

RFP # 24-44 | MASTER PLAN UPDATE

Master Plan Update

FOR THE TOWN OF
ARLINGTON
SEPTEMBER 23, 2024

Consultant Team

INNES ASSOCIATES
WITH
NITSCH ENGINEERING
OVERUNDER
RKG ASSOCIATES

Community

ENCOURAGING CREATIVE
AND ROBUST PUBLIC
PARTICIPATION

Data

TRANSLATING DATA INTO
COMMUNITY VISION

Implementation

DEFINING METRICS AND
METHODS TO MEASURE
PROGRESS TOWARD PLAN
GOALS



Image Source: Town of Arlington Official Website

FACILITATING A COMMUNITY-LED, INCLUSIVE AND ACCESSIBLE MASTER PLAN FOR THE NEXT FIFTEEN YEARS

Contents

1. COVER LETTER FROM THE PROJECT DIRECTOR	03
Emily Keys Innes, AICP, LEED AP ND, President of Innes Associates	
2. GENERAL DESCRIPTION OF FIRM EXPERIENCE	05
Our team's experience in Comprehensive Planning	
3. COMPLETING THE MASTER PLAN UPDATE	08
Based on similar past projects	
4. DETAILED WORK PLAN	10
Approach, Scope of Work and Work Plan	
5. SCHEDULE	13
An outline of the project's completion timeline	
6. RESUMES & FIRM INFORMATION	16
Firm Profiles, Team Resumes, Chain of Responsibility and Selected Projects	
7. CLIENT CONTACT INFORMATION	50
References for all similar past projects	
8. OTHER PERTINENT INFORMATION	52
SDO - WBE and SBPP Certification	
9. REQUIRED FORMS	56
Completed forms	
10. EVIDENCE OF INSURANCE	60
Certificate of Insurance and Worker's Compensation	
11. SUBMITTAL REQUIREMENTS	62
Addressing the minimum and comparative review criteria	
FEE PROPOSAL	
Separately provided: sealed envelope	

1. COVER LETTER FROM THE PROJECT DIRECTOR



40R Merrimac Street, Suite 201 W
Newburyport, MA 01950

September 18, 2024

James Feeney
Town Manager
Town of Arlington
730 Mass. Ave. Annex
Arlington, MA 02476

Re: RFP #24-44 Master Plan Update

Dear Mr. Feeney:

We are excited to submit this proposal to the Town of Arlington for this update to its master plan. While at Harriman, I worked with the Town on the Industrial Zoning Market Study and Update with Eric Halvorsen of RKG Associates and on the Residential Design Guidelines with my colleague Philip Hu.

I started Innes Associates in 2020. We are certified as a WBE with the Massachusetts Supplier Diversity Office and are a member of the Small Business Purchasing Program. Innes Associates is a seven-person planning and design firm located in Newburyport. Our specialty is assisting communities with land use and regulatory questions, and helping communities consider how to use land better to achieve their community goals is a large part of our practice. Our work includes comprehensive/master plans for Massachusetts communities and a variety of land use and strategic projects at many scales. Recent comprehensive plans include ones for the Towns of Egremont and Groveland. We were also sub-consultants to Agency Landscape and Planning for the Cities of Medford and New Bedford. We are currently assisting both communities with bringing their zoning into conformity with their comprehensive plans.


For your project, we have added three partners: **RKG Associates, Over Under, and Nitsch Engineering**. We have worked with **RKG** for many years and value their understanding of local, regional, and national markets and the impacts on economic and housing resiliency. **OverUnder** is a great partner for communities where creative engagement is critical in building social strength and resiliency. We are supporting them on their comprehensive plan for Lunenburg and they are supporting us, first in Pittsfield and now in Brockton, on discussing community preferences in land use and the resulting proposed Form-Based Codes for both communities. We have supported **Nitsch** on two recent land use plans: one for a corridor study in North Andover and the second for a land study in Groveland.

Their understanding of environmental resiliency is a natural partner with our focus on sustainability.

I would like to introduce you to Supriya Kelkar, who will be the project manager for your project. Supriya is an urban planner and designer with a strong understanding of historic preservation and how valuing a town's built history can reinforce the interaction between community and place. As part of our urban design team, Supriya will help the Town of Arlington balance its future with its past.

In the following pages, we have provided you with a proposed scope, schedule, and fee. Supriya and I would be happy to answer questions, and we look forward to the opportunity to work with you and your colleagues.

Best regards,



Emily Keys Innes, AICP LEED AP ND
President
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Supriya Kelkar, AICP LEED AP ND
Senior Urban Planner/Designer
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2. GENERAL DESCRIPTION OF FIRM EXPERIENCE

We have all worked on comprehensive plans.

Sometimes as a team, sometimes with others: every firm in this team has worked on one or more comprehensive plans.

Medford Comprehensive Plan

Emily Innes started working on comprehensive plans while at Harriman Associates, a Maine-based firm that had acquired The Cecil Group in 2015. She was the project manager for comprehensive plans for South Hadley and Scituate.

In early 2021, Innes teamed with Agency Landscape + Planning to assist the City of Medford with its new comprehensive plan. Emily Innes was in the process of completing the 2040 Scituate Master Plan Update (2021 APA-MA Comprehensive Plan Award) and had just started Innes Associates. Fast forward to 2024: Medford hired Innes Associates to do the city-wide zoning update to implement the recommendations of the adopted comprehensive plan. Innes Associates is also working with South Hadley on a corridor study.

After the Medford plan was finished in 2022, Innes Associates joined Agency on two other plans: the New Bedford Comprehensive Plan

and the Brookline Comprehensive Plan, which just started. In both cases, Innes Associates is the zoning lead on the projects.

Meanwhile, Innes Associates completed smaller comprehensive plans for the Towns of Egremont and Groveland in 2023. In both cases, the town leaders have hired Innes Associates for follow-up projects.

We have a strong history of being re-hired by our clients to assist with implementation.

Other Projects of Similar Size

In addition to her work for Arlington while still at Harriman, Emily Innes has led significant projects for New Bedford (Waterfront Redevelopment Plans) and urban renewal plans for Lawrence and Fall River. She and Supriya are currently working with the towns of Groveland, South Hadley, North Smithfield, RI, and Rockingham, VT on land use and zoning projects.

Working Together: Comp Plans

COLLABORATION ON COMPREHENSIVE PLANS

TEAM MEMBERS	LED	ACTED AS SUBCONSULTANT
Innes Associates	Groveland (2021-2023) Egremont (2021-2023) Scituate (2018-2021)* South Hadley (2018-2021)*	Brookline (2024-ongoing) Lunenburg (2023-ongoing) New Bedford (2022-2024) Medford (2020-2023)
OverUnder	Lunenburg (2023-ongoing)	
RKG Associates		Brookline (2024-ongoing) Holyoke (2024-ongoing) Lunenburg (2023-ongoing) South Hadley (2018-2021)

Our Project Manager, Supriya Kelkar, is an experienced Urban Designer and Planner with over seven years of expertise.

She began her career in St. Louis, contributing to climate resiliency-focused comprehensive and neighborhood plans. After relocating to Kentucky, she spent the next five years working on Master plans and Choice Neighborhood Initiative grant projects for housing authorities focused on equitable housing options. She later expanded her focus to include historic preservation and its relationship to urban development. She conducted extensive documentation and surveyed thousands of properties across multiple neighborhoods. She also worked on and led Campus Historic Preservation Plans for Universities in Georgia and Florida. Currently,

Supriya is focused on zoning updates in Massachusetts, with a deep passion for community engagement. She is committed to finding creative ways to ensure that all segments of impacted communities are fully informed and brings a holistic, inclusive approach to every project she undertakes. As a Project Manager for the Arlington Comprehensive Plan, she looks forward to bringing the same dedication to this project.

The charts above and to the right show our team’s work in comprehensive and other plans. We switch roles and leads as appropriate to the project needs. We have forged strong links across multiple planning processes, and we are excited to bring our combined experience, talents, and ability to work together immediately in Arlington.

Working Together: Other Plans

COLLABORATION ON OTHER PLANS

TEAM MEMBERS	LED	ACTED AS SUBCONSULTANT
Innes Associates	Arlington Residential Guidelines* Brockton Form-Based Code (2022 - ongoing) Pittsfield Westside Neighborhood Form-Based Code Study (2023-2024) Pleasant Street and Flint Neighborhood Redevelopment Plan (2021-ongoing)	Arlington Industrial Market Study and Rezoning* 150 Center Street Plan, Groveland (2023) North Andover Rt 125 Corridor Plan, North Andover (2021)
Nitsch Engineering	150 Center Street Plan, Groveland (2023) North Andover Rt 125 Corridor Plan, North Andover (2021)	Haverhill Cultural Center
OverUnder	Haverhill Cultural Center	Brockton Form-Based Code (2022 - ongoing) Pittsfield Westside Neighborhood Form-Based Code Study (2023-2024)
RKG Associates	Arlington Industrial Market Study and Rezoning MBTA Technical Assistance Projects (with Innes Associates; lead consultant varies by the project)	150 Center Street Plan, Groveland (2023) Brockton FBC (2022 - ongoing) Pleasant Street and Flint Neighborhood Redevelopment Plan (2021-ongoing)

* Emily Innes, while at Harriman Associates

3. COMPLETING THE MASTER PLAN UPDATE

It takes a village to bring a successful Master Plan into fruition.

Here's what we've learned on successfully completing a Master Planning update process in our years working with municipalities.

We define the successful completion of a master plan update process using three metrics:

1. Was it adopted by the Planning Board of that community (or in this case the Arlington Redevelopment Board)?

We work with the community to develop a plan for engaging critical town officials. We were most successful with this in Egremont, where the Select Board had one or more representatives at all project meetings and many Planning Board meetings. Other options we have used are special updates with town officials. We have learned from experience that sometimes we have to add meetings to the scope - topics pop up unexpectedly or a property that hasn't changed in decades is now under development! Building relationships with town officials helps us test ideas, update the officials on plan progress, and allows them to update us on shifting policies and events that may impact the plan recommendations.

2. Did the community begin implementing plan recommendations within the first year?

We find that successful planning processes lead to an immediate desire to begin implementation. In our work, the first step is frequently either zoning updates or additional land use studies. Both are true in Groveland - we began with a land-use study (led by Nitsch) for a property that had been a significant focus area during the planning process. We are now updating the town's zoning; partly for compliance with Section 3A, and partly to address zoning ideas that came forward during the planning process.

3. Did people stay engaged with the process?

Sometimes, a master plan process is the first time that someone has interacted with the town government. For Arlington, we would work with the AmpUp! Advisory Committee to structure an engagement process that helps teach participants how to become informed members of the Arlington community. We hope this process

will spark an interest in planning, design, town government, or one of the planning topics - and that this interest will lead them to become more involved in town civic life.

We have seen community members become elected officials after participating in the planning process, or an effective voice for a specific cause. Our goal is to support that development process with appropriate data and resources so that people can make an informed decision after a reasonable discussion. For this reason, we try to meet people outside the formal confines of a large-room meeting. We go to where they already are and seek to start a conversation, engage their curiosity, and have some fun! Our Project Manager, Supriya is attending a pumpkin festival on September 21, and is filling pumpkins with candy with an invitation to complete a zoning survey!

These methods work well for the approach to Town Meeting. Not all communities ask Town Meeting to adopt the zoning, but we note that Arlington has done that in the past. We would work with town staff and the AmpUp! Advisory Committee to develop an outreach and education strategy for the run-up to the Town Meeting at which adoption is expected.



