



# WAITSFIELD PLANNING COMMISSION AGENDA

May 7, 2024 at 7:00 p.m.

## Planning Commission

Beth Cook  
Robert Cook  
Emma Hanson  
AnnMarie Harmon, Vice-Chair  
Alice Peal  
Jonathan Ursprung, Chair  
Vacant

## Planning & Zoning Administrator

J. B. Weir

## Town Administrator

Annie Decker-Dell'Isola

## Town Clerk

Jennifer Peterson

## Town Treasurer

Randy Brittingham

## Waitsfield Town Office

4144 Main Street  
Waitsfield, VT 05673  
(802) 496-2218  
www.waitsfieldvt.us

**THE PLANNING COMMISSION WILL BE HOLDING A HYBRID MEETING. THE PUBLIC MAY ATTEND IN PERSON AT WAITSFIELD TOWN HALL OR REMOTE VIA ZOOM WITH TELEPHONE AND/OR VIDEO ACCESS. THOSE PARTICIPATING MAY SPEAK DURING THE DESIGNATED PERIODS.**

To join the meeting remotely, use this link:

<https://us02web.zoom.us/j/9190265312>

**Meeting ID:** 919 026 5312

**Or call:** 1 929 205 6099

1. **CALL TO ORDER / ROLL CALL**
2. **REVISIONS TO AGENDA, IF ANY (5 +/- min)**
3. **PUBLIC FORUM (10 +/- min)**
4. **APPROVAL OF MINUTES – APRIL 16, 2024 (10 +/- min)**
5. **ALICE UPDATE (20 +/- min)**
  - a. CVRPC
  - b. Climate Action Rural Resiliency
  - c. LHMP
6. **VILLAGE MASTER PLANNING (30 +/- min) AnnMarie/JB**
  - a. Interview Update / Steering Committee decision
  - b. Formal Recommendation
  - c. Steering Committee/PC Process
7. **WASTEWATER PLANNING PROJECT UPDATE (10 +/- min) JB/Bob**
8. **2024 WORK PLAN DISCUSSION (15 +/- min)**
9. **OTHER BUSINESS (20+/-min)**
  - a. PC Vacancy
10. **ADJOURNMENT**

**Waitsfield Planning and Zoning Administrators Report**  
**Planning Commission May 7, 2024 meeting**

**6. Village Master Planning (MPG)**

The Village Master Planning Steering Committee (VMPSC) completed its round of interviews with all three consultants the week of April 15<sup>th</sup>. The committee met with SE Group, Dubois & King and ReGrowth Planning/TCE. Subsequent to the interviews, a majority of the committee wanted to choose SE Group, although with the condition that they met with their wetlands scientist via Zoom. Committee members met with SE Group and its environmental analyst and wetlands scientist on Wednesday May 1. On Friday May 3, the committee met via Zoom to finalize its selection. The majority of the committee opted for SE Group. The overall feelings were that SE Group was the best option for master planning, but perhaps the weakest with regard to the wetland component of the project. Mrs. Harmon has provided her formal recommendation as committee Chair and it is included in the packet.

*Motion:* The Board should vote to make a formal recommendation to the Selectboard to approve SE Group as its chosen consultant for the Village Master Planning project and to enter into a contract pursuant to the guidelines set forth in the Municipal Planning Grant.

Per discussion at last meeting, the Board decided to have the consultant attend the June 4 meeting to kick off the project. And then at the June 18 meeting, the plan was to have the consultants return along with steering committee members.

At this meeting, the Board should continue discussion on how it would like to see the project develop. The PZA strongly recommends that, once the project kicks off, a meeting be held with Shannon Morrison and SE group so all parties can be introduced and get on the same page as to what the Wetlands Division wants to see from this project. It is important to get the ball rolling early with Shannon the rest of the division as wetlands will be a focus in the earlier stages of the project. The PZA has included the RFQ for discussion purposes at this meeting. Please review the deliverables in advance of the meeting. Prior to entering into contract with the consultant, there will be a meeting to revisit the original deliverables and modify accordingly.

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**7. Wastewater Planning Project Update**

Funding applications are all complete for now. Between the PZA, Robin Morris and Annie Decker Dell'Isola (in her new position as project manager), the USDA application has been

completed, along with CDS applications through both Senator Sanders and Senator Welch's offices. The CDS application for Rep. Balint went live on 4/26 and had to be completed in earnest by 4/19. Thanks to Mrs. Decker Dell'Isola, the application made it in by the deadline.

The community meeting for the wastewater project will be held on Wednesday May 8<sup>th</sup> at the Village Meeting House in the United Church of Christ from 6-8pm. There will be a Zoom option in addition to a broadcast by MRVTV. Light refreshments will be served. Commissioners are encouraged to attend!

At its 4/29 meeting the Selectboard voted to approve the bond language as drafted by Town counsel. The bond vote will take place the Village Meeting House on June 11. Ballots will be mailed to every registered voter in town.

There are only 39 days to the bond vote as of this writing!

The Town website page for the project has been updated and can be found [here](#).

The story map page is online! Visit that page [here](#).

## **8. 2024 Work Plan Discussion**

As a rolling item for discussion during these early 2024 meetings, a draft 2024 work plan is included in the packet. Since last meeting, the PZA has included Town Plan updates in the document per discussion at last meeting.

## **9. Other Business**

We have received no interest as of yet in the vacant position. The Town Clerk had to post the ad in Front Porch Forum as the PZA was unable to access the FPF account of prior zoning administrators.

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Upcoming trainings/webinars:

### ***Using BioFinder 4.0: A step by step introduction to using this updated webmap***

The BioFinder website is an online map and database that allows users to explore the patterns of habitat distribution that most impact Vermont's biodiversity. It hosts the Vermont Conservation Design data – all components of a complete vision for maintaining ecological function to secure

our natural heritage for future generations. The Biofinder website was just updated to BioFinder 4.0 and while the functionality is nearly identical to the previous version, now is the perfect time to learn how to better use this multi-faceted tool. Join us and improve your skills in using BioFinder. This webinar will focus on the functionality of the webmap itself. To learn more about the data behind the maps displayed on BioFinder, be sure to join an upcoming "Understanding Vermont Conservation Design" webinar.

Presenters:

David Moroney, Conservation Planning Specialist, VT Fish and Wildlife Department

Jens Hilke, Conservation Planner, VT Fish and Wildlife Department

Repeat sessions of this webinar will be offered on the following three dates:

Session 3: Tuesday, May 14th, 2024, 11:00 a.m. – 12:00 p.m. [Register](#)

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### **Spring Zoning and Development Review Forum**

This forum will have two main components. Law clerks from the Environmental Division of Vermont's Superior Court will explain many practical aspects of how the E-Court operates, best practices for local boards to write effective decisions, and recent case law affecting municipal zoning appeals. In addition, VLCT's Advocacy staff will explain the status of current legislation relating to local zoning and development.

Sessions

Behind the Bench: Insights into Municipal Zoning Appeals

The law clerks from the Environmental Division of the Superior Court will address an array of topics including how cases work through the court system, recent case law regarding municipal zoning appeals, and best practices for Development Review Boards and Zoning Boards of Adjustment in writing effective decisions.

2024 Legislative Wrap-Up

Presenters

Zach Handelman, Law Clerk, Vermont Superior Court, Environmental Division

Lizzie Filosa-Leonardi, Staff Attorney, Vermont Superior Court, Environmental Division

Ted Brady, Executive Director, VLCT

Josh Hanford, Director of Intergovernmental Relations, VLCT

Date: Thursday, May 30, 2024



Time: 9:00 AM - 12:00 PM

Registration Deadline: Thursday, May 30, 2024

Register [here](#).

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Respectfully submitted,

J.B. Weir

**TOWN OF WAITSFIELD, VERMONT**  
**Planning Commission Meeting Minutes**  
**Tuesday, April 16, 2024**  
Draft

**Members Present:** Beth Cook, Bob Cook, Emma Hanson, Alice Peal, Jonathan Ursprung  
**Members Absent:** AnnMarie Harmon  
**Staff Present:** JB Weir, Planning and Zoning Administrator  
**Others Present:** None

**II. Regular Business.**

**1. Call to Order**

The meeting was called to order at 7:02 pm by Jonathan. The meeting was held in person at the Town Offices and remotely via Zoom.

**2. Review agenda for addition, removal, or adjustment of any items.**

It was agreed to add a river corridor discussion at the beginning of the meeting.

**2A. River Corridor Discussion**

Alice reported that she has met with Brian Voigt regarding adding river corridor regulations to the Land Use Regulations. Brian would like to attend an upcoming meeting to review some related details. It was agreed to place this discussion on the May 21 agenda.

**3. Public Forum.**

Nobody present requested time to address the Commission.

**4. Approval of Minutes**

The minutes of March 19, 2024 were approved.

**5. Village Master Planning**

JB outlined that interviews have taken place and the Steering Committee has tentatively decided to recommend that SE Group be selected by the PC/SB for the project, pending an interview with their wetlands specialist. Some of the logistics of upcoming meetings with the consultant, Steering Committee, and full PC were discussed. It was agreed to invite the Steering Committee to the May 7 PC meeting, and the consultants to the June 4 meeting.

**6. Wastewater Planning Project Update**

JB provided an update, noting that:

- Annie is back as part-time project manager
- Funding requests:
  - Applications for congressional funding have been submitted for Senators Sanders and Welch
  - Representative Balint does not have applications available yet, but one will be submitted when they are
  - USDA is underfunded, so the group is no longer counting on grant/subsidy; but anticipate taking a \$2M low-interest USDA loan as has been planned
  - More ARPA funds have been requested from DEC, up to \$6M; letters have been sent to both DEC and Governor Scott's office regarding this reallocation

- A revised funding stack included in the meeting packet has been updated to reflect all these changes
- A schedule of upcoming informational meetings
- Robin Morris is working on draft easement language
- Annie is working on bond language
- Engineering technical team is meeting to go over treatment plan details

## **7. 2024 Work Plan Discussion**

Jonathan reviewed the current task list, noting that the Work Plan will be treated as a living document. It was agreed that master planning work will be a top priority/focus, and that important aspects of bylaw updates will include the groundwater overlay and consideration of changes to the Limited Business District regulations. Cannabis regulations will be put on hold for now. Jonathan suggested that addressing the Town Plan updates be included on the work plan, including deciding whether to cover enough aspects of the Plan to request an 8-year approval and potentially apply for a planning grant to cover the work.

Jonathan asked that PC members share any other ideas at upcoming meetings, as well as suggestions for minor bylaw changes that may be addressed when the groundwater overlay addition goes through the approval process.

## **8. Other Business**

CVRPC Update – Alice noted that the RPC has readopted the current regional plan, and will continue working on the updates; when adopted, the new version will likely have impacts for Waitsfield’s Energy and Future Land Use chapters.

Climate Action Rural Resiliency – Alice’s subcommittee will be reviewing the current chapters in the Climate Action Plan, particularly flood mitigation. The work will include outlining tools and methods for towns to put into practice.

Alice also noted that VTrans and Green Mountain Transit funding is diminishing.

PC Vacancy – JB will be posting again for the open position.

