynamics (Michael Stumpf) was established in 2005 to fill a need for better-informed city planning and economic development. Having begun his career in data science and real estate market research, our founder understood that the plans and studies he encountered during fifteen years of community development practice fell short of the kind of detailed analysis that would lead to their successful implementation. Place Dynamics sought to change that. Our purpose is to deliver insight and strategy. We are pioneering the use of new data sources and techniques to support data-driven and market-supported planning. Our analysis leads to informed decision-making and innovative strategies that produce measurable results for clients in the government and nonprofit sectors, and private real estate developers. We currently practice across the United States and Canada, having worked in 31 states and provinces. Our core services are market and economic research, and strategic planning, to support economic development, city planning, and business district vitality.

Nan Stolzenburg AICP CEP¹ will serve as the contract holder and project facilitator and will take the lead role in working with the Washington CPRC. Our consultants planning team resources will be:

Primary Consultant Team Responsibilities

Team Member	Role and Project Involvement
<i>CPEA - Nan Stolzenburg, AICP CEP</i>	Nan will conduct all project management and coordination and ensure communication and collaboration between the entire team and CPRC. She will be the principal consultant and take primary responsibility for conducting the planning process and will be involved with our team in carrying out all aspects of the scope of work.
<i>Regrowth Planning – Michael Allen</i>	Michael will play key roles in the public participation plan design and implementation including public workshop, survey, and focus groups as further described in this proposal, and working with Nan to draft comprehensive plan review and update documents.
<i>Upstate GIS - Rick Lederer-Barnes</i>	Rick will provide all GIS data, maps and analysis needed for evaluation of resources and potential impacts on various hospitality scenarios in Town.
<i>E.M. Pemrick & Co. – Ellen Pemrick</i>	Ellen will provide analysis of recent economic and tourism trends, trends in the hospitality industry, evaluate impact and compatibility with the Town character and other land uses, and provide case studies.
<i>Place Dynamics – Michael Stumpf</i>	Michael will assist in defining the continuum of hospitality projects that might be considered in the Town, prepare a generalized analysis of economic contributions associated with that range of projects, and assist in defining threshold levels of service associated with various intensities of development.

See Section IV for more specific details on the scope of work proposed.

¹ AICP is a certified planner from the American Institute of Certified Planners and CEP is a Certified Environmental Planner from the American Institute of Certified Planners.

Section IV: Scope of Services – Methodology and Approach

The following scope of work is based on the Scope of Services outlined in Part 5 of the Town of Washington Request for Proposals.

Phase 1 – Data Collection, Public Input and Analysis of Hospitality Uses

Task 1. Formulate a practical overall plan for accomplishing their mission.

Action: Review current zoning, comprehensive plan, other planning documents that may be available, and tour of town.

Action: Design a public outreach plan, in preparation for kickoff meeting.

Action: Hold a kickoff meeting (in-person, if possible, for first meeting, or via zoom) with the CPRC. This meeting will be an opportunity to meet everyone and finalize scope, timeframes, and project expectations, as well as further define the public outreach plan.

Task 2 (shown as Task 3 in RFP) Develop a public outreach and engagement plan beyond a survey, and assist in the conduct of community outreach, workshops, public hearings, and other outreach efforts to ensure that the CPRC has community engagement to inform its work.

Subject to finalizing by the CPRC, our public outreach plan would include:

Action: Develop and facilitate a public open house as a walk-through/station format. In light of Covid precautions, as well as in recognition of the difficulty many people have to devote several hours to a sit-down type of workshop, we propose an open house format where people can drop in, wander from station to station and offer input on targeted questions.

(Idea: If there is a community event going on this fall that we could use to gain additional public feedback, we can develop posters, display or other tools. To be discussed at kickoff meeting.)

Action: Set up and facilitate online virtual ‘focus groups’ to discuss specific issues uncovered at the open house (one in Village, one in Town).

Action: Monthly meetings with CPRC (virtual) – approximately one per month for 10 months.

(Phase 2 Public Outreach Action: If the CPRC decides that a comprehensive plan update is desirable, then two public hearings (one hosted by the CPRC and one hosted by the Town Board) must be held before adoption of the update.)

Task 3 (shown as Task 2 in RFP) Draft a public survey and formulate a survey methodology which utilizes modern technological survey techniques.

Action: Based on the public input received from the above steps, set up an online survey using Survey Monkey (and with a paper survey option), tabulate results summarize in a report. The online survey would be an opportunity to explore among topics we identify from the other public outreach, scale, intensity, and design related to hospitality uses. This can be accomplished by including a visual preference ranking in the survey. This tool could result in understanding if there is a continuum of uses or of scale and design that would be accepted in Town. Similarly, we can use online polling in our zoom calls and efforts to gain additional feedback.

Action: Facilitate a meeting (hybrid or all-virtual) to present public input results and allow for discussion of major issues uncovered as part of the outreach campaign.

Task 4/5/6. Evaluate current economic trends, including trends related to the pandemic, and particularly those trends affecting upper Hudson valley communities, particularly rural agricultural and residential communities like Washington. Tasks 4, 5 and 6 are related and inter-related so we have placed them together in a continuum of steps. Task 5 from the RFP is to understand the various types of commercial hospitality land uses from large- scale resorts to short-term rentals arranged through services (like Airbnb or VRBO). Task 6 from the RFP is to Evaluating current trends in the hospitality industry, and particularly those trends affecting upper Hudson Valley communities, particularly rural agricultural and residential communities like Washington.

Action: Assist in defining the continuum of hospitality projects that might be considered for the Town, including different types of event venues, ag-related or other commercial businesses, and lodging properties.

Action: Complete a 'zoning and plan audit' to evaluate how current zoning regulations address different hospitality land uses, and to evaluate the existing comprehensive plan and how it addresses those various hospitality uses.

Action: Prepare a generalized analysis of economic contributions associated with the range of projects, such as typical investment, rates and patterns of utilization, employment generation and wages, venue revenues and expenditures, and tax generation (sales and use, property, lodging).

Action: GIS analysis to understand current conditions, constraints that exist, challenges and opportunities that may be consistent with desired growth (and Comprehensive Plan). This would include:

- Coordinate parcel data acquisition and map and analyze existing land use patterns;
- Existing traffic count analysis (using existing DOT data);
- Data gathering/mapping of environmental constraints;
- Identifying/mapping scenic corridors and points along with viewshed analysis of said corridors and points to identify critical view areas;
- Map out available land based on size of development (e.g., where could a 300-ac resort go? A 100-ac resort, a 25-acre boutique venue, etc.);
- Final maps; and

- Summary report(s) and coordination with economic data for analyses

Action: Assist in defining threshold levels of service for public infrastructure and services associated with various intensities of development. Exceeding these thresholds could result in municipal expenditures for infrastructure upgrades or increased services, which could increase Town expenditures or require additional contributions from the project. (Note that because there is no reliable way to generate the public cost side of the equation, which will be highly variable based on the project type, location, intensity, and existing infrastructure, we recommend that instead of trying to develop cost estimates which would be unreliable, we establish levels for infrastructure (mainly roads) and services, which could be used to determine the areas in which hospitality uses (should you decide these are acceptable uses in Washington) could be located without incurring significant costs, and establishing the scale of uses that would not add significantly to the costs of municipal services. These areas might be mapped as possible locations where hospitality uses can locate and be likely to produce a net positive cash flow to the Town.)

Task 7. Evaluating and understanding both the potential positive and negative impacts of commercial hospitality uses, including the hosting of events, on the current land use patterns in the town, upon the town’s rural, residential and agricultural character, and upon the Village of Millbrook and the town’s hamlets;

Action: Based on public input, evaluation of existing zoning and comprehensive plan, current conditions in Town, economic analysis, and input from the CPRC, prepare a report evaluating the potential (if any) and at what scale and intensity hospitality uses in Town may (or may not) be appropriate.

Action: Work with the CPRC using all above information to determine if the existing Comprehensive Plan adequately addresses those hospitality uses that may be feasible and desired. Develop a ‘findings’ statement summarizing outcome.

Phase 2 – Update of Comprehensive Plan

Phase 2 would be completed only if the CPRC determines that an amendment to the comprehensive plan is needed.

Task 8. If it is determined that allowed commercial hospitality land uses in the town should be expanded, formulate specific recommendations and proposals as to how both the 2015 comprehensive plan and the current zoning law should be amended to allow that expansion.

Action: Prepare written recommendations to be included in a Comprehensive Plan Update including vision, goals, and strategies as may be needed. Strategies may include zoning methods and tools to be added, deleted, or changed in current zoning to address the desired outcome related to hospitality uses in Washington.

Action: Work with CPRC to present, review, and fine tune recommendations.

Task 9. If it is determined that the 2015 comprehensive plan should be amended, draft proposed amendment(s) to the 2015 Comprehensive Plan.

Action: Prepare draft version of an amendment to the 2015 Comprehensive Plan. Work with CPRC to review and edit draft amendment as needed.

Action: Assist CPRC to host one public hearing on draft plan.

Action: Assist with edits as may be needed based on public input and prepare second version of draft plan ready for submission to the Town Board.

Action: Prepare an adoption steps checklist for Town Board to use after submission of the draft Plan to them.

Optional Action: After submission of draft amendment to Town Board, CP&EA could continue to assist by facilitating Town Board review, final edits, public hearing, and the adoption process. The Town Board will be required to host one additional public hearing. This could include development SEQR materials and resolutions and working with project attorney.