Pittsfield West-side Form-Based Code: Public Workshop
Source: Innes Associates



Town of Groveland Comprehensive Plan: Public Meeting
Source: Innes Associates

4. DETAILED WORK PLAN

Let's design a livable, sustainable, and equitable community.

In the section below we are presenting our approach on the proposed Scope of Work for the Arlington Master Plan Update.

We understand that the Town wants to complete this process in 18 months, and we can meet that schedule. The majority of Supriya's projects are wrapping up toward the end of December, with a few running into the new year for approval processes. This allows her to focus her attention on this project just as the subconsultant reports start coming in for review and integration into the planning process.

We have reviewed the plan in the RFP and agree with the requested tasks. We suggest breaking them into the following bites based on our experience working with communities who are either creating or updating their comprehensive plan. We recommend the following work plan:

Task 1. Project Kick-off

The first Task of this project kicks off with a call to bring everyone together and set the stage for the commencement of the project. We'll start gathering key data from the Town to build a solid foundation for the work ahead. At the same time, we'll begin developing the project website through Social Pinpoint to keep the community involved and in the loop. A big focus during this

phase will be working closely with the AmpUp Advisory Committee and the Town to finalize the schedule of deliverables and map out community touchpoints. This ensures that we stay connected and engaged with the residents throughout the process.

Task 2. Data Collection and Review

In Task 2, we will dive into reviewing all the data, starting with the 2015 Arlington Master Plan, and expand our review to include not only the recent and ongoing plans mentioned in the RFP, but also any additional relevant information that will be taken into account as we shape the new update. This will help us create a comprehensive master list of actions that will be useful later to gauge the community's priorities. At the same time, we will be working with the Town to develop a list of focus group members to ensure we're capturing the right voices.

Task 3: Interviews with Town Staff

While reviewing data is an integral part of the analysis, the more valuable phase is listening to the people who have actively worked on

various aspects of these plans. Hearing their insights will help us understand what worked, and what didn't, and how we can create a better approach with help from their perspective. This will also give us a clearer picture of where the implementation strategies proposed stand and what has been completed to date. To streamline this task, we plan to consolidate the process into a day dedicated to interviews with the Town Staff to gather all their collective feedback in one focused session.

Task 4: Draft Existing Conditions

We will create a thorough document outlining all Existing Conditions, including: resources, land use, housing, natural resources, and previous plans, at minimum. This document will serve as a foundational resource guiding us through the early stages of the planning process and will help us understand where the possible areas facing development pressures are and how changes in environmental, demographic, and economic issues impact the Town. It will set the stage for our kick-off call with the AmpUp! Advisory Committee, where we will present the work from Task 1 to 3 in the form of this report for their comments. This groundwork will have everyone aligned as we move forward.

Task 5: Community Meetings

Our approach is centered around designing FOR the community. Above all, we prioritize ensuring that residents fully understand the objectives and goals of the Master Plan process and have ample time and opportunity to share their input. In the first meeting, we will introduce the concept of a Master Plan and start the conversation about the community's vision for Arlington's future. This process will take shape through four community meetings, ultimately

leading to a shared, refined vision and goals statement that reflects what the residents envision for the Town.

Task 6: Engaging the Youth

Master Plans are long-term blueprints for the future, and the population most impacted is the next generation. For this reason it is crucial to include young people's voices through what we propose as a "Youth Plan". This initiative will not only educate them about the Master Plan but also provide a platform to share their concerns and ideas. By engaging a diverse age group, the Plan has the potential to reflect the needs and aspirations of all generations, creating a more inclusive and forward-thinking vision for Arlington.



Task 7: Online Engagement and Community Pop-ups

If people can't come to us, we'll go to them! For the summer of 2025, we will plan for 4-5 pop-

up events at existing community gatherings - or we may even create our own - to connect with residents and talk about the Master Plan. Setting up a booth at Town Day sounds perfect, doesn't it? It's a great way to spread the word about the project, and more importantly, it gives us the chance to have casual, one-on-one conversations with people and hear their thoughts and concerns directly. These small interactions are key to making sure everyone's voice is heard. All in-person engagement runs parallel to the online engagement process through the website, interactive mapping tools, and surveys. The AmpUp! Advisory Committee will be our project ambassadors with the Town staff to promote project presence and engagement opportunities.

Task 8: Drafting the Plan

As we gather input from the community, we will simultaneously be working on the draft plan, including strategies for Housing, Sustainable Growth, preserving historically important resources, mobility and access, open space and land use collaborating closely with the town staff to incorporate feedback and make adjustments based on what we hear. This will be an ongoing, iterative process, ensuring that both community insights and Town Staff recommendations are reflected. Once the draft is ready, we'll submit it for review by the AmpUp Advisory Committee, keeping everyone involved and informed every step of the way.

Task 9: Testing Strategies and Actions

A plan is only valuable if it's practical and actionable. That's why it is important to build on our foundational existing conditions document and incorporate all the feedback we've gathered so far in order to develop effective imple-

mentation strategies and actions, complete with metrics and funding sources. We will have a range of strategies with short-term and long-term goals and performance indicators. This phase will also include a community meeting where we will present strategies for feedback from both residents and the AmpUp Advisory Committee.

Task 10: Final Draft

After incorporating all the feedback on the implementation strategies, we will final and submit the Master Plan.

Task 11: Engaging the ARB – and Town Meeting Members?

Once the plan's final draft is complete, we will contact the Arlington Redevelopment Board (ARB) to gather feedback. This is a great opportunity to engage with the Town Meeting members, ensuring they understand the goals and process of the project. It's important that everyone involved is on the same page as we move forward with the plan.

Task 12: Public Hearing – and Town Meeting?

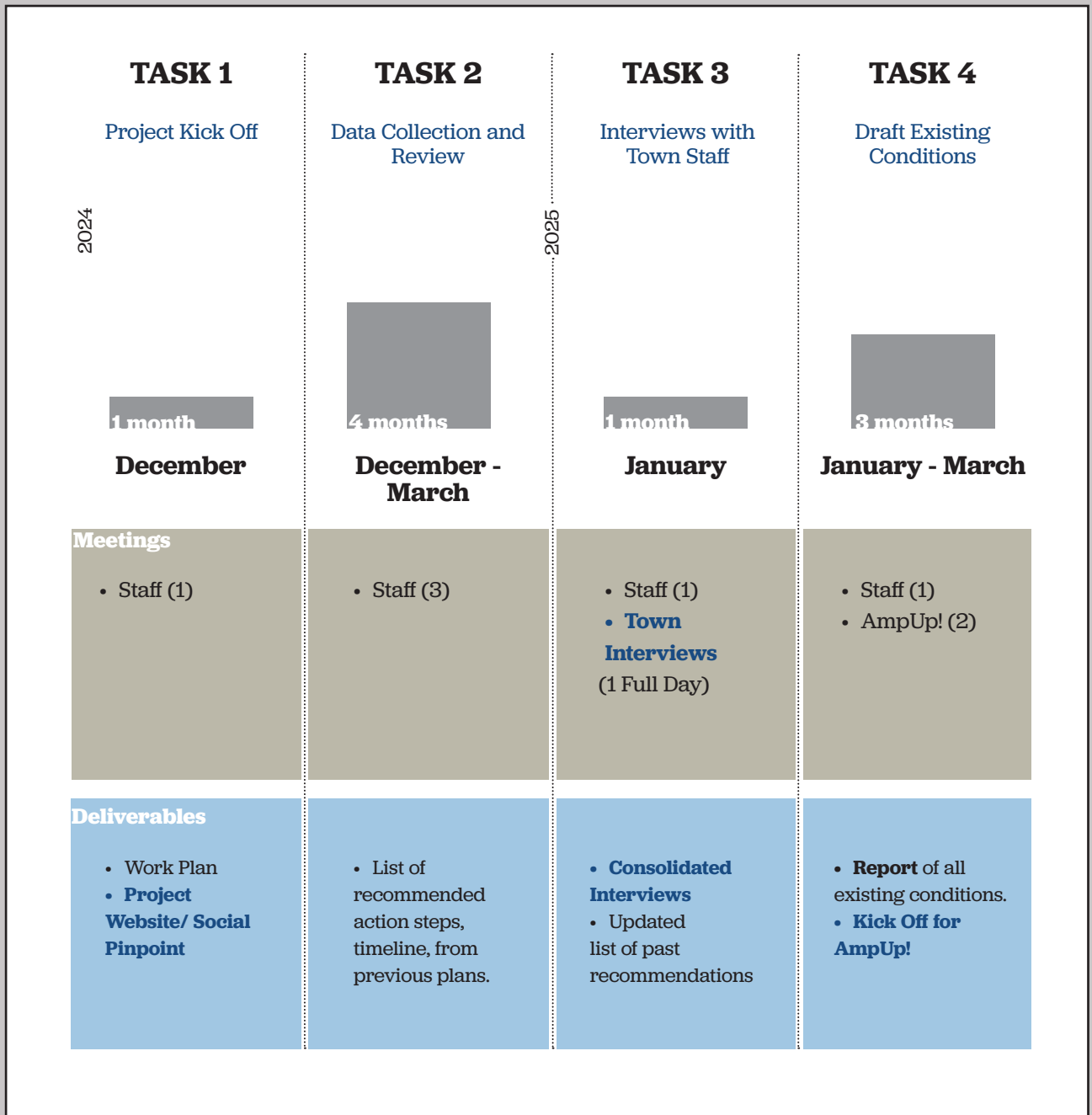
We'll be there for public hearings, supporting the Town with any promotional materials needed. We'll also be ready to present the plan and discuss it with the community.





Task 13: Adoption and Endorsement

We'll be there with the Town throughout the adoption and endorsement process, attending the Arlington Town Meeting to support the Plan and help facilitate a smooth transition to final approval.

5. SCHEDULE

An outline of the Master Plan's completion timeline.



<p>TASK 5</p> <p>Community Meetings</p>  <p>4 months</p> <p>March - June</p>	<p>TASK 6</p> <p>Engaging the Youth</p>  <p>4 months</p> <p>May - August</p>	<p>TASK 7</p> <p>Online Engagement and Community Pop-Ups</p>  <p>5 months</p> <p>June - October</p>	<p>TASK 8</p> <p>Drafting the Plan</p>  <p>3 months</p> <p>July - September</p>
<p>Meetings</p> <ul style="list-style-type: none"> • Staff (4) • AmpUp! (2) • Community Meetings (4) 	<ul style="list-style-type: none"> • Staff (3) • AmpUp!(1) • Youth (8) 	<ul style="list-style-type: none"> • Staff (3) • AmpUp!(1) • Pop-ups (4-5) 	
<p>Deliverables</p> <ul style="list-style-type: none"> • Meeting 1 Comp Plan 101 + listening session. • Meeting 2 Neighborhood discussions/ visioning (draw on Residential Guidelines for neighborhoods) as lens for looking at 81D elements and topics in RFP. • Meeting 3 Visioning for the larger community • Meeting 4 Bringing it together – introduction to goals/ strategies/action; confirm the vision; introduce metrics. • Complete vision and goals statement. 	<ul style="list-style-type: none"> • Meet twice weekly to discuss visioning, collect data, introduce strategies -and develop a “Youth Plan” as an insert to the larger plan. 	<ul style="list-style-type: none"> • 4-5 pop-up events either at existing events or ones we create to discuss the plan during the summer months. 	<ul style="list-style-type: none"> • Draft plan with iterations for review by Town staff; • Deliver to AmpUp! at the end of this phase.