## **9. Adjournment**

The meeting adjourned at 8:23 pm.

Respectfully submitted,  
Carol Chamberlin, Recording Secretary

**From:** [AnnMarie Harmon](#)  
**To:** [JB Weir](#); [Jonathan Ursprung](#)  
**Cc:** [Ira Shadis](#); [Luke Foley](#); [Mac Rood](#); [Sean Lawson](#); [Alice Peal](#); [Sam Robinson](#); [beth](#); [Brian](#); [Kaziah Haviland](#)  
**Subject:** Recommendation of Master Planning Consultant to PC  
**Date:** Friday, May 3, 2024 11:11:16 AM

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Members of the Planning Commission,

It is the recommendation of the majority of the Irasville Master Planning Steering Committee that we recommend the SE Group to the Selectboard. The Steering Committee invited the SE Group to come in for a second time and focus their presentation more on the wetlands portion of the project because, although they were the strongest in master planning, they were the weakest in their presentation of their background and understanding of wetlands in the first round of interviews.

What sets this master planning project apart from the other Irasville master planning projects in the past is the wetland component. In the past it appeared as though the wetlands were an afterthought. With this in mind, there was concern by several members of the Steering Committee, including myself, that the lack of experience working with the wetland professionals at the State could be an issue. The SE Group presented the wetland experience of their wetland scientist (who lives in New Hampshire) in addition to presenting the wetland experience of the team including Mark, Alex and Julia. They cautioned the creation of a pilot, breakthrough project as it could potentially require long-term monitoring. They presented a three tiered approach of 1. Avoidance; 2. Minimization; and 3. Mitigation/Compensation which is “baked into the Clean Water Act’s permitting process” they noted. They advocated three development scenarios: A. Status Quo; B. Avoidance; and C. Strategic Encroachment with the potential of developing in low-functioning wetland areas if there could be a high benefit—with the understanding of the potential high cost of this scenario.

Although the SE Group’s wetland experience may not be as strong as DuBois & King or the TCE Group’s, they were the strongest in master planning and after all, this is first and foremost a master planning project. Although not everyone in the Steering Committee agreed that this was first and foremost a master planning project, the majority felt that we may be doing a disservice to the Town if we focused primarily on the wetlands part of this project. We all can agree that what we need is more development and the SE Group’s presentation on their experience with infill development was the strongest.

The Steering Committee asks that the Waitsfield Planning Commission recommend the SE Group to the Selectboard at their meeting on Monday, May 13.

Respectfully submitted,  
AnnMarie

# STATEMENT OF QUALIFICATIONS FOR IRASVILLE VILLAGE MASTER PLAN

Prepared for:  
The Town of Waitsfield



**SE GROUP**

CONTACT

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The Town of Waterville Valley is small, but highly influenced by its setting near the Waterville Valley Resort and the White Mountain National Forest. These recreation and tourism influences make planning very complex with a large number of seasonal residents, visitors and guests. Recognizing this, SE Group prepared a public engagement strategy that sought insight from this broad constituency. Using stakeholder meetings, online surveys, public open houses, informational booths at special events and interactions with the Planning Board, a significant amount of insight in community attitudes and opinions was captured. SE Group did a terrific job of encapsulating the community attitudes and opinions in ways that illustrated unique challenges and opportunities for the community.

**-Mark Decoteau, Town Manager**  
Waterville Valley, NH



March 15, 2024

Town of Waitsfield  
Attn: JB Weir, Planning & Zoning Administrator  
4144 Main Street  
Waitsfield, VT 05673

Dear Selection Committee members,

We are pleased to provide you with our submittal for the Village Master Plan for Irasville RFQ. Our team is deeply familiar with the planning challenges and opportunities present in Irasville. We recently assisted the Waitsfield Planning Commission with a successful year-long process to modernize zoning bylaws for the Town's village areas. This project was dubbed the Vibrant Villages Initiative to help spotlight the goals identified for the Town's village identified in the Waitsfield Town Plan for increasing housing options, walkability, and overall vibrancy in alignment with plans to create a community wastewater system. We are excited by this potential opportunity to continue to assist the Town with this logical and critical next step in this initiative.

To this partnership, we would bring decades of experience in municipal planning in Vermont, as well as a national perspective informed by our work with small resort communities in Colorado and other western states. Our team includes community planners, landscape designers, and Certified Wetland Scientists. Some recent examples of our work with Vermont communities includes:

- Guiding the Town of Essex through the development of a comprehensive Town Center Master Plan covering infill development, pedestrian connectivity, and environmental resources.
- Assisting the Town of Waterbury to prepare 3D visuals displaying the impact of proposed zoning bylaw changes for their downtown area and integrating these visualizations into a thorough community engagement approach.
- Working with the Town of Lyndon to develop a streetscape improvement plan for the Route 5 corridor through downtown Lyndon that identifies strategies and designs for improved pedestrian connectivity, public space activation, stormwater management, and beautification.

Through this diversity of experience, we are deeply qualified to assist the Town with evaluating potential pathways for future infill development and pedestrian connectivity in Irasville in ways that are respectful of its sensitive natural setting. We appreciate the deep commitment to public engagement laid out in the RFQ and will be an enthusiastic strategic partner in bringing in Waitsfield residents to each step of the planning process.

SE Group confirms that we have the necessary resources and capacity to fulfill the requirements of the project outlined in this proposal. Our team is available to begin work on the project immediately upon receipt of a signed contract and any necessary project specifications.

Sincerely,

SE Group



Alex Belenz | **Primary Contact**  
Project Manager | Associate Analyst & Planner  
abelenz@seggroup.com | 802-862-0098



Mark Kane | **Director**  
Community Planning  
mkane@seggroup.com | 802-881-1989



# QUALIFICATIONS & STAFFING

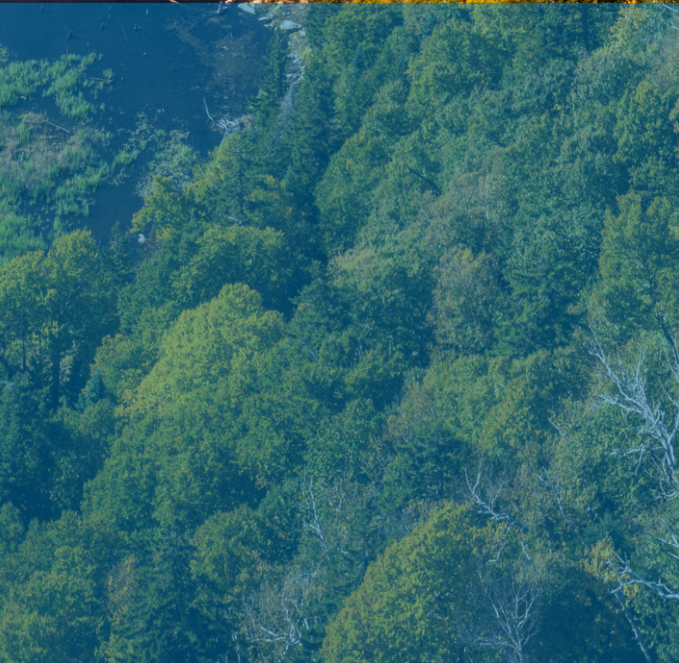


## The Value of Experience.

SE Group's corporate entity was formed in 1958 as the first company established for the sole purpose of designing ski resorts, including the consideration of how regulatory factors influence—and are affected by—ski area design.

**Since that time, our company has evolved to include comprehensive community planning, environmental and land-use planning, multi-season recreation and trails planning, community planning and design, parks and open space planning, and public lands cooperative planning for natural areas, rural communities and recreational development.**

Through the years, we have become leading experts in working with communities in attractive and sensitive environments where short-term choices have profound long-term effects. We bring that experience to our clients, and to every planning project.



We work in rural & mountain communities, where growth pressures, the protection of natural resources, and housing affordability shape priorities and decision-making.







## Planning Experts for Rural & Mountain Communities

Our work is focused on rural communities—often surrounded by public lands, established tourism and resort destinations, and where outdoor recreation is an economic driver. Growth in outdoor recreation has brought growth in both visitorship and new residents to communities in some of our country’s most beautiful locations. Irasville—as the crossroads of the Mad River Valley and with its proximity to Sugarbush and Mad River Glenn—is a popular area for tourists, and an increasingly desirable residence to those who value natural beauty and recreational opportunities. With such growth careful and thoughtful analysis and planning is imperative. We work with many communities to navigate the complex decisions that are required to forge a future that will continue to support economic vitality and a high quality of life. We provide plans that are pragmatic, sustainable, and implementable, while making sure each community we work with feels a stronger sense of place, connection and pride.

# Team Introduction

We help communities reimagine their future. Our integrated planning and design services identify opportunities for communities to grow and thrive in profound ways. Our work is informed by our national experience but is always rooted in local knowledge and close collaboration with our clients. As a trusted partner, we consider the environmental, social, and economic factors of a project – the whole picture. The value of our experience goes far beyond the know-how we’ve gained from thousands of projects. The real value is the wisdom that comes with it, and our proven ability to find opportunities in rapid and continuous change. We bring that experience to our clients and to every project.

## Our work includes:

- Comprehensive & Community Master Planning
- Subarea and Corridor Master Plan
- Affordable Housing Planning & Analysis
- Grant Program Planning
- Suitability Modeling and Land Use Mapping
- Community Engagement & Visioning
- Site Planning & Design
- Environmental Planning
- Outdoor Recreation Planning & Design
- Landscape Design & Architecture
- Connectivity & Mobility Planning
- Market Analysis & Economic Development
- Branding & Wayfinding Systems
- Project Management
- Recreation Planning & Design
- Landscape Design & Architecture
- Connectivity & Mobility Planning
- Market Analysis & Economic Development

Mark Kane  
Principal-in-Charge



Alex Belenz  
Project Manager



Julia Randall  
Planner



Hannah Loope  
Associate  
Landscape  
Architect



Tucker Gordon  
Environmental  
Planner & Certified  
Wetlands Scientist



Margaret Carlin  
Landscape  
Designer



Full resumes of our team members can be found on p. 24



# Engagement & Outreach is Our Expertise

Our approach to equitable and attentively curated engagement is the product of decades of engaging with the communities we serve. We understand that each community requires a distinct approach to engagement, and we offer a full menu of virtual and in-person engagement opportunities to satisfy the needs of our diverse client base. We embrace the idea of providing more than the standard open house by providing mechanisms to uncover the voices of the unheard and unrepresented, often through targeted outreach and “outside the box” strategies. We prioritize drawing parallels between group interests to achieve a unified vision with decision-making criteria which comes directly from community input. We have learned that finding shared values and perspectives is essential—these are what help align priorities within a community and enable to move it forward. We also know that this is not always an easy task. Building an engagement process that enables robust community dialogue is paramount.