Note – If Phase 2 moves forward, the recommendations will include those related to zoning changes that may be required to implement policies established in the Plan. Those zoning changes will be articulated and described but this proposal does not include the specific language for a zoning amendment. Conversion from plan to zoning amendment is a separate task, and we did not interpret the RFP Scope of Work to include this step.

Section V: Rates and Cost Proposal

Summary of Fees: The following table outlines the fees for each of the steps outlined above.

Task (From Section V, above)	Estimated Hours, Including Mileage/Travel Fees				
	Nan Stolzenburg	Michael Allen	Rick Lederer-Barnes	Ellen Pemrick	Michael Stumpf
PHASE 1 TASKS					
1. Review plans and regulations, draft public participation plan, prepare for and attend kickoff meeting, tour town, summarize meeting	15 Hours; \$1650	15 Hours; \$1500	8 Hours; \$720	4 hours; \$440	4 Hours
2. Open House	15 Hours; \$1650	15 Hours; \$1500			
2. Focus Groups (2 meetings)	8 Hours; \$880	6 hours \$600			
2. Monthly Meetings with CPRC (Virtual), 1 per month for 2 hours per meeting, including preparation and summary of meetings	(Attend 10 meetings) 25 Hours; \$2750	(Attend 3 meetings) 5 Hours; \$500	(Attend 1 meeting) 4 Hours: \$360	(Attend 1 meeting) 4 Hours; \$440	As needed for Tasks 4-6
3. Survey	15 Hours; \$1650	60 Hours; \$6000			
3. Public Input Results	8 Hours; \$880	5 Hours; \$500			
4 – 6 Economic Analysis of Hospitality Uses	6 Hours; \$660		GIS Analysis and Maps – 50 Hours; \$4500	30 Hours; \$3300	50-60 Hours

Task (From Section V, above)	Estimated Hours, Including Mileage/Travel Fees				
	Nan Stolzenburg	Michael Allen	Rick Lederer-Barnes	Ellen Pemrick	Michael Stumpf
7. Findings	18 Hours; \$1980	2 Hours; \$200		2 Hours; \$220	2 Hours
Phase 1 Estimated Fees	\$12,100	\$10,800	\$5,580	\$3,960 (with discount applied)	\$5,400 (Flat Fee for all tasks with discount applied)
Total Estimated Fees	\$37,840				
PHASE 2 TASKS					
8. Comprehensive Plan update recommendations	30 Hours; \$3300	8 Hours; \$800			
9. Develop Updated Comprehensive Plan to Reflect all work in prior steps	30 Hours; \$3300	8 Hours; \$800	8 Hours; \$720		
Phase 2 Estimated Fees (without Task 9 Optional)	\$6,600	\$1,600	\$720		
Total Estimated Fees Phase 2 (Without Task 9 Optional)	\$8,920				
Total Estimated Fees Phase 1 and 2 (No Option 9)	\$46,760				
Phase 2 Estimated Fees (with Task 9 Optional)	10 hours \$1,100				
Total Estimated Fees Phase 1 and 2 (With Option 9)	\$48,960				

Project fees are based upon the following:

Nan Stolzenburg, \$110 per hour
 Michael Allen, \$100 per hour
 Rick Lederer-Barnes, \$90 per hour
 Ellen Pemrick, \$110 per hour
 Michael Stumpf, \$150 per hour

Mileage \$.51 per mile
 Printing, postage and similar are at cost with no markup

Section VI: Availability

Our consultant team is ready and available to initiate work on this project starting in October 2021 and attest that our current workload enables full capacity to complete the project in the time frame as outlined in Section VIII.

Section VII: Schedule

Step (Subject to Change Based on CPRC Input)	Estimated Time Frame
PHASE 1 TASKS	
1. Review plans and regulations, draft public participation plan, prepare for and attend kickoff meeting, tour town, summarize meeting	End of October 2021 or Early November 2021
2. Open House ²	January 2022
2. Focus Groups (2 meetings) ³	December 2021
2. Monthly Meetings with CPRC (Virtual), 1 per month for 2 hours per meeting, including preparation and summary of meetings	Ongoing
3. Survey	Design as we do open house and focus groups, fully implement by April 2022
3. Public Input Results	May 2022
4 – 6 Economic Analysis of Hospitality Uses	November 2021 through February 2022
7. Findings	April 2022
PHASE 2 TASKS	
8. Comprehensive Plan update recommendations	May 2022 – June 2022
9. Develop Updated Comprehensive Plan to Reflect all work in prior steps	July 2022

² We usually try to avoid public events between Thanksgiving and New Year's.

³ Since these would be virtual, it may be feasible to do focus groups in early December as those are by invitation.

Section VIII: Insurances

CP& EA will provide full insurance certificates naming the Town, its officers, employees and assigns as additional insured upon request after awarding of this contract.

CP& EA holds comprehensive general liability, professional liability, and comprehensive automobile liability insurance policies that meet or exceed the RFP requirements.

Section IX: References

Edith Greenwood

Town of North East/Village of Millerton
edithgreenwood7@gmail.com
(Comprehensive Plan Project of Nan Stolzenburg)

Hugh Clark

Councilman, Town of Ancram
1416 Route 7, Ancram, NY 12502
hclark@fairpoint.net
(Comprehensive Plan, Update of Plan, Zoning, and other projects of Nan Stolzenburg and Rick Lederer-Barnes)

Abi Mesick

Chair, Comprehensive Plan Update Review Committee
Town of Chatham - Comprehensive Plan Update
amesick@chathamnewyork.us
(Comprehensive Plan Update and Survey Project of Michael Allen – ongoing)

Jennifer Fimbel

Dutchess County Agricultural Navigator
agnavigator@dutchessny.gov
(Project of Nan Stolzenburg)

Section X: Work Samples

The following link contains work samples: <https://we.tl/t-GDyEpoaA8q>

- Dutchess County Agricultural and Farmland Enhancement Plan
- Kinderhook Comprehensive Plan Update
- Ancram Comprehensive Plan Update
- Town of North East/Village of Millerton Comprehensive Plan

Section XI: Resumes and Team Experience

Special points of interest:

- Nan Stolzenburg AICP CEP, has over 27 years of experience in land use and environmental planning.
- CP&EA has been the principal consultant to develop first-time zoning laws for multiple rural communities including the towns of Halcott, Cairo, and AuSable.
- CP&EA has been the principal consultant for developing new and updating comprehensive plans across New York State and throughout the Hudson Valley.
- We are specialists in small town and rural planning and land use.
- Our team uniquely offers decades of local knowledge and solid relationships with rural residents, communities, and landowners.
- Principal Consultant Nan Stolzenburg is a Certified Planner and Certified Environmental Planner, and recently nominated to the College of Fellows of the American Institute of Certified Planners. She has produced several state and national award-winning plans.

Community Planning & Environmental Associates (CP&EA) is based in the Capital Region in northwestern Schoharie County. Since its founding in 1995, our company has been dedicated to the special needs of rural and small communities. We are a multi-disciplinary firm with expertise in land use and environmental planning.

The logo for Empire State Development, featuring the text "Empire State Development" in a blue serif font inside a light blue rectangular box with a thin border.

More specifically, we assist communities with comprehensive and strategic plan development, land use regulations, community outreach, geographic information system mapping and analysis, and environmental planning. We believe in rural asset-based planning – which rests on carefully taking advantage of assets such as community character, historic character, hamlets, agriculture, environmental resources, and scenic resources. Our planning integrates state-of-the-art land use techniques based on solid environmental planning perspectives.

As an expert in comprehensive planning and zoning, we are committed to implementing comprehensive plans. Caroline's project is just such an implementation project. CP&EA is an innovator in the use of tools such as conservation subdivisions, use of average lot sizes, overlay districts, and design standards that work to balance development and conservation of the very resources that make a community unique. We place emphasis on the performance of land uses rather than just on type of land use.

Our land use related work includes both development and implementation of regulations. We have decades of experience in conducting zoning audits to analyze consistency between adopted plans and regulations, development of new or updated regulations, and assisting planning boards and zoning boards of appeals in project review.

Our experience also includes open space planning, agriculture and farmland protection planning, environmental planning, and community revitalization techniques. Our firm has contributed to a variety of projects with other services such as visioning, main street revitalization, environmental impact assessments, trail planning, community involvement campaigns, and grant writing.



SUMMARY OF QUALIFICATIONS

Ms. Stolzenburg is Principal Planner and founder of the consulting firm *Community Planning & Environmental Associates* in Berne, NY. Nan is a Certified AICP Planner and a Certified Environmental Planner (American Institute of Certified Planners) with a Master's degree in Regional Planning. She also has degrees in Wildlife Biology (MS and BS). Ms. Stolzenburg has over 25 years of professional and technical experience in many areas of land use and the environment, with special interests in small town and rural planning,

community revitalization, comprehensive planning, land use regulations, and public participation. She has been the principal consultant in over 70 communities across New York State on a diversity of planning efforts since 1995.

Her specialty areas include land use planning techniques for rural and small communities, open space, environmental and agriculture land use planning, comprehensive plan development, community involvement strategies, and development of zoning and land use regulations. Ms. Stolzenburg is among one of 33 people nationwide to have received the Certified Environmental Planner advanced certification in 2011. She has developed many comprehensive and strategic plans for upstate New York communities, some of which have won national and state-level planning awards and has been involved in zoning and SEQR projects throughout New York State. She has been an adjunct professor in wildlife biology, rural planning, and environmental impact assessment, and is a frequent instructor or panelists for community trainings across New York State. Ms. Stolzenburg also has written multiple grants for her municipal clients that have been successfully funded.