<p>TASK 9</p> <p>Testing Strategies and Actions</p> <p>2 months</p> <p>September - October</p>	<p>TASK 10</p> <p>Final Draft</p> <p>2 months</p> <p>November - December</p>	<p>TASK 11</p> <p>Engaging the Arlington Redevelopment Board and Town Meeting Members</p> <p>4 months</p> <p>January - April</p>	<p>TASK 12</p> <p>Public Hearing and Town Meeting</p> <p>2 months</p> <p>February - March</p>
<p>Meetings</p> <ul style="list-style-type: none"> • Staff (2) • AmpUp! (1) • Community Meetings (1) 	<ul style="list-style-type: none"> • Staff (2) 	<ul style="list-style-type: none"> • Staff (4) 	<ul style="list-style-type: none"> • Arlington Redevelopment Board (1-2)
<p>Deliverables</p> <ul style="list-style-type: none"> • Community Meeting 5 Discuss specific implementation strategies and actions; metrics and funding sources 	<ul style="list-style-type: none"> • Create a final draft that includes all components of 81D (implementation plan) 	<ul style="list-style-type: none"> • Outreach to the Arlington Redevelopment Board and Town Meeting members; small discussions in-person or online 	<ul style="list-style-type: none"> • Attend public hearings and support with materials

FINAL TASK 13

Adoption and Endorsement

<p>1 month</p> <p>April 2026</p>	<p>Meetings</p> <ul style="list-style-type: none"> • Staff (1) • Arlington Redevelopment Board (1) 	<p>Deliverables</p> <ul style="list-style-type: none"> • Attend Arlington Town Meeting and support with materials.
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6. RESUMES AND FIRM INFORMATION

Learn more about our team members!

This section contains the firm profiles, resumes, and selected project experience so you can learn more about our team members: who they are, and what they do.

Team Relationships

Innes Associates is the lead consultant. Emily Keys Innes, AICP, LEED AP is the President of the firm and will be the Project Director. Emily has managed over 100 projects in her over fourteen years as an urban planner. Emily will be responsible for overall quality control and ensuring that the deliverables meet our commitments to the Arlington community in this proposal.

Supriya Kelkar, AICP, LEED AP will be the Project Manager, coordinating the project team and managing the client and community relationships. Supriya's previous work is focused on climate resiliency, preservation and equitable development.

While Supriya will be the day-to-day contact, both she and Emily are available to meet with the Town's team as needed.

The subconsultants will report directly to Innes Associates. Each subconsultant will have a single point of contact with the project team. This practice will ensure consistency of relationships throughout the process.

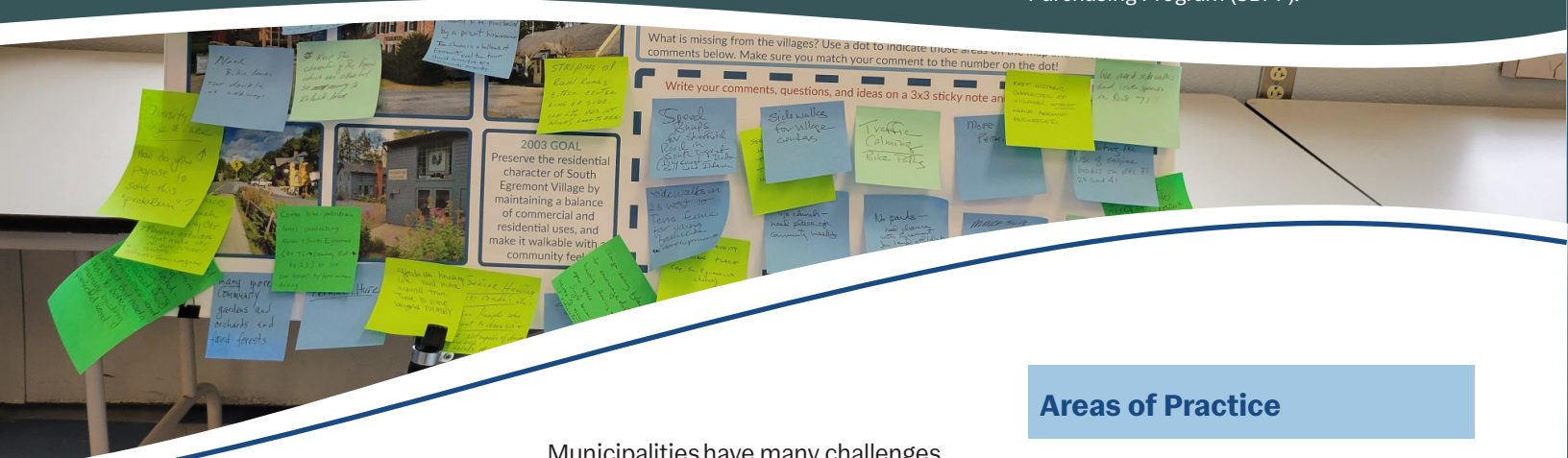
As noted in the Staffing Plan, our team will also provide specialists as needed. For example, Innes Associates' Data Science team will be contributing to data collection, analysis and explanation throughout the process; some, but not all, will also directly contribute to the community engagement process.

The firm profiles and resumes are in the following order:

- Innes Associates
- Nitsch Engineering
- OverUnder
- RKG Associates

Assisting communities throughout New England.

Innes Associates is certified with the Massachusetts Supplier Diversity Office as a Woman-Owned Business Enterprise (WBE) and is a member of the Small Business Purchasing Program (SBPP).



Emily Keys Innes, AICP, LEED AP ND, founded Innes Associates in 2020 to continue her urban planning and design practices. In 2023, Innes Associates began a new phase **with a new office and expanded team** to address our clients' needs.

Our office is in Newburyport, Massachusetts, a city of just over 18,000 people. We have easy access to the wide range of towns and cities we work with: our smallest client has a population around 1,500; our largest clients have populations of over 100,000. Our goal is to **provide excellent service to all our clients** by helping them address community-specific needs.

Municipalities have many challenges, using limited resources and capacity to address community needs, concerns and desires.

We work with communities of all sizes, assisting with planning at all scales: from lots to neighborhoods to entire towns or cities. Our goal is to **help people communicate** about meaningful change in their communities.

We develop our own tools and methodologies and, as needed, work with colleagues at other firms with complementary expertise to provide a complete skill set to address our clients' needs.

We define project success by how well we assist our clients and their communities.

Areas of Practice

- ▶ Zoning and Design Guidelines
- ▶ MBTA Communities Act
- ▶ Strategic Plans
- ▶ Comprehensive Plans
- ▶ Public/Private Partnerships
- ▶ Special Municipal Services

For more information, please contact:

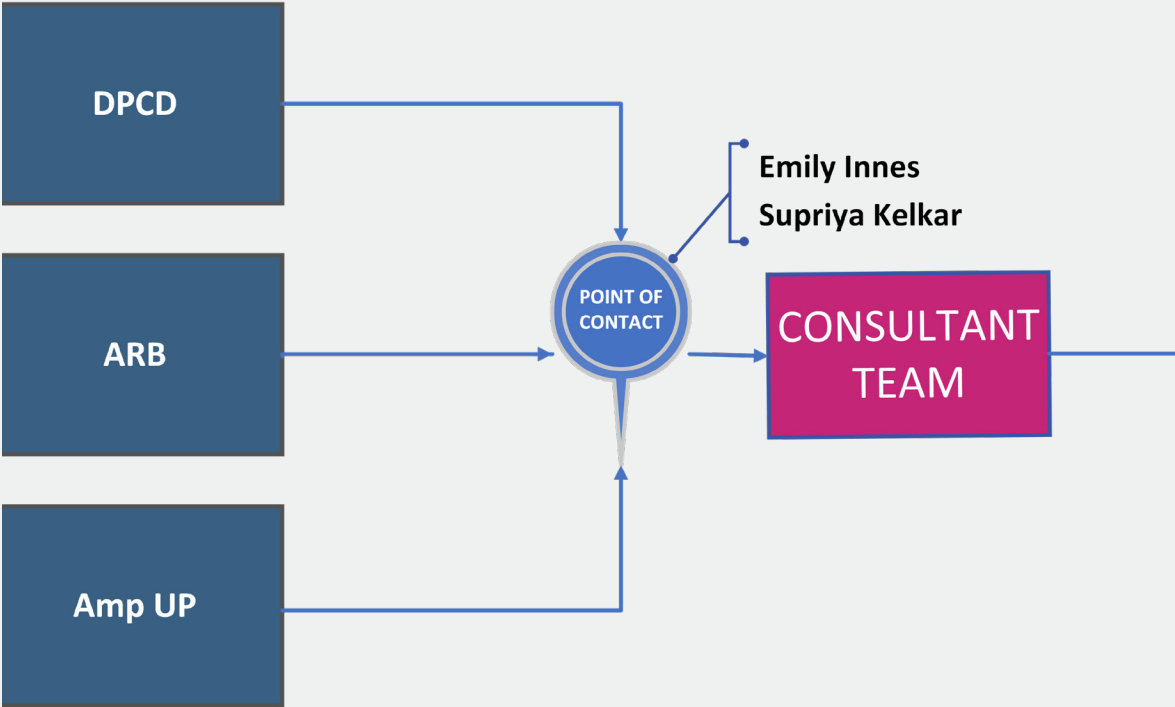
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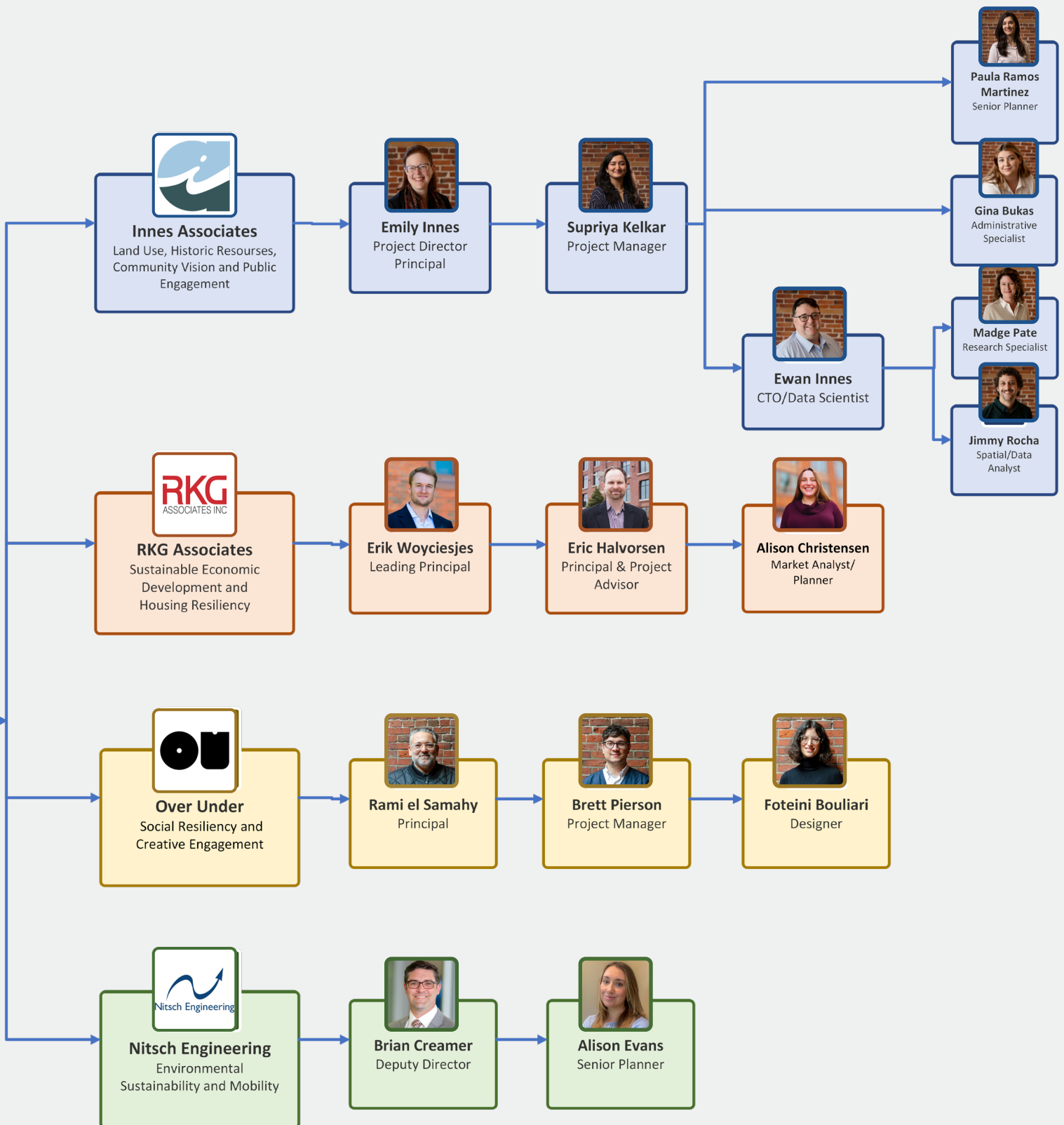
What could we create if we worked together?