## WE PROVIDE

- Consistent and transparent communication with staff & elected officials, stakeholders, and the public
- Engagement materials including interactive maps, meeting flyers, and surveys—just to name a few!
- Impactful and easy to use Project Websites
- Meeting-in-a-box opportunities
- Specially tailored focus groups and stakeholder discussions to develop and verify community needs
- Mapping and graphics to identify and support findings
- Illustrations and Infographics to communicate data and results

## MEETING PEOPLE WHERE THEY ARE AT

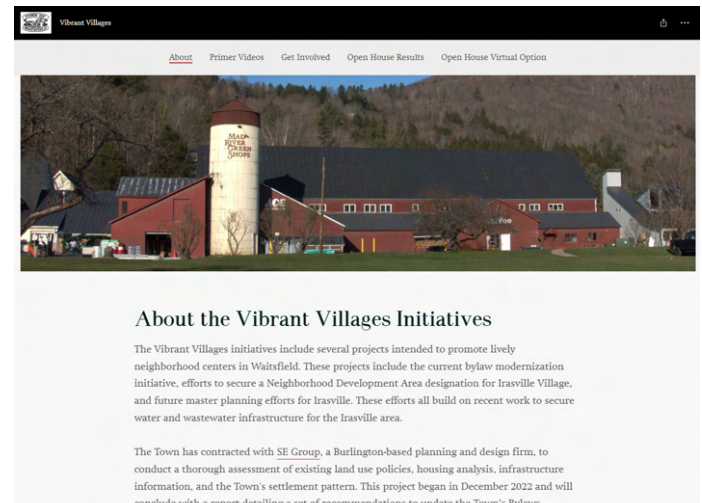
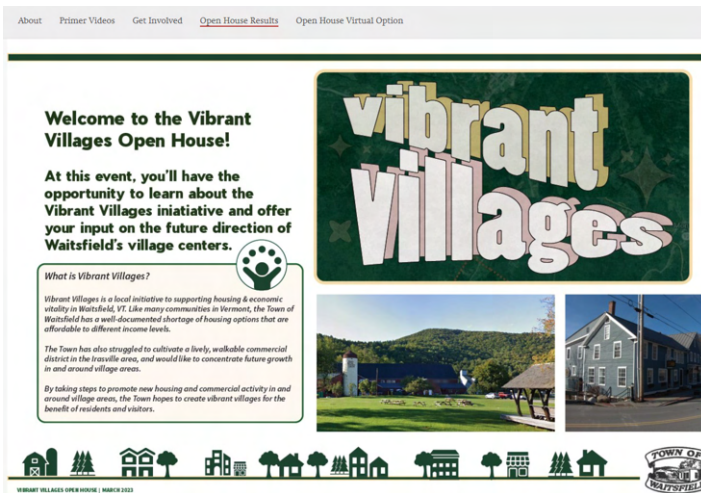
What does it mean to “meet people where they are at” and why is it so important to us? In our experience, community engagement yields the strongest results when the process is brought to the people. Most people are passionate about their community in one way or another, but may avoid participating in traditional public input processes for a variety of reasons. We love to find those local spots when we can engage with a broad cross section of the community at events or as they go about their daily business.



# SE GROUP STORY MAPS

A story can effect change, influence opinion, and create awareness—and maps are an integral part of storytelling. SE Group uses StoryMaps to give your narrative a stronger sense of place, illustrate spatial relationships, and add visual appeal and credibility to your ideas.

During SE Group's work with Waitsfield Village and Irasville Village to modernize their bylaws to support economic and housing vitality, known as "Vibrant Villages", SE Group leveraged the StoryMap platform to inform the community of the project details and goals, distribute project updates, notify the community of public engagement opportunities, post Open House boards and poll results, along with the opportunity to participate in a virtual Open House. Using StoryMaps allowed more community members to be involved in the process, which creates a more informed and meaningful outcome.



## StoryMaps & Public Engagement

SE Group uses ESRI StoryMaps to gather public opinion, encourage citizen involvement, and propel a data-driven approach to problem solving —providing a more collaborative and inclusive process when shaping the vision of a community.

A StoryMap website not only provides a portal for accessing surveys, important public meeting details and information, but also serves as a public bulletin board to communicate the results of these efforts and to keep the community informed as the project progresses and evolves. The StoryMaps platform encourages innovation and allows us to think of interesting, accessible, and engaging ways to present complicated spatial data, dense survey results, and intricate planning processes.

Stakeholders use our websites to learn about planning projects, explore interactive maps, view recommendations and designs spatially, and provide review as the process develops.





## EXPERIENCE WITH COMMUNITIES LIKE WAITSFIELD HAS TAUGHT US:

### Great communities know who they are.

They have a vibe and character that defines why people live there. Their uniqueness and authenticity are essential to their being. We know that great long-term plans are built by focusing on what brings a community together.

### Just as no two communities are alike, no two community planning projects are alike.

We listen and work closely with clients to tailor the approach that makes the best sense for their community, customizing our processes and public engagement efforts, accordingly.

### The best processes balance the interests of people, property, and place.

Doing this takes deep listening, experience, and a highly thoughtful approach that examines multiple scales of decision-making: long and short term, fine and large grain, local as well as regional.

### Planning is about pragmatism wrapped around a clear vision.

We work with communities to develop and communicate that vision in a clear, inspiring way. Compelling graphics, clear maps, succinct policies, and easy-to-use documents are hallmarks of SE Group's work.

## We've had the distinct honor of working with the following Vermont communities and regions:

- Waitsfield
- Waterbury
- Montpelier
- Lyndonville
- Essex Junction
- Burlington
- Enosburgh
- East Hardwick
- East Burke
- Vernon
- Northfield
- St. Albans
- Chester
- Richmond
- Montgomery
- Newport
- Mount Ascutney Regional Commission
- Mad River Valley Planning District
- Northeastern Vermont Development Association

# RELEVANT PROJECT EXPERIENCE

The table below is a list of recent relevant projects that showcase the project team’s experience as it relates to this plan. Full project descriptions of select projects are provided on the following pages.

Project Features					
Master Planning	Community Engagement	Natural Resource Planning	Housing	Active Transportation	Scenarios & Opportunities

PAST PERFORMANCE PROJECTS (WITHIN THE LAST 10 YEARS)					
Town of Waitsfield Bylaw Modernization, VT		●	●	●	●
Town of Waterbury Bylaw Modernization, VT		●		●	●
Essex Town Center Master Plan, VT	●	●	●	●	●
City of Montpelier Downtown Core Master Plan, VT	●	●	●	●	
Enosburgh Falls “Vital Village” Master Plan, VT	●	●		●	●
Town of Lyndon Route 5 Corridor Master Plan, VT	●	●	●	●	●
Town of Conway Master Plan, NH	●	●	●	●	
Mad River Valley Active Transportation Plan, VT	●	●		●	●

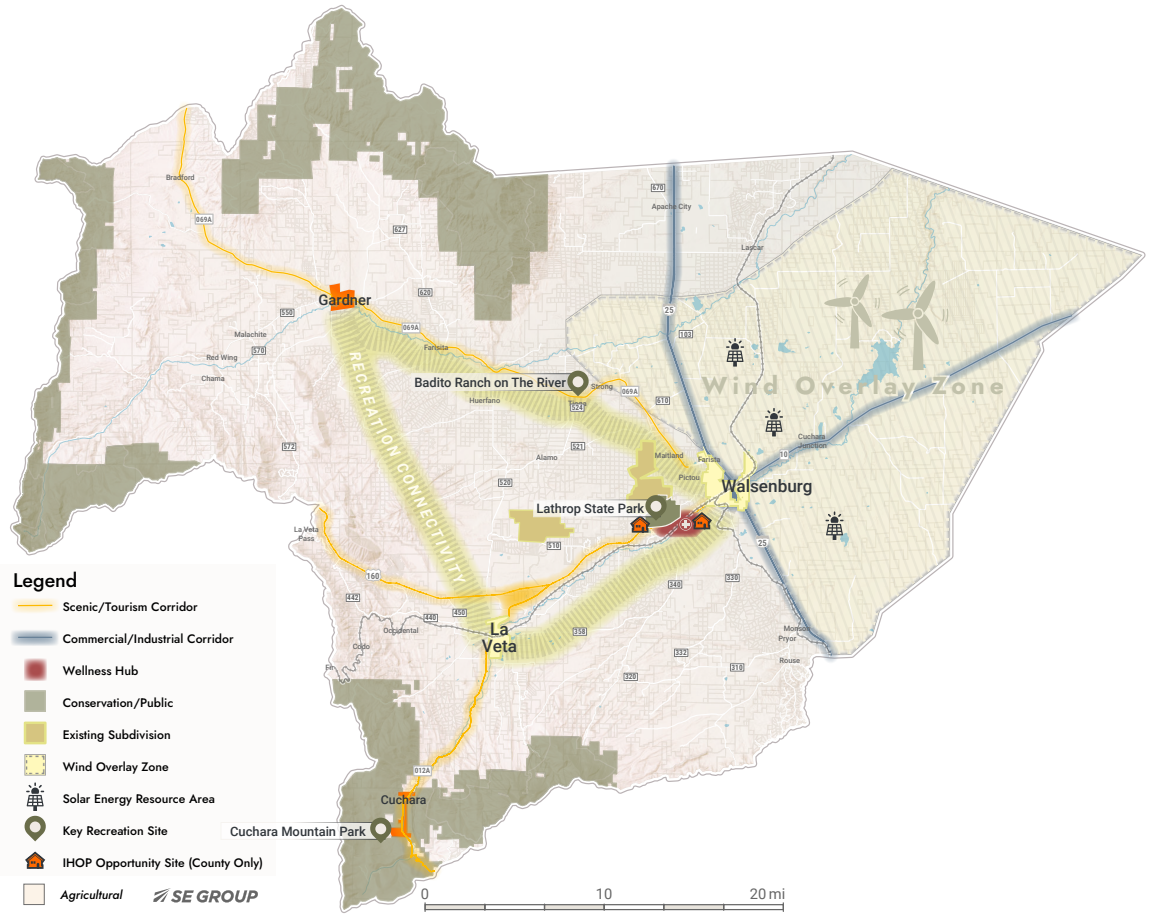
# References

PROJECT	CLIENT	CONTACT
Chester Village Center Master Plan	Chester Village	Julie Hance Town Manager jhchester@vermontel.net 802.875.2173
Enosburg “Vital Village” Master Plan	Northwest Regional Planning Commission & Town of Enosburg	Greta Brunswick Senior Planner gbrunswick@nrpcvt.com 802.524.5958 x16
Town of Waterbury Bylaw Modernization	Town of Waterbury	Neal Leitner Planning Director nleitner@waterburyvt.com 802.244.1018