In addition to dozens of comprehensive, strategic, and economic development plans, the following example projects illustrate the breath of planning expertise offered by Ms. Stolzenburg and CP&EA.

- Successful CFA grant applications including those for NYS DOS LWRP funding for the Village of Schoharie, Town of Waterford, and Town of New Scotland.
- Primary author of the NYS DEC FEAF and SEAF Workbooks.
- Final Generic Environmental Impact Statement on the Capacities of the Cooperstown, NY Region.
- Revitalizing the Esopus/Delaware Region of the Central Catskills: A Five Town Strategic Plan.
- Washington County Agricultural and Farmland Protection Plan.
- Town of Ancram zoning, subdivision, and other local land use regulation development and updates.
- Town of Nassau consultant on Special Use Permit for the Troy Sand and Gravel Mine.
- Cazenovia Preservation Foundation Strategic Plan.
- Mill Brook Pond Master Plan, New Paltz, NY.
- Town of Pine Plains, NY Hike and Bike Trail Plan.
- Town of New Paltz Natural Resource Inventory

Education:

BS, Wildlife Biology and Environmental Studies, SUNY College of Environmental Science and Forestry, Syracuse, NY (1980)

MS, Wildlife and Fisheries, University of Massachusetts, Amherst, MA (1983)

MRP, Regional Planning, SUNY University at Albany, Albany, NY (1996)

Certified Planner and Certified Environmental Planner, American Institute of Certified Planners (AICP).

Planning Experience:

25 years

Areas of Experience:

Agriculture, Farmland and Open Space Protection Planning

Community Input Strategies including focus groups, workshops, visioning, surveys, online technologies for public input

Community Revitalization

Comprehensive and Strategic Planning

Development and use of Land Use Regulations

Environmental Planning, including environmental assessment

Grant Writing

Main Street Planning and Small Community Economic Development

SEORA



Please visit www.planningbetterplaces.com for more information

Nan Stolzenburg, AICP CEP Client List, Volunteer Experience and Awards

► Comprehensive PLANS, UPDATES TO PLANS, STRATEGIC PLANS, PLAN IMPLEMENTATION

Albany County

Town of Rensselaerville (Comprehensive Plan)

Village of Altamont (Comprehensive Plan, Land Use Regulations, Project Review)

Village of Voorheesville (Comprehensive Plan, Land Use Regulations, Design Guidelines)

Town of Berne (Comprehensive Plan, Ag and Farmland Plan, Land Use Regulations, Project Review)

Clinton County

Town of Peru (Comprehensive Plan, Open Space Plan, Land Use Regulations)

Town of AuSable (Comprehensive Plan, Land Use Regulations, Training)

Columbia County

Town of Gallatin (Comprehensive Plan)

Town of Kinderhook (Comprehensive Plan, Land Use Regulations)

Village of Kinderhook (Comprehensive Plan, Plan Updates, Land Use Regulations, Project Review)

Town of Chatham (Comprehensive Plan, Ag and Farmland Plan, Land Use Regulations, Project Review)

Town of Stockport (Comprehensive Plan, Land Use Regulations)

Town of Copake (Ag and Farmland Protection Plan, Land Use Regulations)

Town of Claverack (Comprehensive Plan, Land Use Regulations)

Town of New Lebanon (Comprehensive Plan, Land Use Regulations, Update to Plan)

Town of Ancram (Comprehensive Plan, Update to Plan, CDBG Hamlet Strategy, Ag and Farmland Protection Plan, Land Use Regulations, Project Review, Training)

Town of Ghent (Comprehensive Plan, Land Use Regulations)

Town of Hillsdale (Natural Resource Inventory)

Delaware County

Town of Meredith (Ag and Farmland Protection Plan, Site Plan Law)

Town of Stamford (Comprehensive Plan)

Town of Tompkins (Comprehensive Plan)

Town of Harpersfield (Comprehensive Plan, Land Use Regulations)

Town of Colchester (Comprehensive Plan)

Village of Stamford (Comprehensive Plan, Land Use Regulations)

Town of Middletown (Comprehensive Plan, Land Use Regulations)

Town of Roxbury (Comprehensive Plan)



Dutchess County

Town of North East (Comprehensive Plan)

Town of Pine Plains (Comprehensive Plan, Trail Plan, Land Use Regulations, Project Review)

Essex County

Town of Elizabethtown (Comprehensive Plan, Land Use Regulations)

Village of Port Henry (Comprehensive Plan, Consolidation of Town/Village Land Use Regulations)

Town of Moriah (Consolidation of Town/Village Land Use Regulations)

Fulton County

Town of Broadalbin (Comprehensive Plan)

Greene County

Town of Halcott (Comprehensive Plan, Ag and Farmland Protection Plan, Land Use Regulations, Project Review, Training)

Town of Cairo (Comprehensive Plan, Land Use Regulations)

Town of Hunter (Comprehensive Plan)

Town of Jewett (Comprehensive Plan, Land Use Regulations, GEIS)

Town of Durham (Comprehensive Plan)

Town of Lexington (Long Term Recovery Plan)

Town and Village of Athens (Comprehensive Plan, Land Use Regulations, Update to Plan)

Madison County

Town of Hamilton (Comprehensive Plan)

Montgomery County

Town of Minden (Comprehensive Plan, Land Use Regulations)

Oneida County

Village of Whitesboro (Comprehensive Plan, Land Use Regulations)

Town of Webb (Comprehensive Plan, Land Use Regulations)

Otsego County

Town of Springfield (Comprehensive Plan, Land Use Regulations)

Town of Butternuts (Comprehensive Plan)

Town of Cherry Valley (Comprehensive Plan)

Rensselaer County

Town of Pittstown (Comprehensive Plan)

Town of Schaghticoke (Comprehensive Plan, Land Use Regulations)

Village of Nassau (Land Use Regulations)

Saratoga County

Town of Providence (Comprehensive Plan)

Town of Galway (Comprehensive Plan, Land Use Regulations)

Town of Ballston (Land Use Regulations, Transfer of Development Rights Program)

Schenectady County

Town of Princetown (Comprehensive Plan)

Schoharie County

Town of Schoharie (Comprehensive Plan)

Village of Schoharie (Comprehensive Plan, Update to Plan, Long Range Recovery Strategy, NY Rising Plan, Land Use Regulations, Local Waterfront Revitalization Strategy, Project Review, Grant Writing, Grant Administration)

Village of Sharon Springs (SHARE IT Economic Development Plan, Comprehensive Plan, Land Use Regulations)

Village of Cobleskill (Comprehensive Plan)

Town and Village of Middleburgh (Joint Comprehensive Plan)

Seneca County

Town and Village of Seneca Falls (Joint Comprehensive Plan)

Ulster County

Town of New Paltz (Natural Resource Inventory)

Washington County

Town of White Creek (Comprehensive Plan, Ag and Farmland Protection Plan, Land Use Regulations)

► Regional Level or Topic-Oriented PLANS COMPLETED

Lewis County (Comprehensive Plan)

Esopus Delaware Local Waterfront Revitalization Plan (Five Towns)

Village of Schoharie Local Waterfront Revitalization Strategy

Cazenovia Partnership (Critical Land Identification)

Schoharie Land Trust (Site Plan Development for Farm Assessment Project)

Development Authority of the North Country (Model Land Use Laws for JLUS)

Tug Hill Tomorrow Land Trust Agricultural Prioritization and Farmland Protection Plan

Black Women's Blueprint, Site Analysis and Concept Site Design for Restore Forward Retreat Center

Town of Red Hook Local Waterfront Revitalization Plan (GEIS Mapping)

Town of New Paltz (Mill Brook Preserve Plan)

SHARE IT—Saving Historic Resources and Revitalizing the Economy, Village of Sharon Springs

Intermunicipal Generic Environmental Impact Statement on the Cooperstown Region, Otsego

Generic Environmental Impact Statement on the Manor Kill Watershed

Generic Environmental Impact Statement on the East Kill and Schoharie Watersheds, Jewett

East Berne Strategic Plan/Linkage Study, Albany County

Town of New Lebanon Housing Study

► Town Planner on Retainer

Town of East Greenbush—Consultant to Planning Board for Project Reviews

Town of Waterford—Consultant to Planning Board, Principal Consultant on Saratoga Ave. Streetscape Improvement Project

Town of New Scotland—Consultant to Planning Board, Grant Writing

Village of Schoharie—Consultant to Planning Board

► County-Level Agriculture and Farmland Protection Plans

Herkimer County

Putnam County

Sullivan County

Jefferson County

Schoharie County

Seneca County (In-progress)