Staffing Plan: Meet the Consultant Team

This organization chart breaks down the structure of the consultant team and explains the chain of responsibility. Innes Associates will be the lead for this project, with Emily Innes and Supriya Kelkar being the Points of Contact between the Team and the Client.







Education

MIT Professional Certificate in Real Estate Finance and Development

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

Professional Affiliations

American Planning Association
Urban Land Institute

Certifications

American Planning Association:
Certified Planner (AICP)

USGBC:
LEED AP Neighborhood
Development

Commonwealth of Massachusetts:
MVP-Technical Services Provider

Selected Awards

APA-MA Comprehensive Plan:
2021

Scituate 2040 Master Plan Update

APA-MA Planning Project: 2020
Easthampton Downtown Strategic Plan.

APA-MA Neighborhood Plan: 2019
CSX Area Master Plan

Emily Innes, AICP, LEED AP ND is an award-winning planner with over thirteen years of experience in planning and urban design. In 2020, she founded Innes Associates to work with communities throughout New England. Her clients are communities of all sizes, state agencies, and private developers, and her primary focus is understanding and guiding the physical use of land, including helping communities use zoning and other land use regulations to achieve their goals. Emily was the former Director of Planning for Harriman and began her planning career at The Cecil Group, which merged with Harriman in 2015.

A former member of the Milton Planning Board and the town's finance committee, Emily also served as the chair of Milton's Master Plan Committee. She co-taught a Metrobridge class in 2019, partnering with the City of Chelsea, and the capstone course for Boston University's City Planning and Urban Affairs Program from 2021-2023, partnering with Marshfield, Lowell, and Malden as part of the course. She holds a Professional Certificate in Real Estate Finance and Development from MIT's Center for Real Estate.

SELECTED PROJECTS

Town of Arlington, Massachusetts
Commercial Corridor Massing Project

Town of Arlington, Massachusetts*
Residential Design Guidelines

RKG/Town of Arlington, Massachusetts**
Industrial Area Zoning Recommendations

Town of Egremont, Massachusetts
**Comprehensive Master Plan
Zoning Recommendations and Text post-Comprehensive Plan adoption**

Town of Groveland, Massachusetts
Comprehensive Master Plan

Over Under/ Town of Lunenburg
Comprehensive Master Plan

City of Medford, Massachusetts
Zoning Recommendations and Text post-Comprehensive Plan adoption

Agency Landscape + Planning/City of Medford, Massachusetts
Comprehensive Master Plan

Agency Landscape + Planning/City of New Bedford, Massachusetts
Comprehensive Master Plan

Town of Scituate, Massachusetts**
Comprehensive Master Plan Update

Town of South Hadley, Massachusetts**
Comprehensive Master Plan Update

*Experience with The Cecil Group/Harriman Associates. | **As Harriman Associates and Innes Associates.



Education

Washington University in St. Louis:
Master of Urban Design (MUD)

Nagpur University, MH, India:
Bachelor of Architecture (B.Arch)

Certifications

American Planning Association:
Certified Planner (AICP)

USGBC: LEED AP Neighborhood
Development

Indian Green Building Council
Accredited Professional (IGBC AP)

Licensed Architect, Council of
Architecture (COA), India

Technical Skills

Microsoft office

Adobe creative cloud

Autocad 2D & 3D

ArcMap/GIS

Affinity Suite

Revit (Basic level)

Sketchup

Languages

English, Hindi, Marathi

Supriya was born in India and holds a Bachelor of Architecture and a Master's in Urban Design. While in St. Louis, MO she focused on climate resiliency projects, before spending five years in Kentucky where she worked on historic preservation, site plans, affordable housing and neighborhood/street design. Passionate about preservation and equitable development, Supriya's commitment lies in crafting spaces that foster community dialogue and engagement. Her design approach is to promote holistic urban planning and design practices.

SELECTED PROJECTS

MBTA COMMUNITIES ACT PROJECTS:

City of New Bedford

Town of Groveland

Town of South Hadley, Massachusetts

Zoning and Design Guidelines for Route 202/Route 33 Corridor
Route 202/Route 33 Corridor Plan**

MassDevelopment/EDIC/Town of Athol, Massachusetts

Comprehensive Market Study for a proposed hotel in Athol, MA

EOED/MDI: Town of Athol, Massachusetts

Downtown Design Guidelines

EOED/MDI: Town of Ashburnham, Massachusetts

Wayfinding and Branding Program

EOED/MDI: Town of Framingham, Massachusetts

Sign and Façade Improvement Program

Town of North Smithfield, Rhode Island

Zoning Update to Conform with Changes to State Law

Town of Rockingham, Vermont

Zoning Recommendations and Text

City of Decatur, Alabama

Delano Park Master Plan

Louisville Metro Government, City of Louisville, Kentucky

Cherokee Triangle and BonnyCastle Neighborhood Plan

Metro District 21 Historic Resource Survey

Shelby Park Neighborhood Historic Survey

Fayette Alliance, City of Lexington, Kentucky

Lexington Grow Smart Study

Lexington-Fayette Urban County Government, City of Lexington,
Kentucky

Lexington Greenways Plan



Emily Keys Innes, AICP, LEED AP ND, President

Emily Innes, AICP, LEED AP ND is an award-winning planner with over thirteen years of experience in planning and urban design. In 2020, she founded Innes Associates to work with communities throughout New England. Her clients are communities of all sizes, state agencies, and private developers, and her primary focus is understanding and guiding the physical use of land, including helping communities use zoning and other land use regulations to achieve their goals. Emily was the former Director of Planning for Harriman and began her planning career at The Cecil Group, which merged with Harriman in 2015.

A former member of the Milton Planning Board and the town's finance committee, Emily also served as the chair of Milton's Master Plan Committee. She co-taught the capstone course for Boston University's City Planning and Urban Affairs Program from 2021-2023, and remains on the CPUA Board. She will be teaching a course in Sustainable Design at the Boston Architectural College in summer 2024.

MIT Professional Certificate in Real Estate Finance and Development
University of North Carolina at Chapel Hill: Bachelor of Arts, Linguistics
American Planning Association: Certified Planner (AICP)
USGBC: LEED AP Neighborhood Development



Paula Ramos Martinez, Senior Urban Designer/Planner

Paula was born in Spain and lived in Mexico, Italy, the Netherlands and now the United States. Paula has a 5-year bachelor's in architecture. She spent seven years in Rotterdam where she acquired her professional experience in the field of sustainable urbanism. Her professional profile moves between urbanism, landscape and environmental science. She believes that her role as an urban planner/designer is to help improve people's life quality and to build healthy environments where communities can thrive.

Candidate in Environmental Science, Universidad Nacional de Educación a Distancia (UNED).
Architect, Escuela Técnica Superior de Arquitectura de A Coruña (ETSAC)



Supriya Kelkar, AICP, LEED AP ND, Planner/Urban Designer

Supriya was born in India and holds a Bachelor of Architecture and a Master's in Urban Design. While in St. Louis, MO she focused on climate resiliency projects, before spending five years in Kentucky where she worked on historic preservation, site plans, affordable housing and neighborhood/street design. Passionate about preservation and equitable development, Supriya's commitment lies in crafting spaces that foster community dialogue and engagement. Her design approach is to promote holistic urban planning and design practices.

Washington University in St. Louis: Master of Urban Design (MUD)
Nagpur University, MH, India: Bachelor of Architecture (B.Arch)
American Planning Association: Certified Planner (AICP)
USGBC: LEED AP Neighborhood Development
Indian Green Building Council Accredited Professional (IGBC AP)
Licensed Architect, Council of Architecture (COA), India



Ewan J. Innes, CTO, Data Scientist

Ewan was born in Kenya and brought up in Scotland. He brings his experience in programming and data management to the urban planning field and is leading the data science division. Ewan is an experienced project manager, collaborating with clients directly to address project needs and ensure a smooth process and successful outcomes. His past professional experience includes seventeen years at Dunkin' Brands, working in IT and marketing, and 12 years at Oracle in client-focused data analysis management and e-commerce platform development. An active member of Milton's Finance Committee for 6 years, he served as Secretary (2008-2009) and Chair (2010-2012).

MIT Professional Education Certificate in Applied Data Science
University of Edinburgh: Masters in Scottish History



Jimmy Rocha, Spatial Analyst, Data Scientist

Jimmy is a Lowell, Massachusetts native who holds an M.S. in Geography from the University of Massachusetts Amherst. He has a passion for cartography, GIS, and urban planning. His skills in spatial analysis will help our team uncover the interrelationships between data and topics of community concern. This will better support public conversations about options and solutions that can promote healthy environments and sustainable communities that work well for everyone.

University of Massachusetts Amherst: Master of Science in Geography



Madge Pate, Research Specialist

Madge Pate is a research specialist at Innes Associates. She has a strong interest in real estate and urban community development. Madge grew up in Gloucester, MA and after attending the College of the Holy Cross in Worcester, MA, and earning her BA in Political Science, she moved to Boston and began building a career in Real Estate and Corporate law. She went on to receive her Paralegal Certification at Northeastern University and worked for several years at local firms.

College of the Holy Cross in Worcester, MA: BA in Political Science
Paralegal Certification from Northeastern University



Gina Bukas, Administrative Specialist

Gina was born in Salem, MA and grew up in Southern Greece. She studied Business Management & Administration at the University of Piraeus. Her childhood dream was to help design a better community for everyone. As Innes Associates' Administrative Specialist, Gina brings positive attitude, strong organizational skills and customer service experience to coordinating communications among our communities, our clients and our team – internal and external.

University of Piraeus: Business Management & Administration
Certificate of Proficiency in English (ECPE) from the University of Michigan



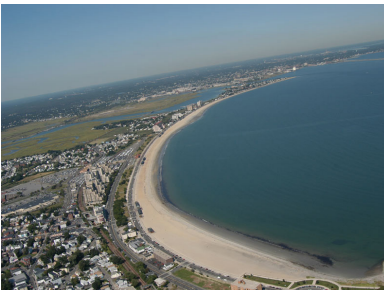
Kingston Master Plan, Kingston, MA



Franklin Park Master Plan, Boston, MA



Chelsea Soldiers' Home, Chelsea, MA



Revere Beach Boulevard and Ocean Avenue, Revere, MA

Nitsch Engineering is a multi-disciplined engineering and surveying firm that is focused on helping to improve the world around us by working collaboratively with our infrastructure and site development clients. Our civil, transportation, and structural engineers; green infrastructure and resilience specialists; land surveyors; planners; and GIS specialists deliver creative, cost-effective, and resilient project solutions. The fact that 97% of our work comes from repeat clients is a testament to our quality of service.