# VISUALIZING CHANGE

## Future Land Use Map



## Massing Model

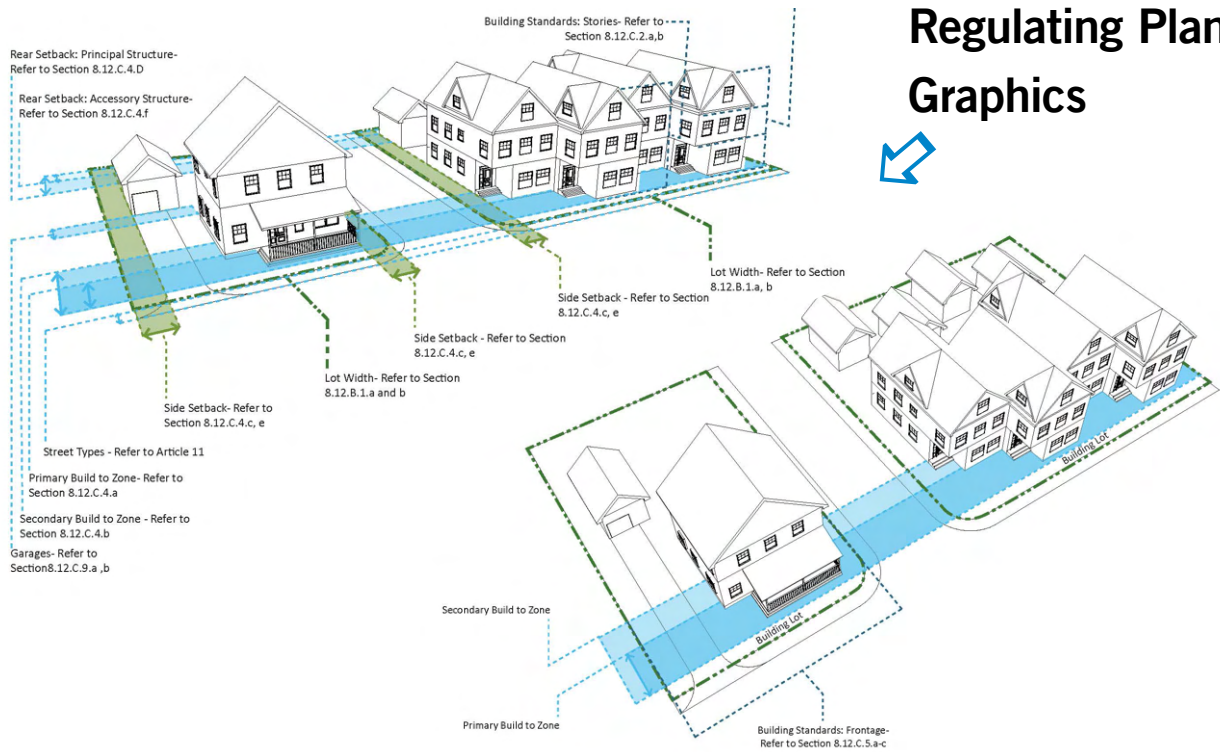






Massing Study 

Rendered Image 





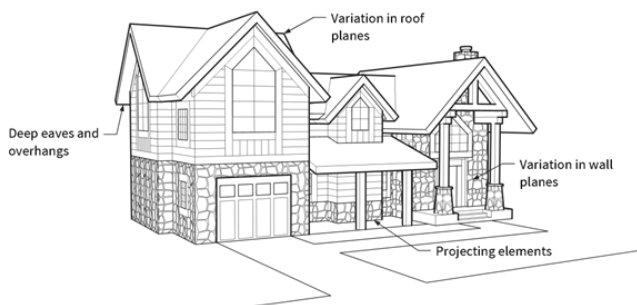


Rendered Images

## Design Standards User Guide

### Animating Features, Projecting Elements and Architectural Detailing

Development should provide a variety of architectural elements that “animate” the building and are features generally found within the Frisco community that help define the appropriate design character for Frisco. Providing animating features, projecting elements and architectural detailing will further preserve and strengthen the small mountain character of Frisco.



## Regulating Plan Graphics



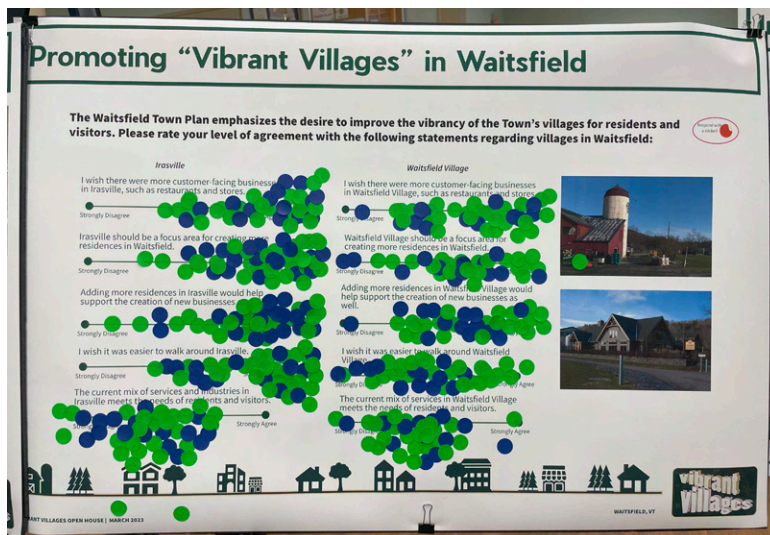


# Town of Waitsfield Bylaw Modernization

Waitsfield, Vermont

SE Group recently assisted the Town of Waitsfield with updating zoning bylaws to align with Town Plan goals for village revitalization, housing development, and pedestrian connectivity. This project focused on evaluating permitted land uses, lot sizes, dimensional standards in Waitsfield Village and Irasville. The Irasville village area, with its mix of shopping plazas, residences, and critical wetlands, was a particular focus for this work.

Working closely with the Waitsfield Planning Commission, we began this project with a site visit and thorough analysis of existing land use patterns, local and regional housing needs, and existing land use regulations. To support our public involvement process, we developed an engaging project website with educational information about the purpose and impact of zoning regulations and the Waitsfield Town Plan. As the project progress, this website was updated with educational videos narrated by Planning Commission members. A well-attended open house event provided critical input on initial strategic priorities identified by the project team. As the project progressed, high-level needs were distilled into specific proposed bylaw revisions through a series of iterative work sessions with the Planning Commission. The final series of proposed bylaw revisions were subsequently adopted by the Town of Waitsfield Selectboard. A final project memorandum included additional recommendations for potential bylaw revisions and pedestrian connectivity improvements.





# Town of Waterbury Bylaw Modernization

Waterbury, Vermont

We worked with the Town of Waterbury to update their Unified Development Bylaws (UDBs), which dictate zoning regulations for the town. These updates sought to unify the Town and former Village of Waterbury by promoting economic vitality and increased housing in this vibrant community. Waterbury Village used to be a separate municipality with its own bylaws. Now combined with the Town, these bylaws were required to be updated to better integrate with the Town's bylaws, while also reflecting the desired uses, densities, and dimensional standards in the vibrant village core.

The goals of Waterbury's Bylaws Update project were to:

- Be more clear, understandable, and user-friendly to all
- Be adaptable for existing, new, and expanding uses across the town zoning districts
- Allow for increased downtown density to support local housing needs
- Facilitate strategic commercial, industrial, and mixed-use development
- Protect the scenic and natural resources of the rural districts

We conducted two open houses in Waterbury to show the proposed changes in the bylaws and gather feedback from the community. Massing models of the dimensional standards were created for all zone districts, giving community members a sense of how future buildings would look on lots changed by the zoning.



**Waterbury**  
Vermont

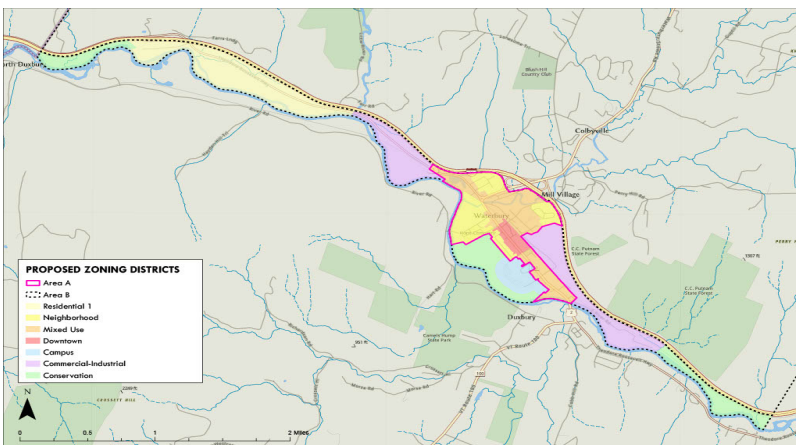
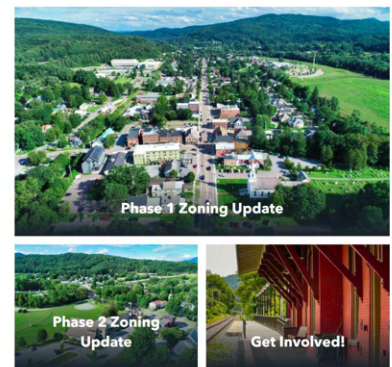
Collection  
**Waterbury Zoning Bylaws Update**

Unifying the Town and former Village for economic vitality and increased housing.

[Get started](#)

The Town of Waterbury is in the process of updating the Unified Development Bylaws (UDBs), which dictate zoning regulations for the town. These updates seek to unify the Town and former Village of Waterbury, promoting economic vitality and increased housing in this vibrant community.

This project is divided into two phases. Phase 1 is currently underway, and Phase 2 will begin mid-2024.