Otsego County

Dutchess County

Orange County

Washington County

Lewis County

► Town-Level Agriculture and Farmland Protection Plans

Town of Chatham, Columbia County

Town of Bethel, Sullivan County

Town of Delaware, Sullivan County

Town of Berne, Albany County

Town of Ancram, Columbia County

Town of Copake, Columbia County

Town of Halcott, Greene County

Town of Liberty, Sullivan County

Town of Callicoon, Sullivan County

Town of Granville, Washington County

Town of White Creek, Washington County

► Development of Regulations, Design Standards, Adoption of Regulations/SEQR

Town of Pine Plains, Dutchess County

Town of New Lebanon, Columbia County

Town of Stockport, Columbia County

Town of Halcott, Greene County

Town of Cairo, Greene County

Town of Middlefield, Otsego County

Town of Berne, Albany County

Village of Kinderhook, Columbia County

Town of Kinderhook, Columbia County

Town of Ancram, Columbia County

Town of Springfield, Otsego County

Town of Cherry Valley, Otsego County

Town of Sharon, Schoharie County

Town of Peru, Clinton County

Town of Elizabethtown, Essex County

Town of AuSable, Clinton County

Town of Minden, Montgomery County

Village of Sharon Springs, Schoharie County

Town of Otsego, Otsego County

Town of Meredith, Delaware County

Town of Ballston, Saratoga County

Town of Harpersfield, Delaware County

Town of Ballston, Saratoga County

Town of Waterford, Saratoga County

Village of Athens, Greene County

Town of Ghent, Columbia County

Village of Cobleskill, Schoharie County

Town of White Creek, Washington County

► **Development of Regulations, Design Standards, Adoption of Regulations/SEQR, Cont.**

Village of Schoharie, Schoharie County

Town of Ghent, Columbia County

Village of Altamont, Albany County

Village of Stamford, Delaware County

Town of Athens, Greene County

Town of Chatham, Columbia County

Village of Athens, Greene County

Town of Hamilton, Madison County

Village of Voorheesville, Albany County

Village of Nassau, Rensselaer County

Town of Granville, Washington County

Town of White Creek, Washington County

Town of Callicoon, Sullivan County

Nan Stolzenburg was the principal author for New York State Department of Environmental Conservation's SEQR Workbooks – two companion guides to the SEAF and FEAF forms (see <http://www.dec.ny.gov/permits/6191.html>). These workbooks received the 2014 Planning Excellence Award for Best Practice from the American Planning Association, Upstate New York Chapter.

► **Planning Board and Other Agency/Organization Training**

Nan has also been a frequent panelist, speaker, and trainer on various planning, SEQR, and environmental topics for:

New York Planning Federation

Upstate New York Chapter of American Planning Association

American Farmland Trust

Albany Law School

Capital District Regional Planning Commission

Columbia Land Conservancy

Tug Hill Commission

Resource Conservation Districts (RC&D)

Catskill Community Resource Day

Dutchess County Planning Federation

Schoharie County

Madison County

Otsego County

Broome County

Multiple towns and villages that hire Nan to conduct their mandatory 4-hour trainings for Planning Board and ZBA members.

► Volunteer and Community Involvement Experience

Catskill Center for Conservation and Development—Board Member

Schoharie Community Development Corporation—Board Member

Schoharie Economic Enterprise Corporation—Advisory Committee Member

Schoharie Land Trust—Former Board Member

Bender Farm Advisory Committee—Member

The Wildlife Society, New York Chapter, Former Board Member

Town of Wright Conservation Advisory Council—Past Chair

► Awards

New England Outdoor Writers Association Award and the Arthur Sullivan Memorial Writers Award (1982)

Outstanding Student Project (North Central Troy: GIS Mapping and Planning Alternatives) from the American Planning Association, New York Upstate Chapter, 1996

Excellence in Tutoring Award from Empire State College, September 1996

Outstanding Planning Project: Comprehensive Planning for a Regional Plan (Otsego County Agricultural and Farmland Protection Plan) from the American Planning Association, New York Upstate Chapter, October 1999

Award of Excellence in Comprehensive Planning (The Village of Kinderhook Comprehensive Plan) from the American Planning Association, Upstate New York Chapter, July 2000

Outstanding Small Town Planning Project (The Village of Kinderhook Comprehensive Plan) from the American Planning Association, Small Town and Rural Planning Division, May 2000

Outstanding Planning Project in the Current Topic: Smart Growth (Town of Warwick Zoning and Build-out Analysis) from the American Planning Association, Upstate New York Chapter, September 2002

Planning Excellence Award for Best Practice, SEQR EAF Workbooks and EAF Mapper, October 2014

Contact Information

Nan Stolzenburg, AICP
Owner and Principal Planner
152 Stolzenburg Road
Berne, NY 12023
518-872-9753
518-872-0679 (Fax)

nan@planningbetterplaces.com



Michael B. Allen

Principal, Regrowth Planning



Michael B. Allen has been a practicing professional planner since 2003, with over 17 years of experience working directly with municipalities and the public to help revitalize their communities. Prior to founding reGrowth Planning in 2020, Michael served as Senior Associate with Behan Planning and Design of Saratoga Springs for over twelve years. Michael specializes in developing zoning updates, with illustrated form-based codes and design guidelines. Over the course of his career he has worked to develop planning strategies for comprehensive plans, open space and farmland protection and local waterfront revitalization. Prior to his work as a professional planner, Michael worked for a variety of architectural firms, including historic preservation-minded Badger & Associates in Manchester, VT; Skidmore, Owings & Merrill in London, and EYP Architecture and Engineering in Albany, NY.

EDUCATION

Bachelor of Architecture | 1993
Syracuse University School of Architecture
Syracuse, New York

PROFESSIONAL AFFILIATIONS

American Planning Association
New York Planning Federation

SPEAKING ENGAGEMENTS

NEW YORK ASSOCIATION OF TOWNS CONFERENCE
New York, New York
2013 Guest Speaker

SARATOGA COUNTY PLANNING CONFERENCE
Saratoga Springs, New York
2013 Guest Speaker

NEW YORK ASSOCIATION OF TOWNS CONFERENCE
New York, New York
2011 Guest Speaker

NEW YORK PLANNING FEDERATION CONFERENCE
Albany, New York
2011 Guest Speaker

NEW YORK ASSOCIATION OF TOWNS CONFERENCE
Syracuse, New York
2011 Guest Speaker

PRIOR COMMUNITY WORK

Round Lake Zoning Board - Village of Round Lake, NY
ReBuild Prattsville, Volunteer - Prattsville, NY
Dorset Planning Board - Town of Dorset, VT

PROJECT EXPERIENCE

Project experience during employment at prior firms.

[Comprehensive Planning](#)

COMPREHENSIVE PLAN

Town of Woodstock, NY
Behan Planning and Design

COMPREHENSIVE PLAN

Town of Wallkill, NY
Behan Planning and Design

COMPREHENSIVE LAND USE PLAN

Town of East Greenbush, NY
Behan Planning and Design

OPEN SPACE PLAN

City of Kingston, NY
Behan Planning and Design

EAST GREENBUSH AMENITIES PLAN

Town of East Greenbush, NY
Behan Planning and Design

FARMLAND PROTECTION PLAN

Town of Wallkill, NY
Behan Planning and Design

FARMLAND PROTECTION PLAN

Town of Milton, NY
Behan Planning and Design

NATURAL HAZARD MITIGATION PLAN

Town of Wallkill & City of Middletown, NY
Behan Planning and Design

LOCAL WATERFRONT REVITALIZATION PLAN

Town of Marlborough, NY
Behan Planning and Design

LOCAL WATERFRONT REVITALIZATION PLAN

Village of Hoosick Falls, NY
Subconsultant to Barton & Loguidice Engineers

LOCAL WATERFRONT REVITALIZATION PLAN

Town of Crown Point, NY
Subconsultant to Saratoga Associates

LOCAL WATERFRONT REVITALIZATION PLAN

Town of Brewerton, NY
Subconsultant to Saratoga Associates

[Zoning Codes and Design Guidelines](#)

VOORHEESVILLE DESIGN GUIDELINES

Village of Voorheesville, NY
Subconsultant to CP&EA

TOWN CENTER SMART GROWTH ZONING

Town of Plattsburgh, NY
Subconsultant to Chazen Engineering

TOWN CENTER SMART GROWTH DESIGN GUIDELINES

Town of Plattsburgh, NY
Subconsultant to Chazen Engineering

TOWN CENTER FORM-BASED ZONING CODE

Town of Clifton Park, NY
Behan Planning and Design

Michael B. Allen

Principal, Regrowth Planning



PROJECT EXPERIENCE

MIDTOWN DESIGN STANDARDS

City of Kingston, NY
Bailliere Consulting

BROADWAY DESIGN STANDARDS

City of Newburgh, NY
Behan Planning and Design

NEW CITY HAMLET ZONING AND DESIGN GUIDELINES

Town of Clarkstown, NY
Behan Planning and Design

RONDOUT CREEK ZONING UPDATE & DESIGN GUIDELINES

City of Kingston, NY
Bailliere Consulting

RESIDENTIAL NEIGHBORHOOD ZONING & DESIGN GUIDELINES

Town of Pittsford, NY
Behan Planning and Design

CONSERVATION SUBDIVISION REGULATIONS & DESIGN GUIDELINES

Town of Wallkill, NY
Behan Planning and Design

TRADITIONAL NEIGHBORHOOD ZONING AND DESIGN GUIDELINES

Town of Amherst, NY
Behan Planning and Design

INLET VALLEY ZONING AND DESIGN GUIDELINES

Town of Ithaca, NY
Behan Planning and Design

DESIGN GUIDELINES

Village of North Bennington, VT
Bailliere Consulting

B-3 DISTRICT ZONING UPDATE

Village of New Paltz, NY
Behan Planning and Design

ZONING & LAND USE UPDATE

Town of Montgomery, NY
Behan Planning and Design

COMPREHENSIVE ZONING UPDATE

Town of East Greenbush, NY
Behan Planning and Design

ZONING REVIEW & UPDATE

Town of Rosendale, NY
Behan Planning and Design

COMPREHENSIVE ZONING AMENDMENTS

Town of Wallkill, NY
Behan Planning and Design

ADULT USES ZONING UPDATE

Town of Wallkill, NY
Behan Planning and Design

[*Master Planning & Neighborhood Revitalization*](#)