Civil Engineering

Nitsch’s professional engineers coordinate their efforts with architects, landscape architects, and owners to provide comprehensive solutions to site-development issues. Our proactive approach to addressing stormwater management, grading, site utility, and permitting issues allows us to identify and resolve potential problems before they become critical issues.

Transportation Engineering

Nitsch recognizes that the transportation elements of a project – including vehicle, bicycle, and pedestrian traffic – often set the tone for how a project is balanced in the surrounding environment. We perform traffic studies; prepare transportation master plans; and provide roadway design and permitting.

Structural Engineering

From bridges to site structures like stairs and retaining walls, Nitsch’s structural engineers focus on designing reliable and cost-effective solutions that keep our communities safe. In addition to providing structural engineering services to support site development, our staff are experienced in designing new bridges, rehabilitating older bridges, providing NBIS bridge inspection, and assessing bridge load rating.

Land Surveying

Nitsch works with each client to determine the appropriate scope of services and level of accuracy to meet the objectives of the project, whether for a property line, topographic, title insurance, construction layout, laser scanning, or interior building survey.

Green Infrastructure & Resilience

Nitsch delivers adaptable and multi-beneficial solutions that help address climate change impacts like changing rainfall and rising seas. We leverage our decades of experience to design implementable green infrastructure and sustainable stormwater management systems that address resilience issues in thoughtful, cost-conscious, and context-sensitive ways.

Planning

Nitsch works with our clients to prepare feasibility studies and master plan documents that evaluate alternatives with the goal of providing the “best use” plan for the site and environmentally sound solutions. We identify potential impacts, obtain project approvals, manage the public participation process, and follow through with the permitting process.

GIS Services

We meet our clients’ planning, engineering, and land surveying needs with Geographic Information Systems (GIS) technology which can help simplify the planning process when complex site or land issues are involved.

Brian Creamer, AICP, SITES AP Deputy Director of Resilience Planning & Design



Brian brings 12 years of sustainable planning and design experience to Nitsch Engineering's transportation, planning, and civil projects. He is Deputy Director of Nitsch's Resilience Planning and Design Group with a focus on integrating Geographic Information System (GIS) into projects. Brian's breadth of work spans a variety of project types from campus and institutional master planning to municipal open space and resilience planning efforts. A creative and collaborative designer, Brian is focused on designing sites that sustainably integrate stormwater into the landscape. In addition, he has a full command of the design process, including performing context analysis and producing project deliverables through construction. He also supports project teams with graphic design support developing project renderings and infographics to be used in public presentations and for project documentation.

Relevant Projects

Town of Groton Comprehensive Master Plan Groton, MA

Project Manager responsible for providing support for municipal facilities, sustainable stormwater, climate change mitigation, and transportation planning consulting services. Authored the Public Facilities, Transportation, and Sustainability & Resilience chapters for the plan. Interviewed residents, committee volunteers, and municipal officials to advance the public engagement plan goals and objectives.

Ashland Comprehensive & Strategic Plan Ashland, MA

Project Manager responsible for providing support for municipal facilities, sustainable stormwater, and climate change mitigation consulting services. Authored the Public Facilities, and Sustainability & Resilience chapters for the comprehensive plan. Interviewed residents, committee volunteers, and municipal officials to advance the public engagement plan goals and objectives.

Kingston Master Plan Kingston, MA

Planner working to incorporate a sustainability chapter into the Kingston Master Plan. Created the Green Infrastructure Toolkit for Kingston residents and municipal officials to help in the adoption of sustainable design principles. Studied and reported on potential climate change impacts on Kingston and ways the Town can mitigate the impacts of climate change.

Portsmouth 2025 Master Plan Portsmouth, NH

Planner responsible for providing support for sustainable stormwater and climate change mitigation consulting services in support of the Portsmouth, New Hampshire Master Plan update. Developed a green infrastructure toolkit which spanned topics such as mobility, water resources, energy, and environmental stewardship to provide actionable ways Portsmouth could continue to build a more sustainable community. Researched and prepared Master Plan document narratives relating to sustainable stormwater strategies, streetscape design, and coastal resilience.

Years of Experience

- 12 in industry
- 7 at Nitsch Engineering

Registration

- SITES Accredited Professional, 2017
- American Institute of Certified Planners, #31296, 2018
- Certified Massachusetts Municipal Vulnerability Preparedness (MVP) Planning Grant Provider, 2018

Education

- MCP, City Planning, Boston University, 2015
- BLA, Landscape Architecture, Pennsylvania State University, 2011

Professional Affiliations

- Vinal Square Strategic Action Plan Committee, Chelmsford, MA
- Boston University, Metropolitan College, Department of City Planning and Urban Affairs, Adjunct Faculty
- Malden Conservation Commission, Commissioner 2017-2018; Chair 2018-2019
- Malden Mayor's Advisory Committee on Walkability, Chair, 2015-2019

Brian Creamer, AICP, SITES AP **Deputy Director of Resilience Planning & Design**

Relevant Projects – continued

150 Center Street Master Planning and Site Readiness Plan **Groveland, MA**

Project Manager for feasibility study, planning, civil engineering, market analysis, and public engagement services to develop a master plan study for a 62-acre undeveloped parcel owned by the Town of Groveland. The study aimed to evaluate future development possibilities for the site by understanding existing conditions and scenario planning, examining different mixes of land uses. Studied the land uses, transportation and mobility, environmental constraints, economic factors, and future potential development scenarios. Along with the Town, hosted public engagement and stakeholder meetings to solicit input from the community at large and interested groups. The series of three Community Engagement Sessions allowed all community members to participate, both virtually and in-person. The Town of Groveland was awarded a Community One Stop for Growth – Site Readiness Program Grant from MassDevelopment to fund the project.

Ayer Road Form Based Code and Vision Plan **Harvard, MA**

Project Manager responsible for providing support for the Ayer Road Form Based Code and Vision Plan. The Ayer Road corridor is a 1.75-mile commercial corridor connecting Route 2 to the Ayer/Harvard town line. The study includes test fits and site-level analysis of three selected sites to prepare redevelopment scenario planning. Supporting the team with stakeholder interviews, utility constraints including water and sewer and stormwater management, and mobility/transportation planning support for the corridor and redevelopment sites.

Frank J. Szot Memorial Park Master Plan **Chicopee, MA**

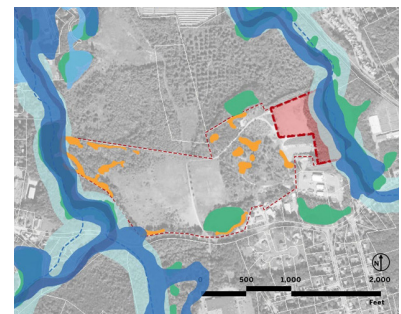
Project Manager responsible for providing support for master planning services for Frank Szot Park. The project includes infrastructure and transportation recommendations to develop a vision for the park's athletics and recreation facilities and amenities, and identifying site utility constraints, circulation routes, and site access opportunities.

Northampton Designs with Nature to Reduce Storm Damage **Northampton, MA**

Senior Planner responsible for supporting the design of green infrastructure facilities to manage stormwater using nature-based solutions. Supported analysis of 10 sites and the progression of design for four selected sites through conceptual and 25% design. Provided planting design for bioretention basins. The project was funded by a Massachusetts Municipal Vulnerability Preparedness (MVP) Action Grant.



Kingston Master Plan, Kingston, MA



150 Center Street Master Planning and Site Readiness Plan, Groveland, MA



Ayer Form Based Code and Vision Plan, Harvard, MA

Allison Evans, AICP Public Engagement Specialist



Allison offers experience in urban planning and design from all sides of the industry. She's worked on the city side, client side, and consulting side of the development industry, which has given her insight into all sides of a project. Her work has focused on applying evidence-based planning practices to real-life scenarios, and how urban design, zoning and policy, land use planning, and resiliency interact. She is proficient in GIS, zoning and ordinance analysis and writing, demographic research and analysis, community surveying, land use planning and analysis, and resiliency planning. She also has extensive experience in utilizing accessible and engaging community input strategies to create plans that reflect and serve their communities.

Relevant Projects

Envision Ashland Comprehensive Plan Ashland, NC

Worked on the team responsible for open space, sustainability, and municipal infrastructure and services. Utilized population projections, community feedback, and GIS analysis to determine how the town may achieve its goals of natural space preservation, resiliency, and strategic capital investments to reach its goals. *Project experience with prior firm.*

Beaufort Comprehensive and CAMA Plan Beaufort, NC

Project lead to write update Beaufort's Comprehensive Plan and write their first CAMA plan. (Note: CAMA is the NC equivalent of an MVP plan that focuses on resiliency) Responsible for land use and ordinance analysis, Future Land Use map creation, planning and executing equitable community engagement during COVID, analyzing impact of projected flooding and inundation on town infrastructure. *Project experience with prior firm.*

Duck Comprehensive and CAMA Plan Duck, NC

Worked on the primary team to create a new Comprehensive and CAMA Plan for the town of Duck, North Carolina. Responsible for resiliency strategy analysis, land use mapping, and policy recommendations for an Outer Banks community vulnerable to climate change impacts. Navigated balancing state-mandated project elements with community input. Utilized community surveying, GIS, and climate change projection data. *Project experience with prior firm.*

Henderson County Comprehensive Plan, Henderson County, NC

Senior Planner that led a Comprehensive Plan rewrite for Henderson County, North Carolina. Addressed the County's unique circumstances of intense growth pressure, natural resource preservation, and sustainability. Wrote, advertised, and analyzed a community survey that received 6,000 responses. Innovated community engagement techniques and plan writing to deliver a project with maximum accessibility. Utilized demographic analysis, varied community engagement, land use mapping, and analysis, suitability mapping and growth scenario mapping. *Project experience with prior firm.*

Years of Experience

- 7 in industry
- <1 at Nitsch Engineering

Registration

- SAICP Certified, 2021, #33373
- OSHA (10-hour) Certified

Education

- BA, Urban Studies, Northeastern University, 2013
- MSc, Urban Design and City Planning, University College London, 2015

Professional Affiliations

- ULI Carolinas, Member, 2021-2023
- SNEAPA since 2022



OverUnder is a Boston-based design firm. Our projects are driven by specific goals that can be achieved through our collective expertise, which encompasses multiple mediums, disciplines, ideas, and approaches. We apply our broad interests, appreciation of history, and connection to culture to produce work that is intriguing, unexpected, and true to both our clients' expectations and our own.

We are urban and graphic designers.

Thinking at the urban scale is aided by an ability to translate complex ideas into clear and compelling visual information. We take pride in our graphic communication abilities across scales, and its influence back on engagement with the public and clients.

We understand municipal culture.

We have experience working with many municipalities and government agencies in the Commonwealth, including MassDevelopment, the City of Cambridge, the City of Somerville, and several projects with the City of Boston (including two at City Hall) and as on-call urban designers for the Boston Planning and Development Agency.

We love to engage communities.