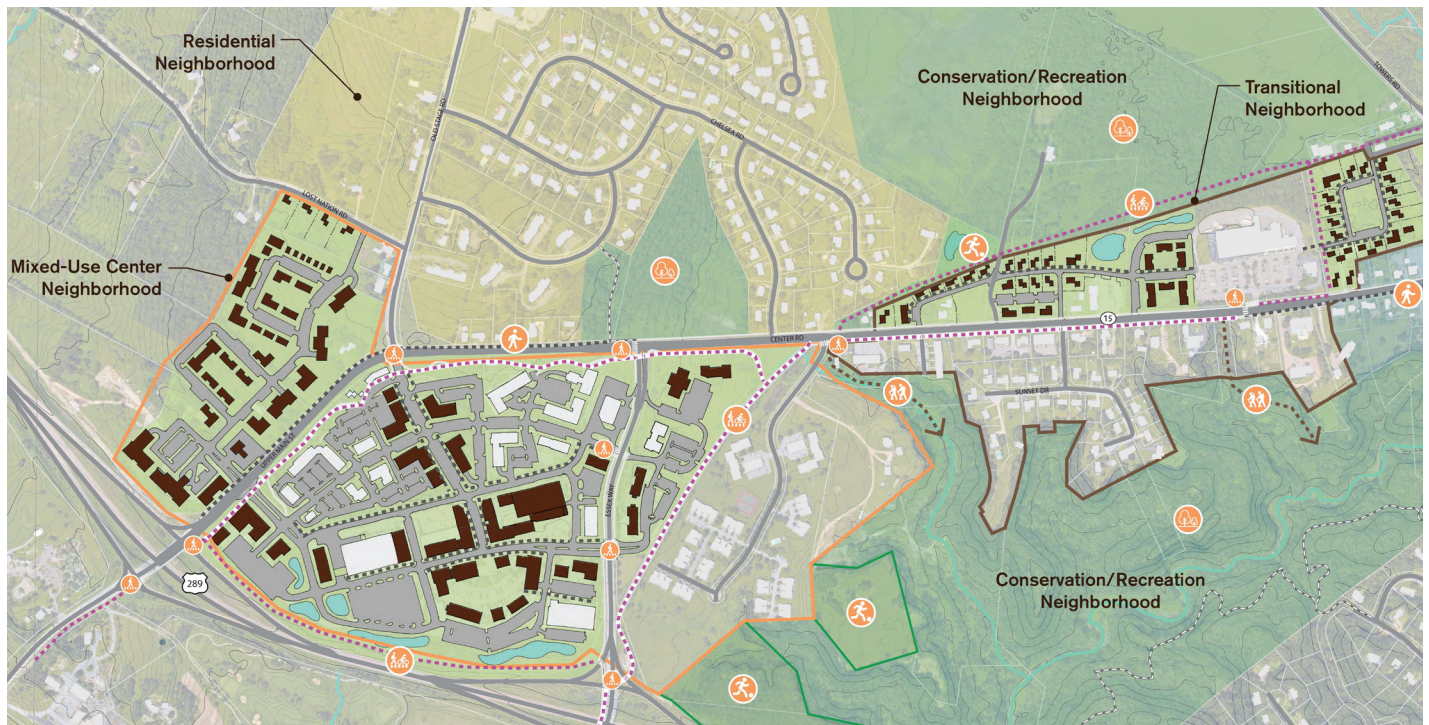




# Essex Town Center

Essex, Vermont

In 2016 SE Group started working with the Town of Essex on an updated version of its Town Center Master Plan. SE Group led a community-based Steering Committee and sought focus from the public on what the vision for this area should be. In a location dominated by large retailers and relatively poor mobility, the public's concerns were varied, but architectural character and connectivity were the two most pressing. As this project has evolved, SE Group began exploring how form-based code might provide guidance to the evolution of the ETC as it is known. SE Group prepared buildout analyses and conceptual design plans that explored a vision and provided recommendations on specific form-based code elements (public realm, open space types, building types, street typology) that the Planning Commission is just beginning to digest into a workable regulatory model.



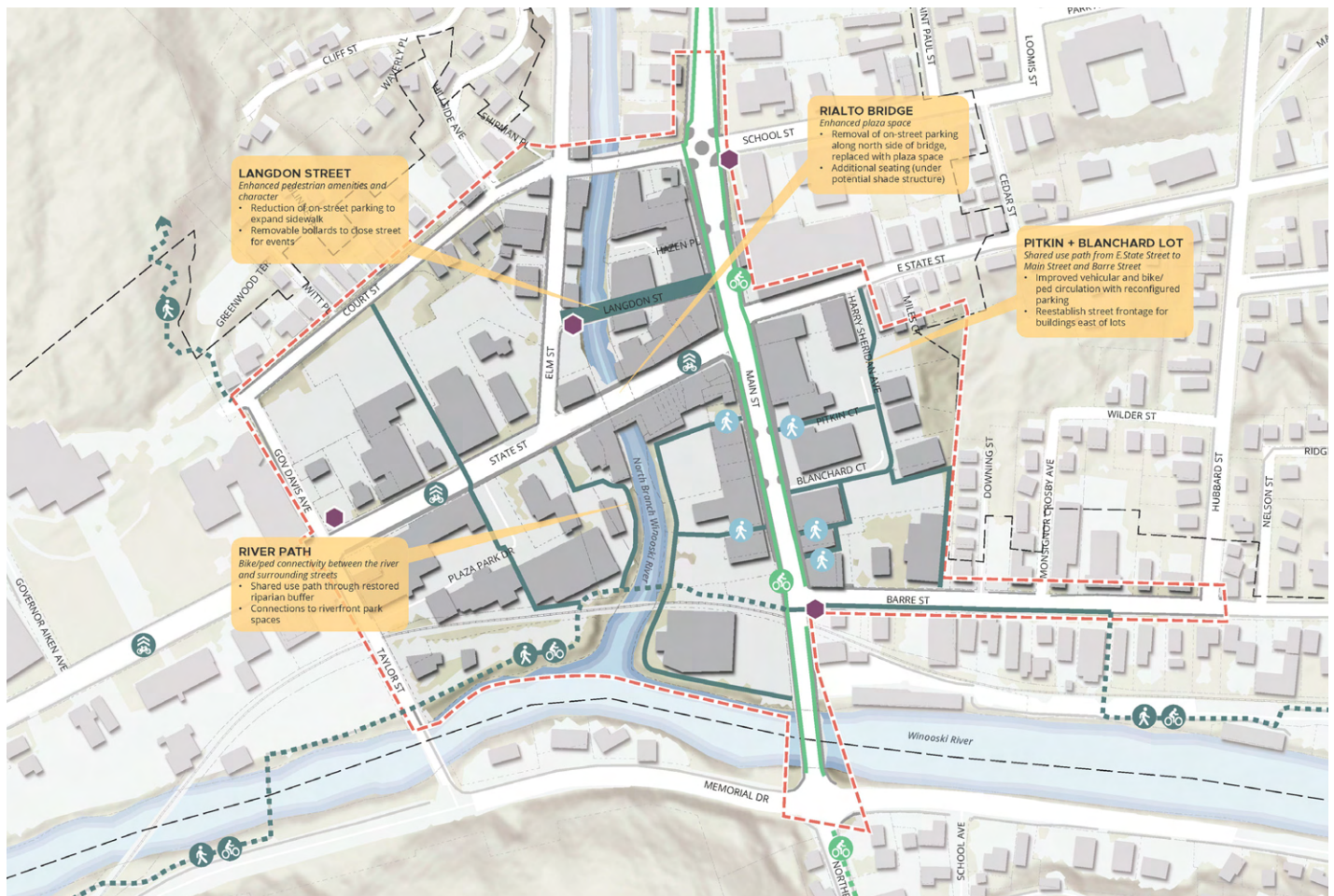


# Montpelier Downtown Core Master Plan

Montpelier, Vermont

Montpelier, the capital of Vermont, has long sought to improve its downtown through updating of its streetscape and better integration with the adjacent Winooski River. SE Group, leading a team with Stantec Engineers and Watershed Consulting, completed a planning process focused specifically on the downtown core with the goal of establishing a vision for the streetscape and land uses within the study area. Building upon the best ideas from earlier planning efforts, SE Group led a robust public engagement process to gain new perspectives from the community. A number of key priorities were established, including providing a dynamic, accessible and attractive pedestrian environment, comfortable bicyclist accommodations, and improved open space and connectivity to the river. Finding the right balance of convenient parking, while allowing for critical enhancements to the pedestrian realm, was a key challenge that the project successfully addressed. In addition to potential park/plaza spaces, opportunities for urban infill were explored on under utilized parcels. Through creative design explorations that responded to community desires and client concerns, the design team established a compelling vision for how the downtown core should look, function, and feel.

Stormwater management, with the goals of improving water quality and reducing flooding, was another focus of the project. Watershed Consulting and SE Group worked collaboratively to explore ways to integrate progressive detention and filtration practices into the fabric of the downtown core. With an overview of streetscape implementation recommendations, which include order of magnitude cost estimates, the final document will help inform future city decisions related to specific streetscape design projects, support continued community dialogue around future land use policy, and provide a strategic framework for the management of urban stormwater.





# Enosburg Falls “Vital Village” Master Plan

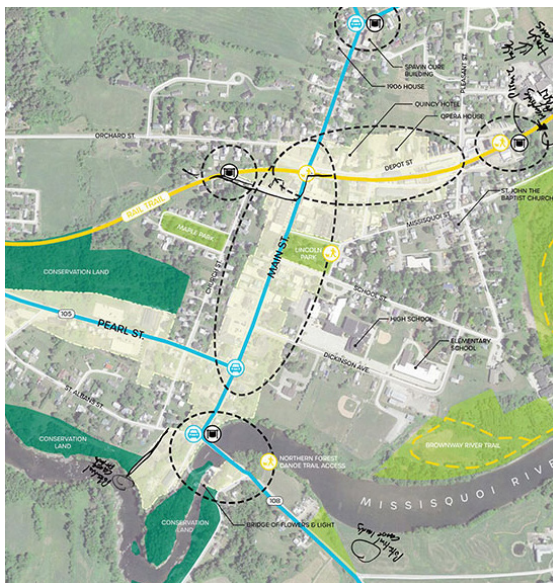
Enosburg Falls, Vermont



SE Group worked with the Northwest Regional Planning Commission and Enosburg Falls to engage the community and create a collaborative vision for a vibrant and healthy village center. The purpose of this effort was to promote economic development and community health with a focus on strengthening the tourism and recreation economy and developing a coordinated marketing identity for the village.

Concepts explored streetscape and community enhancements such as promoting complete streets, access management, improved multi-modal connections, beautification, wayfinding, and storefront/façade enhancements. Exploring opportunities to build upon the recreational assets in town—most notably the Missisquoi Valley Rail Trail and the Northern Forest Canoe Trail—was an important aspect of the project. Summer and winter trail counts were conducted on the rail trail and we were able to engage local high school students to conduct a trail intercept survey which received over 185 responses. We also collaborated with local residents and artists to install temporary bump-outs, planters, and public art as part of a streetscape enhancement demonstration project utilizing Local Motion’s Pop-up Trailer supplies.

The project also utilized a number of innovative public engagement techniques, including project branding and a project “StoryMap” – to help bring together project information and distribute it via an online presentation. This cutting-edge technology enabled the integration of narrative, graphic, and mapping products into a visually compelling story that could be shared far and wide.





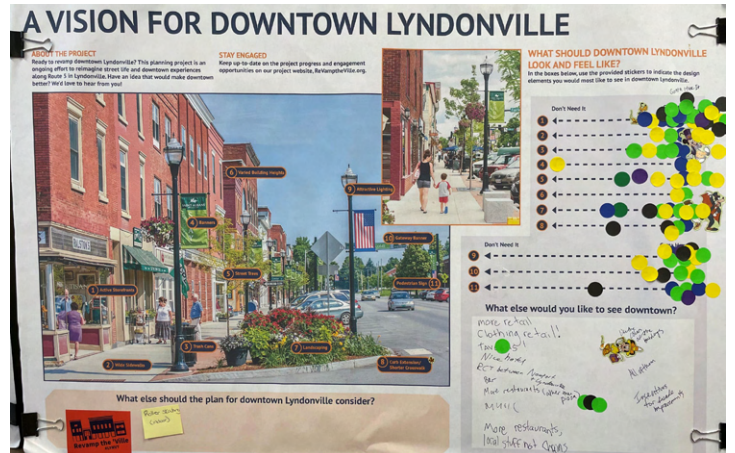
# Lyndonville Route 5 Corridor Master Plan

Lyndonville, Vermont

SE Group supported the Town of Lyndon and the Northeast Regional Development Association (NVDA) in envisioning new streetscape designs and public space opportunities for downtown Lyndonville. Previously, the downtown streetscapes were automobile-oriented and had the opportunity to enhance walkability, support local businesses, and provide more activities for residents. Lyndonville also serves as the southern gateway to high-profile outdoor recreation destinations such as Kingdom Trails and Burke Mountain. Much of the vehicular traffic headed for these destinations passes through downtown Lyndonville without stopping, meaning that the Town is losing out on a key economic development opportunity.