CAPITAL DISTRICT TRAILS PLAN

Capital District Transportation Committee (CDTC)
Behan Planning and Design

ALBANY BIKE AND PEDESTRIAN MASTER PLAN

City of Albany, NY and the Capital District Transportation Committee (CDTC)
Subconsultant to Nelson/Nygaard Consultants

TOWN CENTER MASTER PLAN

Town of Clifton Park, NY
Behan Planning and Design

ROUTE 119 COMPLETE STREETS PLAN

Town of Tarrytown / City of White Plains
Subconsultant to Nelson/Nygaard Consultants

EXIT 17 / ROUTE 9 CORRIDOR LAND USE & TRANSPORTATION STUDY

Town of Moreau, NY
Subconsultant to Creighton Manning Engineering

DOWNTOWN PARKING STUDY

City of Poughkeepsie, NY
Subconsultant to Nelson/Nygaard Consultants

NEW PALTZ INTERMODAL FEASIBILITY STUDY

Ulster County, NY
Behan Planning and Design

TOWN CENTER PARK MASTER PLAN

Town of Clifton Park, NY
Behan Planning and Design

NEW CITY HAMLET VISION PLAN

Town of Clarkstown, NY
Behan Planning and Design

WEST NYACK HAMLET VISION PLAN

Town of Clarkstown, NY
Behan Planning and Design

ERIE CANAL PARK MASTER PLAN

Town of Pittsford, NY
Behan Planning and Design

FREEMANS BRIDGE ROAD FEASIBILITY STUDY

Town of Glenville, NY
Subconsultant to Creighton Manning Engineering

ROUTE 30 CORRIDOR IMPROVEMENTS STUDY

Town of Manchester, VT
Bailliere Consulting

[*Development Review Services*](#)

DEVELOPMENT PROJECT REVIEW SERVICES

Town of Bennington, VT

DEVELOPMENT PROJECT REVIEW SERVICES

Town of Clarkstown, NY

PDD & CONSERVATION SUBDIVISION DEVELOPMENT REVIEWS

Town of East Greenbush, NY



RICK LEDERER-BARNES

Cambridge, New York 12816

Cell phone: (518) 588-7331

Email: rick@upstategis.com

EXPERIENCE

GIS Specialist / Environmental Planner, Sole Proprietor, Cambridge, NY – April 2012 to Present

Provide contracted support to consulting firms in the Northeast, as well as direct services to municipalities and organizations. Primary focus is on providing geospatial analyses and high quality maps and graphic; whether the focus is a small neighborhood or a large region. In addition, provide planning support from inventory and analyses to testing and editing of zoning.

Village Trustee, Village of Cambridge, NY – July 2010 to present

Involved in all aspects of management for a village of approximately 1,900 residents in rural Washington County, NY. Primary responsibilities include economic development, technology improvements, firehouse feasibility assessment, auditing of bills and budgeting.

GIS Specialist / Environmental Planner, Behan Planning and Design, Saratoga Springs, NY – March 2005 to April 2012

Maintained and managed all Geographic Information Systems (GIS) mapping and analysis within the firm and specialized in cartographic design, data creation and analysis, and build-out analysis. Provided professional planning services in the areas of farmland and open space preservation, zoning, SEQR preparation and review, environmental review and analysis, fiscal analysis, and community visioning. In addition, assisted with meeting facilitation, graphic and web design, photo simulations, business development and marketing. Managed several projects, including the Town of Charlton Farmland Protection Plan, the Town and Village of New Paltz Build-out and Fiscal Analysis, and the Mohawk Hudson Land Conservancy GIS Analysis for Strategic Land Acquisition Planning. Also served as a team member on over 60 planning and design projects for approximately 40 unique clients. Currently providing many of the same services on a contracted basis.

Project Manager & Environmental Scientist, SAGE Environmental, Inc., Pawtucket, RI – June 2000 through June 2004

Managed several remedial sites in the northeast. Responsible for the completion of Site Investigation Reports, Phase I through V reports for MA, and periodic status reports for submission to RI, MA and NY. Authored over 100 ASTM Phase I Environmental Site Assessment Reports, in addition to numerous Phase II Limited Subsurface Investigations for clients in the private sector. Also served as SAGE's GIS coordinator, involving preparation of GIS maps and presentations, training colleagues on the use of ArcView, and updating GIS data sets and improving templates. Additional activities included photo simulations, surveying, sample collection, drilling oversight, NEPA assistance, VT Act 250 preparation, and geologic interpretation.

EXPERIENCE (continued)

Graduate Teaching Assistant, Brown University, Providence, RI - 1998-2000

Physical Processes in Geology - Taught science majors and geology concentrators about rocks, minerals, topographic maps, geologic maps, and geophysics over the course of four lab sessions and two field trips.

Face of the Earth (2 semesters) - Taught non-science majors about rocks, minerals, topographic maps, and geologic maps over the course of four lab sessions and one field trip.

Estuarine Oceanography - Assisted in fieldwork and guiding students through projects.

Summer Research, Union College, Schenectady, NY - 1997

- Computer modeling of drainage network development
- Re-wrote program in Visual Basic, and modified program as needed
- Wrote secondary programs as part of the project

Summer Research, Union College, Schenectady, NY - 1996

- Surface and spring water study of Saratoga County, New York
- Collected and prepared water samples for ICP-MS analyses
- Evaluated connection between surface and spring waters

EDUCATION

Pennsylvania State University, Pennsylvania - Post-Baccalaureate Certificate in Geographic Information Systems - December 2005

Brown University, Providence, RI - ScM, Geology - May 2000

Master's Thesis Title – *A Stratigraphic Record of Intense Hurricane Strikes in Western Connecticut*

Union College, Schenectady, NY - BS, Geology – June 1998

Honors Thesis Title - *Evidence for Late Pleistocene Alpine Glaciation in the Catskill Mountains and Schoharie Valley, NY*

PRESENTATIONS

Northeast Arc User Group Conference 2011, Technical Session: *GIS Analysis to Facilitate Strategic Land Acquisition Planning*

New York State GIS Conference 2009, Poster Presentation: *The Green Infrastructure Network for Saratoga County – Illustrating a Vision*

SUNY Albany GIS/World Town Planning Day (Albany, 2006): *Balancing Science with Community Values for Open Space Conservation*

SOFTWARE KNOWLEDGE

ArcGIS – Desktop, Spatial Analyst and 3D Analyst, Adobe Design Suite, Microsoft Office Suite, CommunityViz, SketchUp, FileMaker, Windows and Mac OS

FIRM PROFILE

E.M. Pemrick and Company is a sole proprietorship and a New York State-Certified Woman-Owned Business Enterprise (WBE) providing a range of community and economic development planning services. Established in 2006, we combine technical expertise in economic development and market analysis with a strong commitment to enhancing the vitality and success of client communities.



Services offered by E.M. Pemrick and Company include:

- Economic Development Planning
- Market Analysis
- Community & Downtown Revitalization Strategies
- Economic, Demographic, and Housing Analysis

E.M. Pemrick and Company uses a range of research tools to provide project stakeholders with a comprehensive view of market trends, industry dynamics, competitive challenges and other factors that impact the success of community and economic development initiatives. This includes both quantitative and qualitative approaches, from data analysis and desk research to surveys, one-on-one interviews, and roundtable discussions. We excel at collecting, interpreting, organizing, and presenting information, resulting in clear, actionable plans and strategies.

We often collaborate with various partners including land use planners, site selection consultants, community development professionals, and engineering firms. This allows the firm to add a market-based, analytical perspective to standard planning engagements and a strategic planning orientation to the process of business development and site selection. Our work is characterized by insightful analysis, realistic solutions, and the ability to understand and articulate issues, challenges, and opportunities.

P.O. Box 1010 ▪ Ballston Lake, NY 12019-0010

518.882.9535

www.empemrick.com

Ellen Morosoff Pemrick, Principal, E.M. Pemrick and Company

EDUCATION

- Master of Regional Planning, Concentration in Economic and Community Development – University of North Carolina, Chapel Hill, NC
- Bachelor of Arts, Sociology – State University of New York College at Purchase, Purchase, NY

PROFESSIONAL EXPERIENCE

Ellen Morosoff Pemrick has nearly three decades of experience in economic development, market analysis, and community planning. Over the course of her career, she has developed a large and diverse project portfolio that includes market studies, community and downtown revitalization plans, economic development strategies, and comprehensive plans for public sector clients. Many of these plans and studies have been for small towns and rural counties.

Prior to establishing E.M. Pemrick and Company in 2006, Ellen Morosoff Pemrick held long-term positions with private consulting firms, serving as Director of Economic Development for six years and Principal Planner for seven years. She also spent five years with the Legislative Commission on Skills Development and Vocational Education, where she conducted research and developed recommendations for the New York State Legislature on workforce needs and education and training programs.