Our role as curators for museums and civic organizations has helped us develop processes that engage communities in the design effort while building consensus for key decisions. We find this also builds a sense of ownership that is important to a project's longterm impact, value, and maintenance in the community.

We are practitioners and teachers.

We bring a special scholarly and curatorial expertise related to evaluating architecture and urban settings across a larger historical arc in the region. We have curated more than three dozen exhibits on modern and contemporary architecture and urbanism. This commitment to research related to the region also takes place in studios and seminars at Wentworth and MIT, where principals Mark and Rami respectively teach.

Selected Experience

- Plan Lunenburg Lunenburg, MA
- Cambridge Urban Design Guidelines Cambridge, MA
- Westside Form-Based Code Pittsfield, MA
- Chicopee Center Visioning Chicopee, MA
- Downtown Taunton Plan Taunton, MA
- Downtown Sunderland Plan Sunderland, MA
- Downtown Ashburnham Plan Ashburnham, MA
- Kensington Connector Somerville, MA
- Sunnyside Yard Affordable Housing Queens, NY



Rami el Samahy

AICP, LEED AP

Principal at OverUnder

EXPERTISE

Urban Design, Planning, Architecture

LICENSES/CERTIFICATIONS

AICP #030662

EDUCATION

Harvard University Graduate School of Design

Master of Architecture

Princeton University

Master of Art (with Honors) in Near Eastern Studies

Brown University

Bachelor of Art (Magna Cum Laude) in International Relations

Trained as an architect, Rami is a certified planner, a LEED-accredited professional and a member of the American Planning Association. He has played a leading role in a wide range of projects, including exhibitions, cultural and institutional buildings, tactical urban design and large-scale planning projects. Recent work includes a visioning plan for downtown Chicopee, MA; ongoing urban design consultation for MassDevelopment's Transformative Design Initiative; and is currently leading the comprehensive Master Plan for the Town of Lunenburg and citywide design guidelines effort for Cambridge, MA. He has been the project director of major urban commissions in the UAE, including the architectural design controls for Abu Dhabi's new central business district, and the Dubai 2020 Expo. Rami has also taught at Boston University, Carnegie Mellon University, MIT, and Wentworth. His academic research has focused on sustainable urban design, the legacy of modernism, and the future of cities. He is co-author of *Imagining the Modern: Architecture and Urbanism of the Pittsburgh Renaissance* (The Monacelli Press, 2019). His work has been recognized by the Aga Khan Awards, AIA Pennsylvania, AIA Pittsburgh, the AIA Upjohn Research Initiative, the Boston Society of Architects, docomomo, and Qatar Foundation. For the past four years he co-chaired the BSA's Urban Design Committee.

RELEVANT EXPERIENCE

- **Comprehensive Master Plan (Lunenburg, MA)**
Leading plan with a robust community engagement focus
- **Citywide Urban Design Guidelines (Cambridge, MA)**
Leading team for urban design guidelines for the City of Cambridge
- **The Ave (New Bedford, MA)**
Visioning, brand identity, and placemaking for Acushnet Avenue
- **The Breakers (Newport, Rhode Island)**
Wayfinding masterplan and design for Newport Mansions property
- **Chicopee Center (Chicopee, MA)**
Downtown visioning plan, brand identity, and signage program for downtown Chicopee
- **Westside Form-Based Code (Pittsfield, MA)**
Part of team developing form-based code for the Westside neighborhood of Pittsfield
- **Downtown Plan (Westborough, MA)**
Supporting RKG Associates with town center plan
- **Montello Form-based Code (Brockton, MA)**
Supporting Innes Associates with new form based zoning initiative
- **Rapid Recovery Plan Program (Ashburnham & Sunderland, MA)**
Project recommendations for two small Massachusetts communities.
- **Downtown District Plan (Taunton, MA)**
Planning, urban design, wayfinding and graphic design
- **Urban Design Consultant (Cambridge, MA)**
Review of special permit projects, review processes, and creation of city-wide guidelines

OverUnder



Brett Pierson
SEGD

Associate at OverUnder
Graphic Design

EXPERTISE

Graphic Design, Signage & Wayfinding,
Urbanism, Architecture

EDUCATION

Northeastern University
Bachelor of Science in Architecture

Brett is a multi-faceted designer who specializes in graphic and urban design. At a local scale, Brett has been instrumental in developing reports and collateral for municipal clients such as MassDevelopment and the City of Cambridge. On an international level, Brett played a leading role on Design Guidelines for Dubai's District 2020, the city's new technology and mixed-use development. Brett is currently finishing construction administration on signage on The Breakers grounds in Newport. He has recently designed a new map highlighting the Mystic River's various amenities and attractions, contributing graphic and environmental design to downtown Chicopee's revitalization, and leading the graphic design of Cambridge's first Urban Forest Master Plan. He has also produced print and digital matter for clients as varied as the Metropolitan Area Planning Council (MAPC), Wentworth Institute of Technology, and the Cities of San Antonio and Boston, including the graphic design of *Imagine Boston 2030*, the city's first comprehensive plan in over fifty years. A graduate of Northeastern University's Department of Architecture, he is committed to graphic communication that is vital and honest.

RELEVANT EXPERIENCE

- **Comprehensive Master Plan (Lunenburg, MA)**
Collateral and engagement materials, both physical and digital
- **Cambridge Urban Design Guidelines (Cambridge, MA)**
Graphic design for citywide urban design guidelines
- **The Ave (New Bedford, MA)**
Visioning, brand identity, and placemaking for Acushnet Avenue
- **The Breakers (Newport, MA)**
Signage and wayfinding for the grounds of the iconic mansion.
- **Belmont Hill School (Belmont, MA)**
Signage and wayfinding for independent boys' school
- **MASS MoCA (North Adams, MA)**
Signage and wayfinding master plan for one of North America's largest museums of contemporary visual and performance art
- **ArtFarm (Somerville, MA)**
Brand identity for a community space for arts and urban agriculture.
- **Chicopee Center (Chicopee, MA)**
Brand identity and signage program for downtown Chicopee.
- **Cambridge Urban Forest (Cambridge, MA)**
Brand identity, report design, and community engagement materials.
- **Boynton Yards (Somerville, MA)**
Signage and wayfinding for large mixed-use development.
- **Mystic River Watershed (MA)**
Illustrative map of highlights along the Mystic River
- **Boston EMS (West Roxbury, MA)**
Wayfinding and signage for newly renovated EMS Training Facility
- **Metropolitan Area Planning Council (MAPC)**
Various print and digital work, notably the MAPC Annual Reports



Foteini Bouliari
LEED AP ND

Designer at OverUnder
Urban Design

EXPERTISE

Urban Design, Planning

EDUCATION

Harvard University Graduate School
of Design
Master of Architecture in Urban Design

National Technical University of
Athens, Greece
Bachelor of Architecture

Foteini is an urban designer with a background in architecture. She has been involved in projects ranging from academic research to municipal urban design and planning efforts to large scale mixed-use developments. Her recent work includes post-pandemic recovery plans for Ashburnham & Sunderland, MA, a visioning plan for Downtown Chicopee, MA, urban design guidelines for District 2020, the legacy masterplan of Dubai Expo 2020, and design guidelines for the Cambridge Affordable Housing Zoning Overlay. Foteini is committed to the engagement of architecture and design with the physical and social context to improve the quality of life of urban residents. Through her experience in urban research and mapping, she brings an analytical approach to understanding the interaction between the physical space of the urban environment and the communities who inhabit it.

RELEVANT EXPERIENCE

- **Downtown Plan (Westborough, MA)**
Supporting RKG Associates with town center plan
- **Montello Form-based Code, Brockton, MA**
Supporting Innes Associates with new form based zoning initiative
- **BPDA Land Use Planning & Zoning Consultants, Boston, MA**
Nonconformity analysis, zoning test fits and recommendations for amendments to Boston's Zoning Code
- **Comprehensive Plan, Lunenburg, MA**
Leading plan with a robust community engagement focus
- **Westside Form-Based Code, Pittsfield, MA**
Part of team developing form-based code for the Westside neighborhood of Pittsfield
- **Citywide Urban Design Guidelines, Cambridge, MA**
Development of urban design guidelines for the City of Cambridge
- **Rapid Recovery Plan Program, Ashburnham & Sunderland, MA**
Post-pandemic recovery plans for downtown districts
- **Chicopee Center, Chicopee, MA**
Visioning, Wayfinding and Placemaking for Downtown District
- **Gashla mixed-use development, Jeddah, Saudi Arabia**
Concept Design for a large scale mixed-use development near the historic core in Jeddah
- **District 2020 Masterplan Guidelines, Dubai, UAE**
Development of urban design guidelines for the legacy masterplan of Dubai Expo 2020
- **Affordable Housing Zoning Overlay Guidelines, Cambridge, MA**
Development of design guidelines for Affordable Housing projects

About our company

Founded in 1981, RKG Associates, Inc. provides private, public and institutional clients, nationwide, a comprehensive range of advisory, planning, and strategic consulting services related to real estate, land use and economic development. We are proud that most of the assignments for which we have been engaged are projects that are built... projects that happen... projects that work... with tangible results measured in terms of new jobs, new investments, expanded tax bases or new master plans based on strong community consensus.

Our firm has successfully blended the in-house expertise of professionals who have backgrounds in market research, economics, finance, real estate development and planning. We also call upon an extensive network of other professionals to provide complementary technical expertise in such areas as architecture, engineering, land use planning, legal services and environmental science. Whether it is a large-scale project or a smaller undertaking, we make our full range of skills and disciplines available to every client.

RKG Associates is owned and managed by four principals:

- Mr. Eric Halvorsen, AICP
76 Canal Street, Suite 401
Boston, Massachusetts 02114

- Mr. Erik Woyciesjes
76 Canal Street, Suite 401
Boston, Massachusetts 02114

- Mr. Russell Archambault
300 Montgomery Street, Suite 203
Alexandria, Virginia 22314

- Mr. Kyle Talente
300 Montgomery Street, Suite 203
Alexandria, Virginia 22314

RKG Associates is a full service economic, planning and real estate consulting firm with offices located in Alexandria, Virginia; Boston, Massachusetts, Atlanta, Georgia; and Dallas, Texas. Since our founding in 1981, the firm has successfully completed more than two thousand consulting projects regionally, nationally and internationally, providing a comprehensive range of economic, planning, marketing and management services to governmental, business and institutional clients. The firm currently employs eleven full-time professionals, having grown to become one of the most respected economic and real estate advisory consulting firms in United States. RKG is led by four principals who are integrally involved in all aspects of a project. Our firm has the staff and technological resources to bring projects to completion on time and on budget.

RKG Associates has substantial experience in analyzing and quantifying community opportunities for different types of residential and non-residential development. We use the a combination of public and proprietary data sources to formulate supply and demand projections and identify the assets in your community that align with future market potential. For all of RKG's experience in analyzing specific market segments, the common element in our work is the inclusion of an implementation strategy to guide our client from vision to action. Simply put, we have the ability and proven results to assess supply and demand factors affecting our clients and deliver custom, market-driven strategies to reach their goals.

RKG Associates has assembled a group of highly qualified professionals who bring their own unique perspective to each assignment, and the firm's strength lies in the diversity of backgrounds and disciplines represented within the organization. The talents of staff economists, planners, financial analysts, appraisers and real estate developers are brought together in a team effort to solve client problems.



ERIK WOYCIESJES

Associate Principal

Erik Wojcieszjes has five years of applied research and modeling experience in real estate analytics, economic development, housing, demography and GIS applications. Erik’s background in academic research provides a broad array of experience in advanced quantitative methods and data driven approaches that he has applied to a wide range of projects including social equity strategies; market analysis; location analysis; housing studies and economic/workforce development analysis.