The Town of Lyndon retained SE Group to help identify current challenges related to multi-modal transportation, public space activation, stormwater management, connections to outdoor recreation, and downtown vibrancy. Our team was tasked with developing conceptual designs and implementation strategies that were right-sized and achievable using local capacity. We worked with the Town and local partners to plan and host a large downtown event that showcased the potential of Lyndonville to be a vibrant, active, and attractive community hub. The event included various stations showing 3D-modeled views of potential streetscape and public space improvements in order to show residents what is possible in their community and solicit their feedback.

The final plan includes detailed visuals of desired streetscape and public space designs, and a detailed implementation section with strategies for completing short-term and long-term improvements. The document provides both an aspirational vision for a vibrant downtown Lyndonville, as well as practical “low-hanging fruit” strategies that are achievable in the near-term.





# “Conway Forward” Town of Conway Master Plan

Conway, New Hampshire

SE Group is currently engaged with the Town of Conway, NH to update the Town’s Master Plan. Housing, land use policies, conservation, and water and sewer infrastructure a primary focus of this Master Plan update. The Town has long grappled with providing an adequate supply of affordable and attainable long-term housing, and is need of enhanced water and sewer service to enable needed housing development and protect water quality. In partnership with a robust project steering committee, we have undertaken an iterative public engagement process consisting of an open house, tabling at community events, focus groups, and community “pulse” surveys. We are currently in the process of assembling a concise, thematic, and actionable Master Plan with plan adoption anticipated in spring 2024.





# Mad River Valley Active Transportation Plan

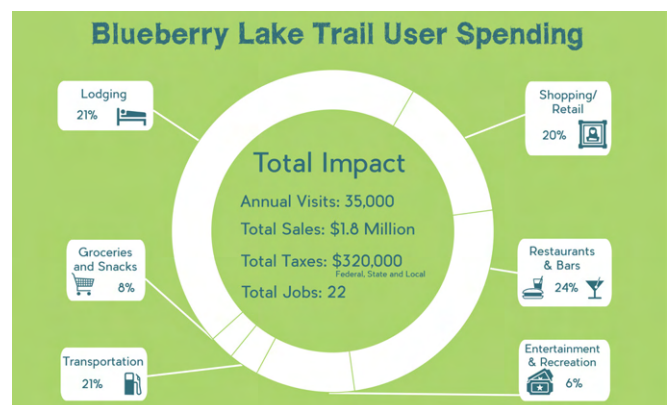
Mad River Valley, Vermont

The MRV Moves Active Transportation Plan is a multi-agency planning process funded through the Vermont Stronger Communities, Better Connections Program, a partnership of the Vermont Agency of Transportation (VTrans) and the Vermont Agency of Commerce and Community Development (ACCD).

Through a robust public involvement process, the MRV Moves Active Transportation Plan articulates a unified, multi-town, watershed-wide vision for recreational trails and non-motorized transportation facilities in Vermont's Mad River Valley. The plan explores how trails and active transportation integrate with economic development, enhance both visitor experiences and residents' quality of life, and improve transportation choices.

The Valley is blessed with a myriad of non-profit and government agencies working together on trails and active transportation. A critical component of this Plan was to create an advisory board consisting of all these partners to establish a cohesive and collaborative vision for the future, while building upon decades of their individual projects. Public engagement was also a cornerstone of the Plan, utilizing a variety of events (walking and biking tours) and techniques (surveys and project websites) for the community to get involved and explore ideas.

The primary product of the plan is a map of important connections and routes in the Mad River Valley. The plan also provides guidance for trail design and management standards, implementation, funding, permitting and approvals to carry the project into reality. The plan includes an important discussion of the unique definition of active transportation in the MRV, which blends both recreation and transportation, as well as the economic and social benefits of walking and biking, including an IMPLAN economic analysis and consideration of a progressive learning network to serve users of all ages and abilities. In the short time since the plan has been completed the IMPLAN economic analysis has already proven useful in making an effective case for active transportation improvements to the individual select boards in the region and to bring more supporters into the fold.



## RECENT HOUSING PLANNING PROJECTS

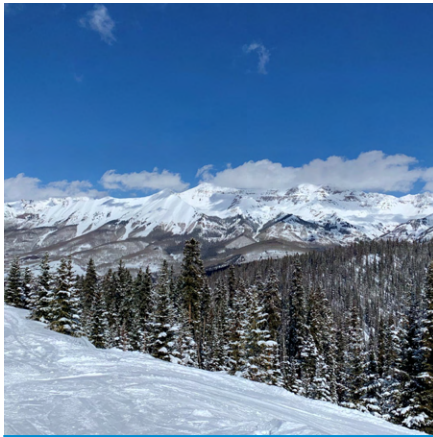
SE Group has completed a number of other projects related to housing. These include feasibility studies, zoning change applications, and helping the state evaluate municipalities' affordable housing strategies.

### Leadville/Lake County Affordable Housing Site Analysis Colorado



SE Group assisted the City of Leadville and Lake County with a site analysis process that examined several potential locations for affordable housing in the City of Leadville. In collaboration with Shape Architecture and TetraTech, we developed a report that summarized conditions, infrastructure needs, and potential design programs for each site. The City and the County are now poised to leverage grant funding to implement these projects. This process also involved a multi-step public engagement process that solicited input from English and Spanish speakers in the community. The results underscored the acute need for housing in the area as well as residents' feelings of stress related to housing.

### Telluride/San Miguel County Rezoning & Housing Assistance Colorado



SE Group assisted the Town of Telluride and San Miguel County through a rezoning process of 39 acres to a new affordable housing zone designation. This work included putting together the entire rezoning application, attending Planning Commission and Board of County Commissioner hearings, and strategizing with Town and County staff on how to make the rezoning a successfully passed initiative. It passed and is now in the site plan development stage.

### HB21-1271 Affordable Housing Strategies Assessment Colorado



SE Group assisted the Colorado Department of Local Affairs (DOLA) with an initial screening process for a new affordable housing grant program created by **Colorado House Bill 21-1271**. Our team worked with DOLA and Loveland-based firm Plan Tools to develop a framework to evaluate communities' compliance with the bill.



# TEAM RESUMES

## MARK D. KANE, APA

DIRECTOR OF COMMUNITIES & PUBLIC LANDS



Mark helps communities defined by outdoor recreation, the rural lifestyle, and tourism unlock and maximize economic, environmental, aesthetic, and recreational character—and potential—through community and land use planning, permitting, and entitlement. Mark brings together deep community planning expertise; an intuitive and informed understanding of how to bring together diverse communities for long-term consensus and gain; and a profound commitment to helping small communities find, articulate, tap into, and retain what makes them special.

### Areas of Expertise

- Regional and Land Use Planning
- Aesthetics and Environmental Impact Analysis
- Permitting & Entitlement

### Affiliations/Memberships

- American Planning Association/Vermont Planners Association, Past-President
- American Planning Association, Northern New England Chapter
- American Planning Association, Colorado Chapter
- American Society of Landscape Architects, Affiliate

### Awards

- Merit Award for Outstanding Project, APA Colorado, Town of Ridgway Land Use Plan Update, 2012
- Honor Award for Sustainability and Environmental Planning, APA Colorado, Town of Nederland Comprehensive Plan Update, 2014.
- Merit Award for Innovation/Creative Partnerships, Colorado APA, Emerald Mountain Park Master Plan, 2014

### Presentations

- Sun Valley Economic Development (SVED) - Future of Mountain Towns Conference 2017

### Experience

Mark has been with SE Group since 2000 and has over 30 years of experience in environmental and land use planning and analysis.

Mark is an expert in the intersection of outdoor recreation and communities. He is currently leading the Communities and Public Lands teams at SE Group. Mark's focus is to utilize data, stakeholder perspective, and community input to improve the quality of life, sense of place, and economic outcomes of the communities he serves.

Mark has a Bachelor of Science, School of Natural Resources - Environmental Studies from the University of Vermont.

### Projects

- City of Lebanon Master Plan, New Hampshire
- City of South Burlington Underwood Park Vision Framework and Master Plan, Vermont
- Clear Creek County Master Plan 2020, Colorado
- Cumberland Plateau Outdoor Recreation Plan, Virginia
- Emerald Mountain Park Master Plan, Colorado
- Essex Town Center Master Plan, Vermont
- Estes Valley Recreation and Parks District Master Trails Plan, Colorado
- GIS-Based Regional Open Space Study, Northwest Vermont
- Glacier-Winner Creek Land Use Plan - Girdwood 2020, Alaska
- Lake Chelan Multi-Season Recreation Destination Feasibility Study, Washington
- Mad River Valley Active Transportation Plan, Vermont
- Mad River Valley Economic Study, Vermont
- Maidstone State Park Master Plan, Vermont
- Milton Town Core Master Plan, Milton, Vermont
- Pagosa Springs 2018 Comprehensive Plan, Colorado
- Quechee Lakes - Long-Range Community Plan, Vermont
- Red Lodge Alternative Transportation Study, Montana
- Town of Chester Village Center Master Plan, Vermont
- Town of Frisco Development Code, Colorado
- Town of Nederland Comprehensive Plan, Colorado
- Town of Ridgway Land Use Plan 2011 Update, Colorado

## ALEX BELENSZ

ASSOCIATE ANALYST & PLANNER



### Areas of Expertise

- Community Planning
- Public Engagement
- Recreation Planning & Management
- GIS Analysis

### Appointments

- New Hampshire Complete Streets Advisory Committee, At-large Member (2018-2022)

### Speaking Engagements

- 2023 Conference of the Northern New England Chapter of the American Planning Association: “Transportation & Community Development”
- 2019 Conference of the Northern New England Chapter of the American Planning Association: “The Value Chain: Supporting the Outdoor Recreation Economy by Leveraging Shared Assets.”
- 2017 George Wright Society Conference on Parks, Protected Areas, and Cultural Sites: “Evaluating the Effects of Crowding on Interpretive Experience at Castillo de San Marcos National Monument.”

Alex helps communities think differently about modern planning challenges. An interdisciplinary planner, he offers a blend of creative and analytical abilities to each planning project. Alex continually challenges himself and those around him to think beyond “business as usual” when working to develop plans that are equitable, actionable, and effective.

### Experience

Alex joined SE Group in 2022 and brings a unique blend of planning experience. He spent five years as a regional planner in northern New Hampshire focusing on transportation planning, housing, and recreation, and has worked with public land managers across the country on issues of recreation, transportation, and visitor use management.

Alex has a Master of City and Regional Planning from Rutgers University and a Bachelor of Arts in Geography from SUNY Geneseo.