SELECTED PROJECT EXPERIENCE

Economic Development Planning & Analysis

- Town of Canajoharie/Montgomery County, NY: Target Market Analysis and Workforce Development Center Feasibility Assessment for Beech-Nut Site Reuse Analysis
- Charles City County, VA: Economic Development Strategic Plan
- Town of Southport, NY: Economic Development Strategy
- Broome County, NY: Economic and Labor Market Analysis for the Broome County Comprehensive Plan
- MARK Project, Arkville, NY: Revitalizing the Esopus/Delaware Region, A Regional Economic Development Strategy for the Central Catskills
- Goochland County, VA: Economic Development Strategic Plan
- Cayuga County, NY: Economic Development Strategic Plan
- Botetourt County, VA: Economic Development Study
- Augusta County, VA: Economic Development Strategic Plan
- Massachusetts Alliance for Economic Development: Regional Resource Assessments
- Wall Street West (northeastern Pennsylvania): Workforce and Workforce Development System Gap Analysis
- James City County, VA: Business Climate Study

Market Analysis & Community Revitalization

- Village of Canton, NY: Market Analysis for the Brownfield Opportunity Area (BOA) Nomination Study
- City of Oswego, NY: Market Study for the Oswego Multi-Purpose Athletic and Civic/Community Facility Feasibility Study
- City of Amsterdam, NY: Economic Opportunity Assessment for the Downtown Amsterdam Multimodal Center / Amtrak Station Relocation Study
- City of Norwich, NY: Economic and Market Analysis for the Norwich BOA Revitalization Plan
- Town of Massena/St. Lawrence County, NY: Economic and Market Analysis for the Massena BOA Revitalization Plan
- Village of Schoharie, NY: Market Study
- Town of Clay, NY: Economic and Market Analysis for the Three Rivers Point BOA Nomination Study
- Town and Village of Fort Edward, NY: Economic and Market Analysis for the Downtown Renaissance BOA Nomination Study
- Putnam County, NY: Niche Marketing Plans for the Village of Brewster and Town of Kent
- Town of Ashburnham, MA: Village Center Marketing Plan

Other Projects

- Village of Highland Falls, NY: Local Waterfront Revitalization Strategy
- Demographic, Housing, and Economic Analysis for Comprehensive Plans in the Town of North East/Village of Millerton, Town of Esopus, Village of Voorheesville, Village of Stamford, and City of Port Chester, NY
- Economic Analysis for Agricultural and Farmland Protection Plans in the Counties of Seneca, Lewis, Herkimer, Schoharie, Seneca, Jefferson, Sullivan, Orange, and Putnam
- City of Lockport, NY: South Street Neighborhood Needs Assessment and Action Plan
- Town of Lexington, NY: Long-Term Community Recovery Strategy

COMMUNITY INVOLVEMENT AND VOLUNTEER EXPERIENCE

- AIA Design & Resiliency Team, Belchertown, Massachusetts, February 2016
- Juror, 2015 Erie Canalway Heritage Award of Excellence
- Treasurer, Hudson-Mohawk Bird Club, 2005 to Present
- Board of Directors, Hudson-Mohawk Bird Club, 2004 to Present
- Comprehensive Plan Advisory Committee, Town of Colonie, New York, 2004 to 2005

MICHAEL STUMPF

Principal

Education

MS Urban/Economic Geography
BS Public Administration
Northern Illinois University

Certifications

American Institute of Certified
Planners (AICP) – #019408
Certified Economic Developer
(CEcD) – #1782

Professional

American Planning Association
International Economic
Development Council
Mid-America Economic
Development Council (Board)
National Trust for Historic
Preservation
Wisconsin Downtown Action
Council (Board, President)
Wisconsin Economic Development
Association

Michael Stumpf is a community strategist with more than thirty years of experience in government and as a private consultant. He is an expert in applying market intelligence to craft effective community and economic development strategies. Through more than 140 projects in 32 states and provinces, Michael has gained extensive knowledge of the alternative approaches employed in various regions, and in differing types of urban and rural communities. His work in economic development and downtown revitalization has received several professional awards.

After beginning his career in retail development, Michael spent 15 years as an economic development director in Illinois, Wisconsin, and Colorado. In 2005 he left his position as the economic development director for Boulder, Colorado, to form Place Dynamics. As an economic development director, Michael was instrumental in implementing business district strategies in both downtowns and emerging commercial areas. He has continued to make revitalization a large part of his consulting practice, incorporating his background in market analysis and knowledge of real estate development.

Michael has expertise in business location decision-making in both the retail and primary industry sectors. He has authored numerous articles on industrial site selection and retail markets. Michael applies this knowledge in helping communities site and plan successful commercial districts and employment centers. His projects encompasses all types of commercial areas, mixed-use neighborhoods, and shopping centers. He has conducted the market feasibility, site selection, and development planning for business or industrial parks with public and private investment approaching \$1 billion.

Michael's work in community planning has tended to focus on market-driven approaches and small area development or redevelopment plans. These have included neighborhoods, development sites, parks, and waterfronts, in addition to comprehensive planning and related activities such as impact fees, economic impact analysis, and demographic or economic studies.

Experience

BUSINESS DISTRICTS AND REDEVELOPMENT

- 124th St and Lisbon Rd Redevelopment Plan, Brookfield, WI
- Allen Creek / Union St. Redevelopment Plan, Evansville, WI
- Commercial Corridor Plans, Appleton, Wisconsin
- Commercial Corridors Strategy, Rochester, New York
- Downtown Concept Plan, Port Arthur, Texas
- Downtown Plan, Appleton, Wisconsin
- Downtown Plan, Belvidere, Illinois
- Downtown Plan, Boulder, Colorado
- Downtown Plan, Clintonville, Wisconsin
- Downtown Plan, Elm Grove, Wisconsin
- Downtown Plan, Marshfield, Wisconsin
- Downtown Plan, Mazomanie, Wisconsin
- Downtown Plan, Menasha, Wisconsin
- Downtown Plan, Whitewater, Wisconsin
- Downtown Redevelopment Sites, Janesville, Wisconsin
- Downtown Strategic Assessment, Sioux City, Iowa
- Fox River Corridor Redevelopment Plan, Appleton, WI
- Hawthorn Melody Redevelopment, Whitewater, WI
- Hilltop Small Business Study, Columbus, Ohio
- International Marketplace, Indianapolis, Indiana
- Interstate 94 Corridor Plan, Raymond, Wisconsin
- James Street Redevelopment Plan, Whitewater, WI
- Jefferson Street Redevelopment Plan, Whitewater, WI
- Layton Boulevard Strategy, Milwaukee, WI
- Near West Side Strategy, Milwaukee, Wisconsin
- Oneida Street Corridor Plan, Appleton, Wisconsin
- Redevelopment Area Plan, Wausau, Wisconsin
- Richmond Street Corridor Plan, Appleton, Wisconsin
- Superior Trade Zone Strategy, Michigan
- Town Center Plan, Ledgeview, Wisconsin
- Town Center Plan, Raymond, Wisconsin
- Town Center Plan, Tylertown, Mississippi
- Washington Av Redevelopment Workshop, Madison, WI
- Water Street Redevelopment Plan, Menasha, Wisconsin
- Whitewater Hotel Redevelopment, Whitewater, WI
- Wisconsin Avenue Corridor Plan, Appleton, Wisconsin

OFFICE/INDUSTRIAL PARK DEVELOPMENT

- Bluff Road Commercial Corridor, Whitewater, Wisconsin
- Enterprise Business Center, Racine County, Wisconsin
- Highway 14 Industrial Park, Mazomanie, Wisconsin
- Northcentral Iowa Ag-Industrial Center, Fort Dodge, IA
- Williams Value-Added Agricultural Park, Williams, Iowa
- Whitewater Business Park, Whitewater, Wisconsin

ECONOMIC DEVELOPMENT

- Business Climate Study, Webster County, Iowa
- Business Development Toolkit, Moffat County, Colorado
- Business Incubator Feasibility Study, Farmington Hills, MI
- Business Incubator Feasibility Study, La Crosse, Wisconsin
- Business Incubator Feasibility Study, River Falls, Wisconsin
- Business Incubator Feasibility Study, Woodinville, Wash.
- Commercial Business Feasibility Study, Arcadia, Michigan
- Commercial Development Program, Boone County, Illinois
- Coworking and Entrepreneurship Study, Idaho Falls, Idaho
- Coworking and Entrepreneurship Study, Southeastern WI
- Coworking Feasibility Study, Orlando, Florida
- Disaster Recovery Strategy, Schoharie County, NY
- Downtown Redevelopment Practices Analysis, Wisconsin
- Economic Benchmark Analysis, Santa Fe, New Mexico
- Economic Cluster Analysis, 7-County Region, Iowa
- Economic Conditions Analysis, GM Site, Indianapolis, IN
- Economic Development Assessment, Escambia Co., FL
- Economic Development Analysis, East Stroudsburg, Penn.
- Economic Development Organizational Study, SW Colorado
- Economic Development Assessment, Pleasantville, NJ
- Economic Development Marketing, Sun Prairie, Wisconsin
- Economic Development Plan, Marquette, Michigan
- Economic Development Plan, Mazomanie, Wisconsin
- Economic Development Plan, Vernon County, Wisconsin
- Economic Development Strategy, Whitewater, Wisconsin
- Economic Impact Analysis, Industrial Project, Madison, IN
- Economic Impact Analysis, Ivy Tech, Indianapolis, IN
- Economic Impact Analysis, Shops at 44, Murrysville, PA
- Economic Recovery Planning, Bay St. Louis, Mississippi
- Economic Recovery Planning, Minot, North Dakota
- Enterprise Zone Marketing Strategy, Belvidere, Illinois
- Entrepreneurial Development Strategy, Gilbert, Arizona
- Food Innovation Center Feasibility Study, Eureka, CA
- Incentives Study, Spruce Grove, Alberta, Canada
- Industry Analysis and Marketing, Ogdensburg, NY
- Industry Target and Marketing Plan, Coos County, NH
- Industry Target and Marketing Plan, Spruce Grove, AB
- Industry Target and Marketing Plan, Stony Plain, AB
- Industry Target Study, Webster County, Iowa
- Industry, Workforce, and Real Estate Analysis, New York Southern Tier Counties
- Manufacturing Jobs and Port Study, Eureka, California
- Manufacturing Relocation Study, Chicago Region, IL
- Natural / Organic Food Industry Initiative, Boulder, CO
- Retail Trade Study, Lake County, Ohio
- Targeted Industry Market Development, Rockford, IL

TOURISM AND HOSPITALITY

Aside from these, several of Michael's other projects have addressed tourism and hospitality as part of a larger scope of work.