Erik brings a strong background in GIS, applied statistics and computational methods which he pairs with his experience in applied research to connect key data insights with project goals and policy aims. Erik is an advocate of data driven approaches to addressing rapid urbanization, housing affordability and economic development.

EDUCATION

University of Buffalo

Masters of Urban and Regional Planning

Union College

B.A. in English Literature & Classics

PROFESSIONAL AFFILIATIONS

Urban Land Institute

National Association for Business Economics

Population Association of America

PROJECT EXPERIENCE

Allston-Brighton Community Plan (on-going)

Boston, Massachusetts

COVID Migration Study for DECD

State of Connecticut

Plan of Conservation and Development (on-going)

New Haven, Connecticut

Regional Housing Study

SCRCOG Region, Connecticut

Economic Development Strategic Plan

Sanford, Maine

Housing Strategy

Jefferson City, Missouri

Real Estate Market Study

Danvers, Connecticut

HUD Technical Assistance Provider

Various Locations Across U.S.

Economic Development Strategic Plan

Cibolo, Texas

Statewide Older Adult Rental Housing Study

State of Michigan

*Additional Project Experience Provided Upon Request



ERIC HALVORSEN, AICP

Principal & Project Advisor

Eric Halvorsen, AICP, has over eighteen years of experience in housing, economic development and land use planning. Eric specializes in helping communities develop plans that bridge the topics of land use, housing, economics, and transportation. This includes housing strategies, production plans, master plans, downtown plans, and site specific plans. Eric's focus is on the formulation of realistic and actionable plans that can be achieved incrementally over time. Additionally, he has managed multiple public engagement efforts, crafting processes for groups as small as five and as large as 300. These include highly interactive open houses, site walks, town hall meetings, small group facilitation, focus groups, and project working groups.

Eric brings a strong background working with municipalities to help them develop implementation-ready plans. He has worked on several Housing Plans, Economic Development Plans, and Master Plans across Massachusetts, and enjoys learning and understanding the elements that make each community unique.

EDUCATION

University of Illinois

Masters of City and Regional Planning

Rutgers University

B.S. in Environmental Planning and Design

Harvard University Executive Ed.

Urban Retail

PROFESSIONAL AFFILIATIONS

Urban Land Institute

Housing and Economic Development Council

American Institute of Certified Planners

American Planning Association

ECONOMIC AND MARKET EXPERIENCE

Industrial District Study

Arlington, Massachusetts

Comprehensive Plan

Winchester, Massachusetts

Comprehensive Plan

North Andover, Massachusetts

Comprehensive Plan

Littleton, Massachusetts

Comprehensive Plan

Natick, Massachusetts

Economic Strategy

Belmont, Massachusetts

Economic Strategy

Winchester, Massachusetts

Market Analysis

Billerica, Massachusetts

Housing Strategy

Chelsea, Massachusetts

Housing Production Plan

Danvers, Massachusetts

Housing Market Analysis

Worcester, Massachusetts

*Additional Project Experience Provided Upon Request



ALISON CHRISTENSEN

Market Analyst/Planner

Alison Christensen is a dedicated and highly motivated urban planner with two years' experience in urban and municipal planning. Leveraging a solid academic foundation, Alison has successfully contributed to a diverse range of projects, encompassing corridor studies, affordable housing plans, subdivision plans, and environmental impact studies. Her academic pursuits have equipped her with advanced skills in conducting data analyses, utilizing tools such as ArcGIS Pro and other cutting-edge data processing and visualization software.

Alison's passion for urban planning makes her an asset, ensuring the seamless integration of academic insights and practical experience into every project she undertakes.

EDUCATION

Tufts University

Masters of Urban and Environmental Planning & Policy

Franklin & Marshall College

B.A. in Mathematics & American Studies

PROJECT EXPERIENCE

Regional Affordable Housing Plan (on-going)

SCRCOG Region, Connecticut

Affordable Housing Plan (on-going)

Wethersfield, Connecticut

Plan of Conservation and Development (on-going)

Wethersfield, Connecticut

Housing Production Plan

Chatham, Massachusetts

Housing Production Plan

Holliston, Massachusetts

Industrial Market Study

Lowell, Massachusetts

MBTA Communities Technical Assistance

Needham, Massachusetts

MBTA Communities Technical Assistance

Randolph, Massachusetts

MBTA Communities Technical Assistance

Bedford, Massachusetts

MBTA Communities Technical Assistance

Gloucester, Massachusetts

MBTA Communities Technical Assistance

Amesbury, Massachusetts

MBTA Communities Technical Assistance

Braintree, Massachusetts

*Additional Project Experience Provided Upon Request



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Project Purpose

The Town of Groveland contracted with Innes Associates and Form + Place to create a new comprehensive plan for the community. The Planning Board adopted this plan in 2023. Groveland is a town of just under 7,000 people along the Merrimack River in Essex County. The Town of Groveland wanted a streamlined plan that focused on three key areas of the Town:

- ▶ Elm Square, the historic commercial center
- ▶ Route 97, the main commercial corridor that links to the newly created Community Trail (a multi-use path that will connect to the Borders to Boston trail system)
- ▶ 150 Center, an undeveloped 60+ acre parcel owned by the Town within the aquifer protection zone and adjacent to conservation land.

The consultant team was able to integrate the planning elements from Section 81D into the evaluation of all three focus areas. The process included three workshops (one for each area), attendance at Groveland Day, and community-wide surveys.

Special Features

Before the comprehensive plan was complete, the Town applied for and received a grant from MassDevelopment for a land use and feasibility study for 150 Center. Innes Associates was part of the team, led by Nitsch, that completed the land use plan.

In 2024, the Town of Groveland hired Innes Associates to help with zoning updates to implement the zoning and land use recommendations in the Comprehensive Plan. That project began in June 2024.

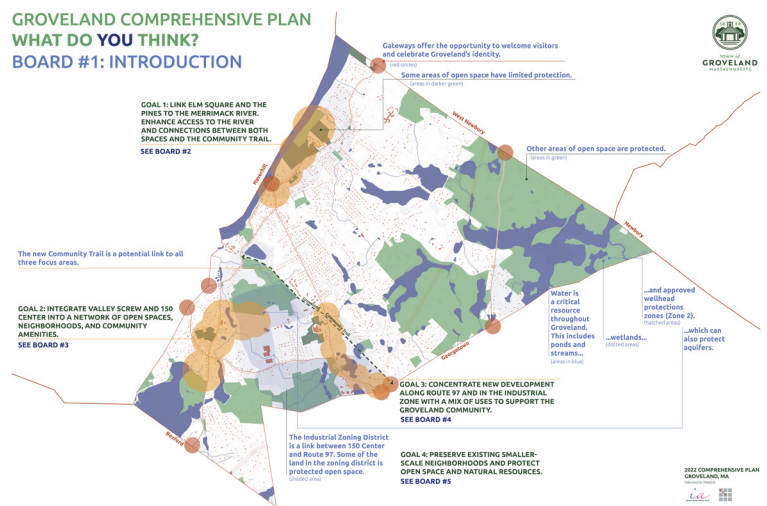


Image source: Town of Groveland/Innes Associates

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Project Purpose

The Town of Egremont contracted with Innes Associates and Tighe & Bond to create a new comprehensive plan for the community. The Town adopted the plan in 2023. Egremont is a town of just over 1,200 people on the western border between Massachusetts and New York. The Town of Egremont wanted a strong engagement process and a streamlined plan that focused on enhancing the two villages (North and South Egremont) and developing strategies for the rural/residential area. Innes Associates is now assisting the Town with a process to develop draft zoning to address the recommendations in the plan.

The consultant team was able to integrate the planning elements from Section 81D into the five desired outcomes envisioned by the community:

- ▶ Outcome 1: Providing and Encouraging Affordable and Workforce Housing
- ▶ Outcome 2: Supporting Economic Vibrancy and Opportunity
- ▶ Outcome 3: Preserving Historic Assets and Expanding Cultural Resources
- ▶ Outcome 4: Protecting Open Spaces and Promoting Recreation
- ▶ Outcome 5: Improving Environmental Sustainability and Resilience

Special Features

The planning process included updating the Open Space and Recreation Plan (OSRP), which was led by Tighe & Bond. Joint meetings focused on an iterative process of sharing data, developing a vision and goals, and creating separate, but linked, documents that addressed the requirements of Section 81D (for the comprehensive plan) and the state requirements for the OSRP. Because much of the technical detail overlapped, the comprehensive plan could focus on the desired outcomes, the strategies needed to achieve the outcomes, and the baseline data used to measure progress.

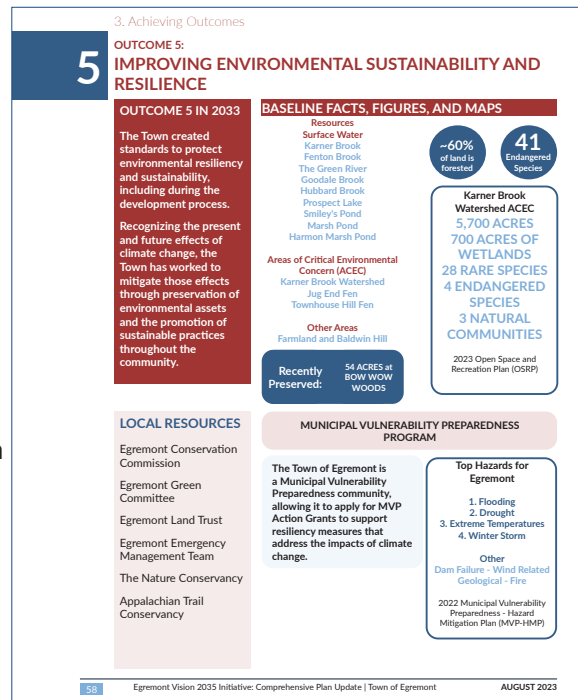


Image source: Town of Egremont/Innes Associates

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Project Purpose

The Town of Scituate contracted with Harriman's Urban Design and Planning Studio to assist the community with a master plan update with a focus on resiliency. Scituate has a long coastline and a developed barrier beach, Humarock, that are at significant risk from sea level rise, and critical infrastructure that is vulnerable to salt-water intrusion from flooding.

The Town also has forested area and wetlands that are vulnerable to the impacts of climate change and needs for large-scale projects, such as updates to their schools. These challenges posed questions about prioritization of community resources.

Emily Innes led a team of professionals at Harriman and collaborated with HSH Associates and FXM Associates to address these issues. She completed the plan after her transition from Harriman to Innes Associates.

Special Features

This plan won the 2021 Comprehensive Plan Award from the Massachusetts chapter of the American Planning Association. Key technical elements of the plan included the following:

- ▶ An innovative build-out analysis that considered wetland migration
- ▶ Integration of two other planning processes that evaluated different time horizons for sea level rise
- ▶ Scenario planning with the community to understand different options for growth
- ▶ A set of criteria for evaluating competing priorities during implementation



Community members reviewing the self-created map of assets and priorities.
Image source: Camilo Espitia

Client Contact

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Image source: Innes Associates

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Project Purpose

After addressing the revitalization of the downtown area, Pittsfield's Westside Neighborhood became the City's priority. Innes Associates joined forces with OverUnder to assist the City with the technical aspects of updating the Westside's zoning and preparing a Form-Based Code, and the community education and communication required to develop enthusiasm for the project.