### Projects

- Conway Master Plan Update, New Hampshire
- Waitsfield VT Zoning Bylaw Modernization, Vermont
- Lyndonville Route 5 Corridor Streetscape Plan, Vermont
- Mount Ascutney Regional Housing Suitability Analysis, Vermont
- North Elba/Lake Placid Community Master Plan, New York
- Keys to the Valley Regional Housing Study, New Hampshire\*
- New Hampshire Outdoor Recreation Assessment, New Hampshire
- Marshall Mountain Park Master Planning/Design & Financial Analysis, Montana
- Minnesota All-Terrain Vehicle Master Plan, Minnesota
- Clear Creek Recreation in the Outdoors Management Plan, Colorado
- Lebanon, NH Complete Streets and Multi-Modal Transportation Plan, New Hampshire\*
- Upper Valley – Lake Sunapee Regional Corridor Transportation Plan, New Hampshire\*
- Downtown Littleton Parking Plan, New Hampshire\*
- Castillo de San Marcos National Monument Visitor Use Study, Florida\*
- Cadillac Mountain Visitor Use Study, Maine\*
- Cape Cod National Seashore Visitor Study, Massachusetts\*
- Niobrara National Scenic River Visitor Study, Nebraska\*
- Big Wood River Travel Management Plan, Idaho\*
- Highlands Region Master Plan, New Jersey\*
- Gloucester County Farmland Preservation Plan, New Jersey\*

*\*Signifies project was completed while with previous employer*

## JULIA RANDALL

### PLANNER



Full of curiosity, Julia loves getting to know the communities she works in and enjoys the challenge of building consensus among stakeholder groups. With every project, Julia seeks to develop innovative land use and policy solutions that reflect a community's values, build resiliency, and improve overall quality of life. Julia's considerable skill as a writer and passion for sustainable, inclusive recreation make her an asset to any project team.

### Experience

Julia specializes in land use and policy analysis, public engagement, and environmental permitting. Julia is a member of the Community Planning and Design team and also supports all practice areas at SE Group.

Prior to joining SE Group, Julia studied recreation and tourism internationally and close to home - she completed a research fellowship on ecotourism in Thailand, and she has produced two reports analyzing visitor use management in the Adirondack High Peaks.

Julia holds a Bachelor of Arts in English from Williams College.

### Areas of Expertise

- Technical Writing & Research
- Community Engagement & Visioning
- Policy Analysis
- Permitting

### Appointments

- Commissioner, City of Burlington, VT Planning Commission (2022-present)
- Champlain-Adirondack Biosphere Network Youth Board

### Awards

- Colorado APA Merit Award: West Vail Master Plan (2022)

### Long-range Planning Projects

- City of Mena Vision Plan, AS
- Velomont Trail & VT Huts Master Plan, VT
- Northeast Kingdom Regional Plan Update, VT
- Huerfano County Cooperative Planning Projects, CO
- City of Montpelier Web-Based Plan, VT
- Lyndonville Route 5 Corridor Assessment, VT
- Town of Waitsfield Bylaw Modernization, VT
- Town of Conway Master Plan, NH
- West Vail Master Plan, CO
- City of Chisholm Comprehensive Plan Update, MN
- Minturn Community Plan Update, CO
- Colorado Department of Local Affairs Affordable Housing Strategy Evaluation, CO
- Leadville/Lake County Affordable Housing Site Analysis, CO
- City of South Burlington Land Development Regulations Review and Support, VT
- Allen Street Solar Permitting Support, VT
- Bridge Street Solar Permitting Support, VT

- Chelsea Solar Permitting Support, VT
- Gilman Hydro Solar Permitting Support, VT
- Rockingham Solar Permitting Support, VT

### Outdoor Recreation Planning Projects

- Marshall Mountain Park Master Plan, MT
- Grant County Comprehensive Outdoor Recreation and Trails Master Plan, NM
- Norwood Trails Assessment, CO
- Leddy Park Comprehensive Plan, VT
- Bromley Ski Act 250 Permit Support, VT
- Bolton Valley Act 250 Permit Support, VT
- Minnesota Off-Road Vehicle Master Plan, MN
- Cumberland Plateau Outdoor Recreation Plan, VA
- Rib Mountain State Park Recreation Needs Assessment, WI
- Brandywine/Boston Mills Lift Replacement Planning
- Jack Frost/Big Boulder Lift Replacement Planning

## TUCKER GORDON

ENVIRONMENTAL PLANNER & CERTIFIED WETLANDS SCIENTIST



### Areas of Expertise

- Project Management
- NEPA Process & Documentation
- Regulatory Agency Coordination
- Natural Resource Inventory & Evaluation

### Registration

- New Hampshire Certified Wetland Scientist #322

### Appointments

- Board of Directors, Upper Saco Valley Land Trust

Tucker is an experienced environmental planner and project manager who enjoys working on complex and impactful projects. He enjoys working at the intersection of outdoor recreation and environmental planning and permitting, two worlds that he is passionate about. Tucker prides himself on his problem solving skills, dedication to his work, and ability to deliver results for clients.

### Experience

Tucker joined SE Group in 2024 with 5+ years of experience in the environmental consulting arena at an engineering firm based in northern New Hampshire. Tucker's experience includes managing projects, NEPA process and documentation, state and federal environmental permitting, technical report generation, and environmental field work.

Tucker has a Bachelor of Arts in Earth & Planetary Science from Johns Hopkins University and is a New Hampshire Certified Wetland Scientist (CWS).

### Projects

- Cranmore Mountain Resort Base Area Development & Permitting, New Hampshire\*
- Fairfield Inn & Suites North Conway Environmental Permitting & Compliance, New Hampshire\*
- Wildcat Pedestrian Bridge State & Federal Permitting, New Hampshire\*
- Berlin Riverwalk Multiuse Trail Environmental Permitting, New Hampshire\*
- Academy Street Bridge Replacement Environmental Permitting, New Hampshire\*
- Lake Waukewan Bridge Environmental Permitting, New Hampshire\*

*\*Signifies project was completed while with previous employer*

## HANNAH LOOPE

ASSOCIATE LANDSCAPE ARCHITECT



Intent on revealing each site's intrinsic qualities, Hannah enjoys the challenge of translating complex site-specific challenges into clear design solutions and in observing how a site evolves over time. Her nimble graphics and technical knowledge bring her projects to life - whether it's in public outreach, permitting, client review, or through construction. Hannah often communicates with a sketch and a smile - and an exclamation point! Her ideal project is built work that creates lasting memories by forging an emotional connection between people and place.

### Areas of Expertise

- Site Planning & Design
- Construction Documentation & Administration
- Graphic Representation
- Recreation Planning, Design & Management

### Registrations

- Registered Landscape Architect, Montana (2016-Present)

### Awards

- 2019 Vermont Public Places Award Merit Award, Taylor Park Master Plan\*
- 2018 Vermont ASLA Award of Excellence, Design for Resilience, Brattleboro's Lower Whetstone Brook Corridor\*
- 2017 Potomac ASLA Honor Award, Design for Resilience, Brattleboro's Lower Whetstone Brook Corridor\*
- \*received at prior firm

### Experience

An experienced designer and project manager, Hannah has worked on a wide range of project types, including design for urban riverfronts, public parks, and greenroofs; planning for campuses, public greenspaces, streetscapes, transportation; and restoration for riparian, forest, and wetland areas. Hannah's recent work has focused on improving civic spaces in both institutional and public environments, and she is dedicated to designing for ecological and community resiliency.

Hannah holds a Master of Landscape Architecture from the University of Minnesota-Twin Cities and Bachelor of Science in Geology from University of Nebraska. She practiced landscape architecture in Minnesota, Massachusetts, and Vermont prior to her work at SE Group.

### Projects

- Lyndon Route 5 Corridor Assessment, Vermont
- Basin Recreation Strategic Service, Utah
- Kingdom Trails Welcome Center Design, Vermont
- Winnesquam Resort Site Design, New Hampshire
- University of Utah Research Park/Trails, Utah

### Urban / Housing / Streetscape Projects

- 101 Cambridgepark Drive, Cambridge, Massachusetts
- First Street Assemblage, Cambridge, Massachusetts
- Eagles Landing / Great Streets, Burlington, Vermont

### Parks Design / Parks Master Planning / Public Engagement Projects

- Whetstone Brook Design for Resilience, Brattleboro, Vermont
- Taylor Park Master Plan, St Albans, Vermont
- Oakledge Park Master Plan, Burlington, Vermont
- Water Works Park, Burlington, Vermont
- Tom Hanafan River's Edge Park, Council Bluffs, Iowa
- Smale Riverfront Park, Cincinnati, Ohio



**MARGARET CARLIN**  
LANDSCAPE DESIGNER



**Areas of Expertise**

- Site Planning & Design
- Graphic Representation
- Community Engagement

Margaret is passionate about designing and developing shared spaces that anchor communities. This was instilled during her upbringing in Alabama, where she witnessed just how important these places were to people’s mental and physical health (no matter their background). On projects, Margaret is dedicated to helping her team succeed – and she is equally happy to jump into hyper-technical problem solving or step back to wrestle with big, conceptual questions.

**Experience**

Margaret joined SE Group in 2022 with experience in solving social and environmental problems through design. Margaret has a Bachelor of Science in Environmental Design with a minor in Philanthropy and Non-Profit Studies and a Master of Landscape Architecture from Auburn University. During her capstone at Auburn, Margaret led a design process that reimagined an old mill site outside of Auburn as a multi-use recreational and camping facility

**Projects**

- Lyndon Route 5 Corridor Assessment, Vermont
- Creekside Park Master Plan, Colorado
- Leddy Park Master Plan, Vermont
- Basin Recreation Strategic Service, Utah
- Kingdom Trails Welcome Center Design, Vermont
- Chester Wayfinding Plan, Vermont
- Stackman Property Concept Design, New York State
- Vermont State Community Stormwater Master Plan, Vermont
- Winnesquam Resort Site Design, New Hampshire



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# REQUEST FOR QUALIFICATIONS

**Environmental Consultant / Municipal Planning Professional  
is requested for a Village Master Plan for Irasville, Vermont  
Waitsfield, Vermont  
[FEBRUARY 14, 2024]  
RFQ Due on [MARCH 15, 2024]**

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## PROJECT DESCRIPTION

### Overview

This project is to create a Village Master Plan for Irasville, with the goal of increasing housing, improving natural resources and increasing resilience against a changing climate. The Village Master Plan will include current conditions, community attitudes, identification of wetland enhancements, realistic design scenarios, and next steps for phased revitalization and resilience.

### Context and Background

Waitsfield's Town Plan identifies Irasville as the growth area for the Mad River Valley, accommodating the majority of new residential and commercial development in a traditional VT village form.

The lack of municipal infrastructure, coupled with the lack of an integrated stormwater management and wetlands approach, has resulted in a fragmented development pattern and limited capacity to accommodate growth.

The town has recently made substantial progress on a variety of stumbling blocks keeping Irasville from realizing its potential:

- Municipal water system installed in '12
- Municipal wastewater system planning is currently underway, final design in '24
- Irasville Wetlands Analysis, '21

Building off this progress, as well as leveraging lessons learned from the town's previous Irasville visioning efforts, the town is well positioned to undertake a process focused on two overarching objectives: 1) enhance Irasville's absorptive capacity while also meeting municipal goals; 2) enable and promote Irasville's development as a compact, mixed-use, and pedestrian-oriented growth center.