- Banquet and Lodging Analysis, Lake Mills, Wisconsin
- Banquet and Lodging Analysis, Menasha, Wisconsin
- Boutique Hotel Development Analysis, Ripon, Wisconsin
- Conference Center & Hotel Analysis, Kingman County, KS
- Destination Development Plan, Pagosa Springs, Colorado
- Hotel Feasibility Analysis, Cheraw, South Carolina
- Hotel Feasibility Analysis, Lyons, Colorado
- Hotel Feasibility Analysis, New Roads, Louisiana
- Hotel Feasibility Analysis, St. Francisville, Louisiana
- Keweenaw Mountain Lodge Analysis, Copper Harbor, MI
- Local Tourism Strategy, Sioux City Metro Area, Iowa
- Rural Tourism Asset Map, Rock/Henry/Mercer Cos., IL
- Tourism Development Plan, Whitewater, Wisconsin
- Tourism Strategy, Ohio River Valley, Ohio
- Visitor Market Research, Okeechobee County, Florida

MARKET ANALYSIS AND DEVELOPMENT STRATEGIES

The projects listed below are representative of Michael's extensive experience. He has conducted the market research, site selection, and feasibility analysis for more than 80 public or private commercial development projects across the nation.

- 28th and Jay Development Impact Analysis, Boulder, CO
- Best Use Analysis, Little Chute, Wisconsin
- Cottage Grove Road Analysis and Strategy, Madison, WI
- Development Opportunities Analysis, Blair, Wisconsin
- Development Opportunities Analysis, Holmen, Wisconsin
- Development Opportunities Analysis, Hudson, Wisconsin
- Development Opportunities Analysis, Oakdale, Wisconsin
- Downtown Market Analysis and Strategy, Ripon, WI
- Economic Benchmark Application, Santa Fe, New Mexico
- Economic Impact Analysis, Monroe, Wisconsin
- Economic Impact Analysis, Stoughton, Wisconsin
- Foot Traffic Analysis, Elkhart Lake, Wisconsin
- Foot Traffic Analysis, Osceola, Wisconsin
- Foot Traffic Analysis, Ripon, Wisconsin
- Foot Traffic Analysis, Shullsburg, Wisconsin
- Foot Traffic Analysis, Waupaca, Wisconsin
- Grocery Development Study, Madison, Wisconsin
- Housing Development Site Analysis, Munising, Michigan
- Housing Needs Analysis, Whitewater, Wisconsin
- Housing Development Site Analysis, Woodstock, Illinois
- Impact Fee Review, several municipalities, Wisconsin
- Market Analysis & Recruitment Plan, Bay St. Louis, MS
- Market Analysis, Belvidere, Illinois
- Market Analysis and Strategy, Alamogordo, New Mexico
- Market Analysis and Strategy, Gallup, New Mexico
- Market Analysis and Strategy, Jamestown, North Dakota
- Market Analysis and Strategy, Mazomanie, Wisconsin
- Market Analysis and Strategy, Oakdale, Wisconsin
- Market Analysis and Strategy, Trinidad, Colorado
- Market Analysis and Strategy, Whitewater, Wisconsin
- Meeting and Hospitality Analysis, Lake Mills, Wisconsin
- Near West Side Market Analysis, Milwaukee, Wisconsin
- Northside Market Analysis, Madison, Wisconsin
- Pharmacy Study, Red Cliff Band of Chippewa, Wisconsin
- Retail Market Study and Strategy, Tulsa, Oklahoma
- Retail Trade Study, Lake County, Ohio
- Sales and Economic Impact Analysis, Murrysville, PA

URBAN PLANNING

Michael has led or participated in many planning projects including visioning exercises and interactive workshops, comprehensive plans, neighborhood plans, and park plans.

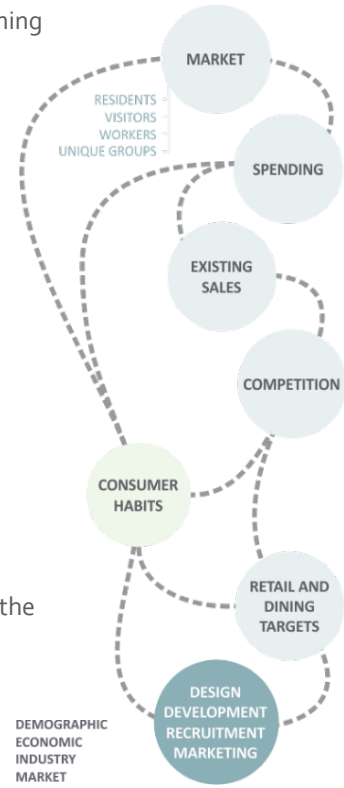
FIRM PROFILE



Place Dynamics was established in 2005 to fill a need for better-informed city planning and economic development. Having begun his career in data science and real estate market research, our founder understood that the plans and studies he encountered during fifteen years of community development practice fell short of the kind of detailed analysis that would lead to their successful implementation. Place Dynamics sought to change that.

Our purpose is to deliver insight and strategy, whether independently or working as part of a larger team of consultants. We are pioneering the use of new data sources and techniques to support data-driven and market-supported planning. Our analysis leads to informed decision-making and innovative strategies that produce measurable results for clients in the government and nonprofit sectors, and private real estate developers. We currently practice across the United States and Canada, having worked in 31 states and provinces.

Our core services are market and economic research, and strategic planning, to support economic development, city planning, and business district vitality. Our core team of consultants all bring at least 25 years of professional experience in fields such as economic development, commercial real estate, real estate development, city planning, and human resources management. Each member of the team spent decades "in the trenches" prior to beginning a consulting career.



Place Dynamics is headquartered near Milwaukee, Wisconsin. We are recognized as a service-disabled veteran-owned small business for federal contracting purposes.



CONTACT

Michael Stumpf, Principal
3090 S. Country Lane

New Berlin, Wisconsin 53146

(262) 510-2131 – Wisconsin

(720) 440-2131 – Colorado

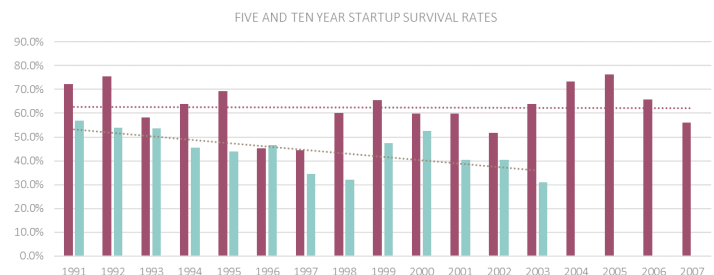
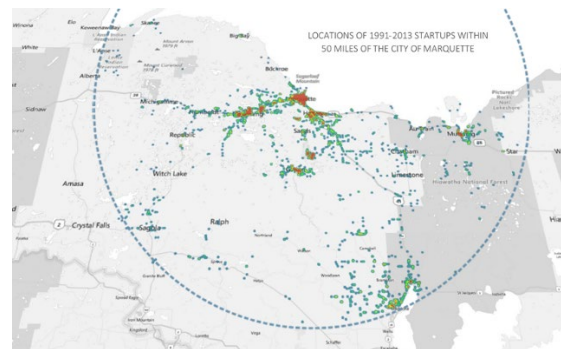
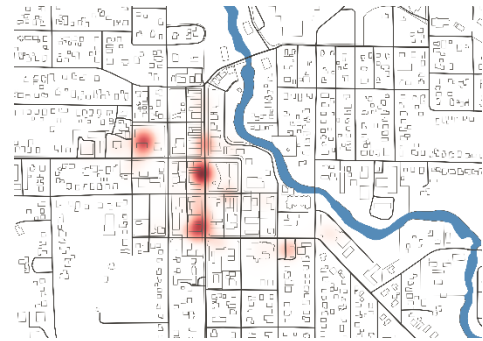
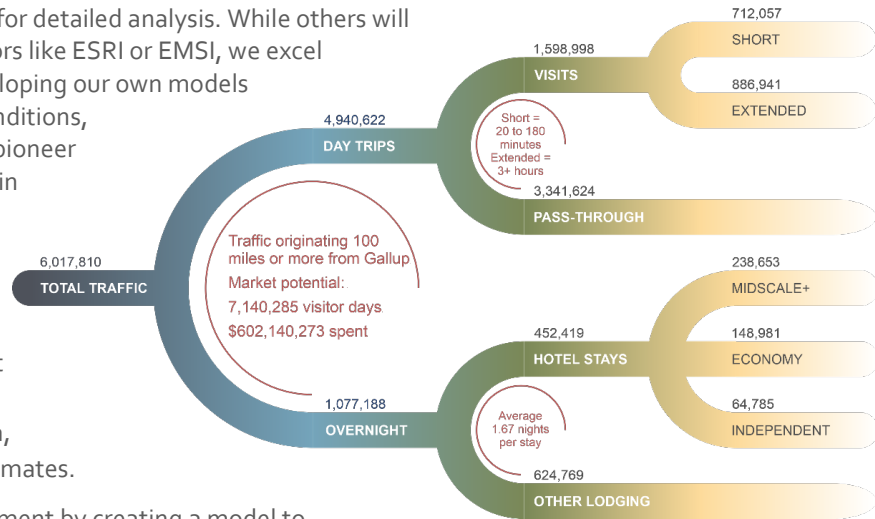
michael.stumpf@placedynamics.com

www.placedynamics.com

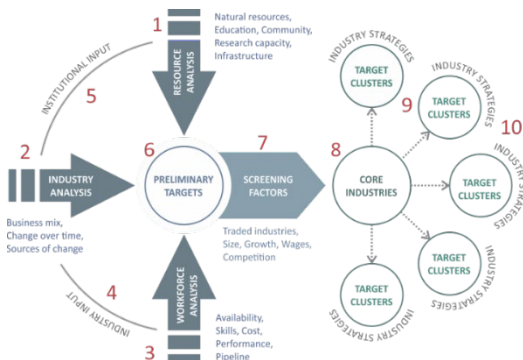
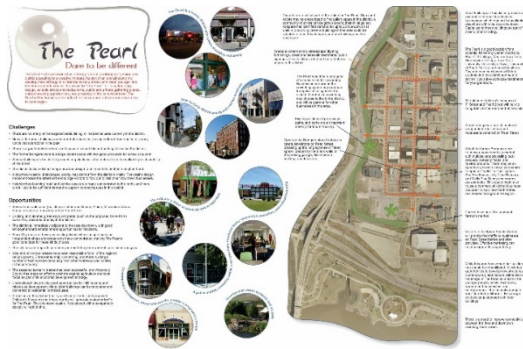
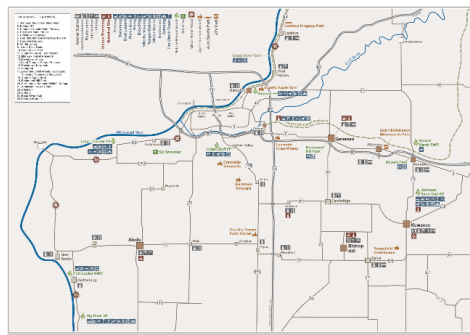
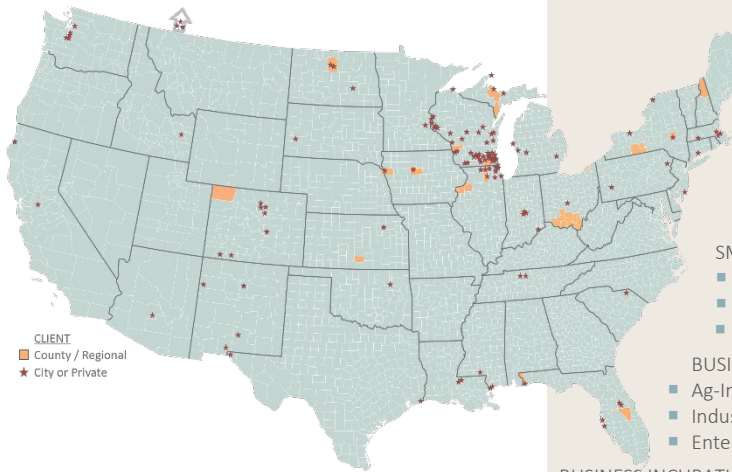
INSIGHT & STRATEGY

Place Dynamics is the firm to use for detailed analysis. While others will repackage data supplied by vendors like ESRI or EMSI, we excel at using original sources and developing our own models to produce deeper insight into conditions, issues, or trends. We continue to pioneer new data sources and techniques in market and economic research. Examples of the issues we have tackled include:

- Determining **tourism market potential** and market share, using mobile phone tracking, lodging market data, traffic volumes, and sales estimates.
- Supporting workforce recruitment by creating a model to estimate **commuting costs** as a fraction of wages, testing how changes in costs may impact net wages and the geography of the laborshed.
- Assessing **downtown visitor flow** by time of day and work or home origins, using mobile tracking, to enable businesses to target potential customers and develop effective promotional strategies.
- Documenting the **components of change** in the business mix attributable to business attraction, entrepreneurship, contraction or expansion, and closures, over time.
- Tracing the **origins of business investment** to specific geographic markets, to better target economic development marketing.
- Creating a model to estimate the size, industry and occupational distribution, and economic impact of the **contingent economy**, made up of independent consultants, freelancers, contract workers, and others employed outside of incorporated businesses.
- Detailing the geographic distribution and short- and long-term **survival and growth of startup businesses**, enabling survey research exploring factors in success or failure.
- Addressing **undercounted populations** and **unreported income** in retail market research.
- Using statistical approaches to determine the **primary industry groups** within the local economy.



PRIOR EXPERIENCE



ECONOMIC DEVELOPMENT

- Economic Development Strategy (Marquette, MI)
- Marketing Strategy (Superior Trade Zone, MI)
- Manufacturing Jobs Study (Eureka, CA)

INDUSTRY TARGET / CLUSTER RESEARCH

- Target and Market Strategy (Coos County, NH)
- Industry Sectors Strategy (Spruce Grove, AB)
- Industry Sector Marketing Strategy (Ogdensburg, NY)

SMALL BUSINESS DEVELOPMENT STRATEGIES

- Entrepreneurial Development Strategy (Gilbert, AZ)
- Small Business Toolkit (Moffat County, CO)
- Small Business Opportunity Study (Columbus, OH)

BUSINESS / INDUSTRIAL PARK PLANNING

- Ag-Industrial Park Feasibility and Plan (Fort Dodge, IA)
- Industrial Park Site Selection and Plan (Hamilton County, IA)
- Enterprise Logistics Park (Mount Pleasant, WI)

BUSINESS INCUBATION AND ACCELERATION

- Food Business Incubation / Co-packing Feasibility Study (Eureka, CA)
- Coulee Regional Business Center Feasibility Study (La Crosse, WI)
- St. Croix Valley Business Incubator Study (River Falls, WI)

COWORKING AND MAKERSPACES

- Regional Coworking Prospectus (Southeastern Wisconsin)
- Coworking Feasibility Study (Orlando, FL)
- Coworking Feasibility Study (Idaho Falls, ID)

MARKET AND ECONOMIC FEASIBILITY STUDIES

- Wine, Beer, and Craft Spirits Industry Study (Woodinville, WA)
- South Side Grocery Store Feasibility Study (Madison, WI)
- Pharmacy Development Feasibility Study (Red Cliff Band of Chippewa, WI)

DOWNTOWN REVITALIZATION / BUSINESS DISTRICT VITALITY

- Downtown Master Plan (Menasha, WI)
- Downtown Master Plan (Marshfield, WI)
- Town Center Plan (Tylertown, MS)

COMMERCIAL CORRIDOR DEVELOPMENT

- Commercial Corridors Strategy (Rochester, NY)
- Near West Side Neighborhood Plan (Milwaukee, WI)
- Market and Economic Development Strategy (East Stroudsburg, PA)

RETAIL / COMMERCIAL MARKET ANALYSIS AND STRATEGY

- Market Analysis and Strategy (Tulsa, OK)
- Market Analysis and Strategy (Gallup, NM)
- Market Analysis and Strategy (Trinidad, CO)

TOURISM DEVELOPMENT

- Destination Master Plan (Pagosa Springs, CO)
- Tourism Asset Map and Strategy (Henry – Rock Island – Mercer Counties, IL)
- Visitor Market Research (Okeechobee County, FL)

LODGING DEVELOPMENT

- Hotel Feasibility Study (Cheraw, SC)
- Hotel and Conference Center Feasibility Study (Kingman, KS)
- Hotel Feasibility Study (Pointe Coupee, LA)

COMPREHENSIVE PLANNING / SUPPORT

- Commercial Sector Study (Lake County, OH)
- Economic Benchmarking and Reporting (Santa Fe, NM)
- Comprehensive Plan and Parks Plan (Appleton, WI)

HOUSING STUDIES

- Housing Impact Studies (Multiple Municipalities, Minneapolis area)
- Vacation Home Development Feasibility Study (Munising, MI)
- Development Opportunities Analysis (Hudson, WI)

PUBLIC ADMINISTRATION / MANAGEMENT CONSULTING

- Keweenaw Mountain Lodge Use Study (Copper Harbor, MI)
- Sandy Beach Feasibility Study (Lake Mills, WI)
- Tax Increment / Neighborhood Development Analysis (Holmen, WI)