Extensive conversations with our region's DEC Wetlands Ecologist have resulted in an understanding of the key role that Irasville's existing wetlands complex plays in flood storage,

water quality improvement, and more. In a time of climate change-induced weather patterns, their role is increasing in significance. Waitsfield is committed to utilizing the lessons of its 2021 Wetlands Analysis to guide master planning, focusing first and foremost on how to enhance and support the functioning of Irasville's wetlands complex. The town is fully committed to evolving Irasville's automobile-centric development pattern into a bustling pedestrian-oriented growth center while also increasing the natural functioning of its landscape.

## **Funding**

A total of \$49,990 is available for consultant services from the Municipal Planning Grant Program administered by the Vermont Agency of Commerce and Community Development.

## **Work Plan**

The overarching objectives of the Irasville Master Planning project are to enhance the landscape's absorptive capacity while also meeting municipal goals that enable and promote the development of a compact, mixed-use, and pedestrian-oriented growth center. We aim for a future Irasville that is home to the bulk of the Mad River Valley's housing and commercial needs at a pedestrian scale, resulting in a critical mass that supports a diversity of viable businesses in the village, as well as ample ridership for a commuter bus connecting Irasville to neighboring population centers. This future Irasville has a highly functioning environment where critical wetlands have been enhanced and storm water captured, intercepting rainwater that would otherwise end up in the Mad River and exacerbate flooding. The natural functions of the immediate landscape are understood, strengthened, and protected.

In order to achieve this projected future Irasville, we will need to start with a plan. The Irasville Master Plan will provide strategic recommendations for advancing the housing and mixed-use development of Irasville in a manner that increases the absorptive capacity of its wetlands. The project will include an engaged public process to ensure that the broad community envisions a future that's mutually beneficial, as well as incorporate implementable design approaches that build off of the existing momentum.

The long-term outcome of this project is a more resilient Waitsfield, where the town's long-standing commitment to smart-growth principles is realized, one that welcomes changing demographics, all in a location that is safe from, and minimizes the likelihood of flooding.

## **Proposed Timeframe**

Contract Awarded, Proposed Start Date: May 1, 2024

Existing Conditions Analysis: May – July 2024

Community Development Goals: July – August 2024

Wetland Enhancement Opportunities: August – October 2024

Community Engagement: As appropriate May 2024 – August 2025



Design (including State Wetlands review): November 2024 – August 2025

Strategic Recommendations: November 1, 2025

## **Project Outline and Deliverables**

0) Project Management - Project management activities including internal coordination, project communications, and invoicing.

1a) Existing Conditions Analysis - Summarize Conditions - Drawing from recent Vibrant Villages project, summarize relevant plans, reports, and data to describe current conditions in Irasville

1b) Existing Conditions Analysis - Base Map - Prepare base mapping of existing facilities, buildings, wetlands and other natural features

1c) Existing Conditions Analysis - Present Findings - Share findings to PC, Project Website, & Public Meeting Presentation

2a) Community Development Goals – Identify - Coordinate with Steering Committee, PC, & SB to identify specific development goals (consultant & staff)

2b) Community Development Goals – Articulate - Share goals and hear feedback from PC/SC (post to Project Website)

3a) Wetland Enhancement Opportunities – Identify - Based on existing Irasville wetland rankings (functions and values), identify areas for restoration, expansion, and encroachment (no site visit anticipated)

3b) Wetland Enhancement – Prioritize - Develop a prioritized list and map of wetland restoration, expansion, and encroachment

3c) Wetland Enhancement - Implementation - Identify responsible parties for wetland restoration, expansion, and easement holding.

4a) Community Engagement - Steering Committee - Develop and facilitate a project steering committee consisting of Planning Commission, Selectboard representative, PZA, and local stakeholders.

4b) Community Engagement – Website - Develop an informative and engaging project website that tells the context and story of prior planning efforts (including wastewater plans, flood resilience efforts, bylaw modernization)

4c) Community Engagement – Charrette - Informed by wetlands opportunities and constraints, host a design charrette to identify village design ideas and priorities for Irasville

4d) Community Engagement – Materials - Include educational materials and discussions as well as sketchwork and visioning exercises to articulate design vision and goals for Irasville

5a) Design - Charrette Refinement - Working with project advisory committee, refine initial design from charrette (anticipated at one overhead sketch and one perspective sketch).

5b) Design – Feedback - Put initial design into an online community survey to receive resident feedback

5c) Design - Design Refinement - Based on survey results and input from Steering Committee, refine and finalize design based on resident/committee feedback

6a) Strategic Recommendations - Prepare recommendations for advancing and implementing design and wetland considerations in Irasville, including bylaw changes, circulation, stormwater, wetland improvements, and wayfinding. Develop a concise, graphically-rich planning document.

## **SUBMISSION REQUIREMENTS**

All responses to the RFQ shall include the following information:

1. Cover Letter - A letter of interest for the project.
2. Statement of Qualifications and Staffing – Provide a qualifications profile of the lead consultant and sub-consultants, including indication of the lead consultant, the proposed role of each consultant on the team. Also provide detailed information on each consultant, including the name of the firm, year established, and contact information.
3. Summaries of relevant projects – Describe relevant experience on similar projects for each firm and list the work experience of the individuals expected to be involved in the project. Include a minimum of three (3) professional references for whom a similar project has been completed within the last ten (10) years.
4. Page Limit - The proposal, encompassing items 1-3 above, shall not exceed 15 double-sided pages (30 total pages) including cover letter, project lists and contacts.

All information submitted becomes property of the Town of Waitsfield, Vermont. The municipality of Waitsfield reserves the right to issue supplemental information or guidelines relating to the RFQ as well as make modifications to the RFQ or withdraw the RFQ.

Respondents should submit one (1) digital copy (PDF) and five (5) printed copies of the proposal by **March 15, 2024** to:

**Town of Waitsfield**  
**Attn: JB Weir, Planning & Zoning Administrator**  
**4144 Main Street**  
**Waitsfield, VT 05673**

For questions, please contact JB Weir, Planning & Zoning Administrator, at (802) 496-2218 x 4, or via email at [pza@gmavt.net](mailto:pza@gmavt.net). We will respond to all questions within 48 hours. Both the question and response will be shared with the other consultants.

Please expect a confirmation email upon receipt of the qualifications by the Town of Waitsfield.

## **Selection Process**

Qualifications will be reviewed by a selection committee composed of representatives from *the Waitsfield Planning commission, Waitsfield Selectboard, and Waitsfield community-at-large*. A short- list of consultants will be selected to submit detailed proposals for the project with a project approach, scope of services, schedule and budget with details on staffing, hourly costs and overhead. Proposals will be presented in-person by the consultants at interviews.

### **RFQ Schedule Summary:**

Qualifications due March 15, 2024.

Consultants selected for short-list: March 22, 2024

Interviews and Proposal Presentations: April 15 – April 19, 2024

Consultant selection by April 26, 2024

Project work to begin May 8, 2024

Complete project on or by November 30, 2025.

### **Evaluation of Qualifications**

Respondents will be evaluated according to the following factors:

1. Consultant Qualifications (experience with similar projects, ability to work with municipalities to attain desired outcomes, and knowledge of the topic) - 85%
  - Experience with master planning and wetlands analysis
  - Ability to solicit input, build community engagement, and solve problems creatively.
  - Knowledge of infill development and natural resource protection
  - Understanding of current housing issues, resort communities and flood resilience.
  - Proven ability to work with committees and conduct public meetings
  - Availability to begin work on project start date
2. Quality, completeness and clarity of submission - 15%

### **Interview Framework**

The Town of Waitsfield reserves the right to select the top three highly scored consultants and invite them for an interview. In this process, the selection committee may ask the respondents to give an oral presentation of their respective proposals. The purpose of this oral presentation is to provide an in-depth analysis of qualifications, experience in performing similar services, and an opportunity for the consultant to clarify or elaborate on their qualifications without restating the proposal.

The interview and presentation is merely to present facts and explanation to the review committee and allow the selection committee to ask targeted questions of the consultant team. The interview and presentation, if deemed necessary by the review committee, will be held at the Town Offices in

Waitsfield, Vermont and via Zoom. The day and time will be notified to the respondents **at least one week prior to the meeting**. All costs and expenses incurred in traveling for the purpose of interview and presentation shall be the responsibility of the consultant.

### **Final Consultant Selection**

Following the selection process, one team will be selected to negotiate a final contract for services. The final scope of work with specified deliverables may be modified through negotiation of the final contract. The final project team may also be modified through negotiation of the final contract. Any expenses resulting from the interview and proposal process will be the sole responsibility of the consultant.

### **Contract Requirements**

The consultant contract will be subject to the terms of Attachment D of the Municipal Planning Grant Agreement (Procurement Procedures and Other Grant Requirements). A sample contract meeting these requirements is available [here](#).





# ***WAITSFIELD COMMUNITY WASTEWATER PROJECT***

# **PUBLIC MEETING!**

***JOIN US ON MAY 8TH FROM 6 - 8 P.M. AT THE  
VILLAGE MEETING HOUSE IN WAITSFIELD FOR A  
PROJECT UPDATE, Q & A, AND LIGHT  
REFRESHMENTS!***

For more information:

<https://www.waitsfieldvt.us/ waitsfield-community-wastewater-project>

or contact [wastewateradmin@gmavt.net](mailto:wastewateradmin@gmavt.net)

**SCAN FOR  
PROJECT INFO!**



2024 Waitsfield Planning Commission Work Plan			
	Tasks	Project	Timeline
		<b>VILLAGE MASTER PLANNING</b>	
1	<b>Irasville Master Planning</b>	This project will incorporate the updated wetland maps and include a review of the history of planning in Irasville. Segue from the By-Laws Modernization Grant work and Wastewater project.	Begins May 8
		<b>Zoning and By-Laws</b>	
1	<b>GPOD</b>	Groundwater Protection Overlay District to be adopted to protect certain land radii around the Town aquifer off Reed Road. This is being done at the behest of the Water Commission. The PZA has drafted the ordinance for the overlay and it is currently under review by the Town attorneys.	Summer 2024 - in process
2	<b>Cannabis Land Use</b>	Land use regulation related to Act 164 (Cannabis Tax & Regulation). Cannabis cultivation, testing, warehousing, and distribution which are NOT opt-in and are also not regulated by the state as agriculture. Become familiar with the Cannabis Control Board regulations and how they affect towns.	<i>PZA recommends holding off</i>
3	<b>Limited Business District</b>	Reviewing standards and purpose. Numerous people have approached the PZA with regard to developing housing in this area. As it stands, residential development is deterred in this area. However, given the proximity to the Town's future disposal field, future phasing of the wastewater system could allow for	
4	<b>Additional Zoning Bylaws Amendments</b>	These should be guided by the most recent legislative updates as well as topics that have come up over the past few months that staff has been tracking (temporary ADUs, updates to the sign standards, definition of story, etc.). Short term rentals should be a part of this discussion. Tasks in Chapter 4 of Town Plan - Housing	
		<b>Town Plan</b>	
1	<b>Establish Framework for next Plan update</b>	What must be updated for next iteration? What should be updated? Do we hire a planning consultant?	
2	<b>Childcare</b>	Satisfy statutory requirements with regard to support of childcare	
3	<b>Energy Plan</b>	Satisfy requirements of updated Energy Plan standards	