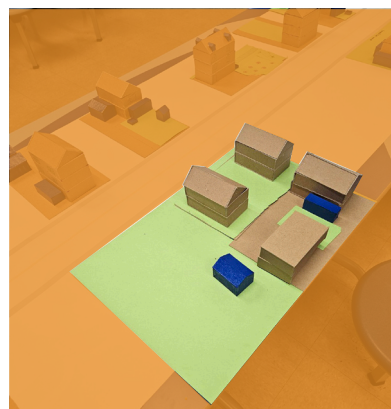
Our team meticulously documented and reviewed the Westside's existing conditions. Through in-person site walks, GIS data analysis, and community engagement we developed interactive tools to help the community visualize the Westside's current and proposed zoning.

Innes Associates created the Westside Map Viewer Application (<https://bit.ly/WestSideMaps>). The map is an online, GIS-based map that provides information about land use conditions in the neighborhood and allows all participants in the process to see the same information we reviewed as part of our analysis of underlying nonconformities.

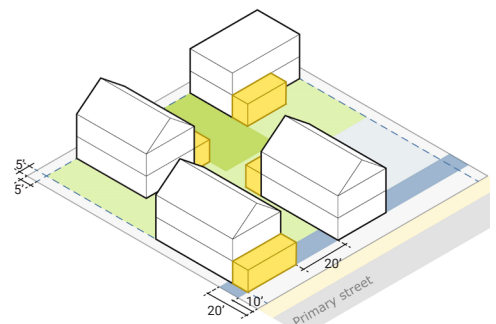
Special Features

We also responded to the community's desire for wealth-building opportunities by exploring allowing Accessory Dwelling Units and Accessory Commerical Units as of right. We used three-dimensional interactive models to allow residents in the Westside neighborhood, the Blackshires entrepreneurial cohort, and a Hisponic community group to envision the neighborhood they wanted to see develop over time. We reassembled the models in our office so we could evaluate building heights and massing, setbacks, and desired architectural components for inclusion in the recommendations for the Form-Based Code.

Inspiration from Community Workshop



Multi-unit Dwelling (4-8 units) with shared amenities



Images: Innes Associates

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Project Purpose

While as Harriman Associates, Emily Innes led a team of consultants, including RKG Associates and Tighe & Bond, to assist the Town of South Hadley with an update to their comprehensive master plan.

The process included five community-wide forums and a series of related “meetings-in-a-box.” These were interactive sessions designed to inform participants about issues in the town and gain input on what community members valued. The final forum included a prioritization exercise to understand how the community viewed immediate needs versus longer-term projects.

The adoption process was significantly slowed by the COVID-19 pandemic, and the Planning Board adopted the plan in 2022.

Emily Innes completed the final report after her transition from Harriman to Innes Associates, along with two other projects for the Town of South Hadley: the South Hadley Falls Mixed-Use Development Assessment and the Routes 202/33 Corridor Plan.

Special Features

The Town has an existing Master Plan Implementation Committee who were deeply involved with the update process. Members assisted with the “Meeting in a Box” process, facilitation meetings with smaller groups throughout the planning process. They also worked with departments, boards, and committees to evaluate the draft recommendations. Members were also the impetus behind defining action-specific metrics to measure progress over time.

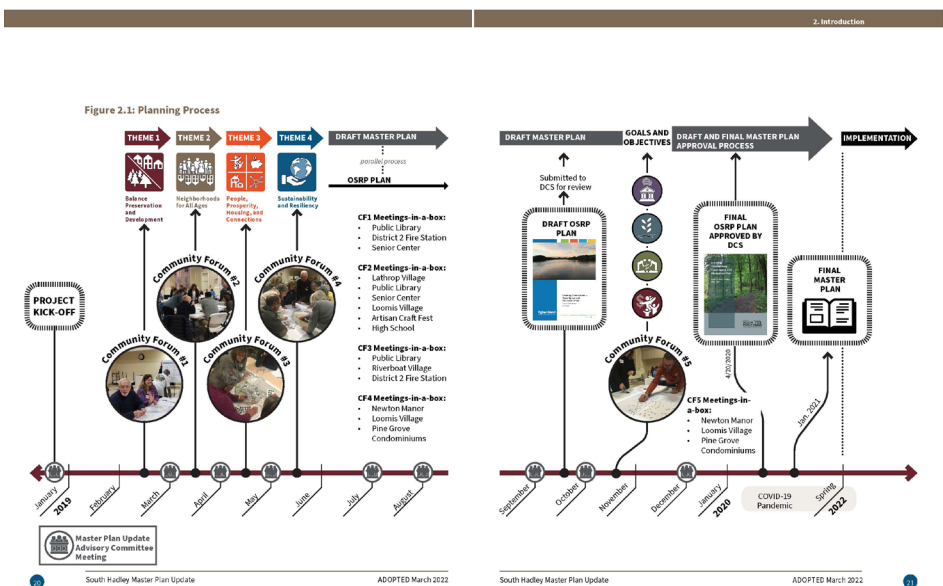


Image source: Town of South Hadley/Innes Associates/ Harriman Associates



Client Contact

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Project Purpose

The Lovett Brook area is located at the intersection of Routes 24 and 27 in northwest Brockton. The site is anchored by the Good Samaritan Medical Center and includes the headquarters of Harbor One Bank and the Original Tommy Doyle’s Pub and Grill. Lovett Brook bisects the site, which contains a broad mix of office, retail, residential, and auto-oriented uses.

MassDevelopment sponsored this planning process with a grant from its Site Readiness Program. The consultant team was Innes Associates with Tighe & Bond and RKG Associates; the team assisted the City of Brockton, the Brockton Redevelopment Authority, and MassDevelopment.

This first phase of this project is a land use plan for the underutilized area around the Good Samaritan Medical Center. The focus of this plan is to take advantage of the existing medical center with appropriate uses related to the life sciences sector and add other uses that are complementary to the existing neighborhood and provide amenities to attract employers and employees.

The plan was adopted by the Planning Board in February 2022.

Special Features

The genesis of this project was a series of research reports on the expansion of life sciences to Worcester and Brockton. These were led by MIT’s Department of Urban Studies and Planning (DUSP) in partnership with the City of Brockton, the Massachusetts Life Sciences Center and MassDevelopment.

Scenario planning tied to existing physical conditions and an expanded analysis of market demand across multiple sectors, including manufacturing related to life sciences, led to an understanding of how development could be phased over time, using Lovett Brook as an organizing factor for a coordinated set of amenities for the area, including walking paths, restaurants with outdoor eating options, and stormwater management.



Image source: City of Brockton/Innes Associates/ Halvorson | Tighe & Bond Studio

Portsmouth 2025 Master Plan

Portsmouth, NH

Project Features

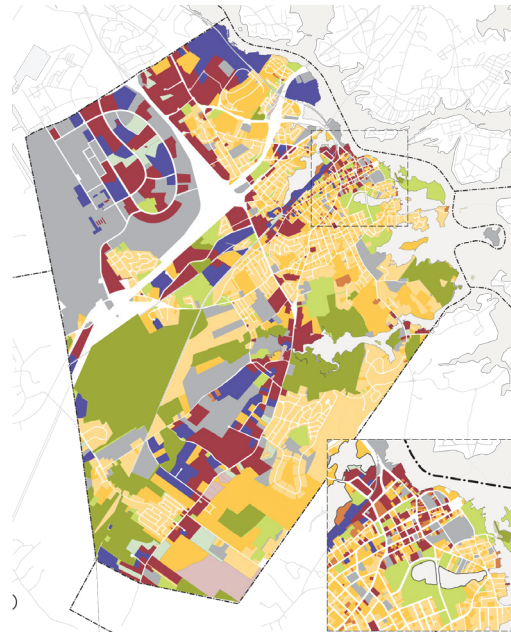
- *Green Infrastructure and coastal resilience planning*
- *Low Impact Development strategies*
- *Policy recommendations on energy and environmental sustainability*

Client

NBBJ

Date Completed

2017



Portsmouth Land Use Map (Source: NBBJ)



Nitsch Engineering collaborated with NBBJ to provide master planning consulting services for the City of Portsmouth 2025 Master Plan. We contributed to sustainable sites, coastal management, and infrastructure components of the Master Plan. Nitsch Engineering collaborated with project team members to facilitate public engagement materials and meetings to get public input. Additionally, we integrated recommendations from Portsmouth’s 2013 Climate Change Vulnerability Assessment and Climate Action Plan into the 2025 Master Plan. We recommended that Portsmouth consult with the LEED for Neighborhood Development (LEED ND) rating system to integrate sustainable practices throughout the community. The recommendations in the Master Plan are broken into five themes, 19 goals, and 98 specific action items. Those action items were brought forward and integrated into five focus areas to provide examples of where the action items could be used throughout the city.

Nitsch Engineering worked closely with the consultant team, Portsmouth city officials and constituent stakeholders throughout the two-year master planning process. We developed a green infrastructure toolkit which spanned topics such as mobility, water resources, energy, and environmental stewardship to provide actionable ways Portsmouth could continue to build a more sustainable community. We researched and prepared Master Plan document narratives relating to sustainable stormwater strategies, streetscape design, and coastal resilience.

Kingston Master Plan

Kingston, MA



Project Features

- *Town plan*
- *Stormwater management systems to improve water quality and quantity issues*
- *LID approaches*

Client

Brovitz Community Planning & Design

Date Completed

2016

Nitsch Engineering provided infrastructure and sustainability analysis to help the Town of Kingston update their Comprehensive Plan. As part of the planning team, we reviewed the existing data related to transportation, water, sewer, and stormwater infrastructure; and prepared recommendations that can be implemented as Kingston grows. Our recommendations focused on the implementation of green infrastructure and climate mitigation strategies, and assessing future transportation capacity needs.

Nitsch Engineering reviewed available demographics and traffic counts, and determined growth trends over time. We studied town-wide crash information to identify safety deficiencies at locations that would benefit from improvements. After collecting and analyzing this data, we recommended strategies that would help the Town achieve its goals of increasing livability and walkability, and improving access to transit.

The planning process included a thorough public participation component. Nitsch Engineering participated in a three-day charrette in Town Hall, helping to educate the public on the possibilities for stormwater and transportation infrastructure improvements.

Route 125 Corridor Study North Andover, MA



Project Features

- Suburban project area
- Commercial and mixed-use
- Transportation planning
- Land use planning
- Zoning review
- Complete streets and multi-modal recommendations
- Robust stakeholder engagement and public participation

Client

MassDevelopment

Date Completed

September 2021

Key Personnel

John Michalak, Brian Creamer

Nitsch Engineering was selected through a MassDevelopment Planning Technical Assistance grant to complete a corridor planning study for a two-mile section of Route 125 (Osgood Street) in North Andover, Massachusetts. The North Andover Master Plan was completed in 2018 and recommends undertaking “a series of area plans for key commercial and mixed-use nodes to establish desired visions and outcomes for each location and craft zoning to implement those desired outcomes” including in the Route 125 corridor. Since then, an Amazon distribution center has been approved to construct their facility at Osgood Landing, and other large developments have been built or are planned or underway.

The corridor study area is bounded on the south at the intersection with Sutton Street and to the north at the North Andover/Haverhill municipal boundary, just north of the intersection with Bradford Street.

The zoning review included a comparative analysis of the dimensional and use standards for the relevant zoning districts and other development standards, such as parking. This analysis was used to inform the test studies, as were comments from the attendees at the site visit and the stakeholder interviews. The fit studies provided critical information for the zoning recommendations in this report. This project was performed in collaboration with Innes Associates.

Nitsch Engineering developed conceptual corridor transportation improvement options with recommendations and conceptual designs at key intersections along the corridor. These options incorporate complete streets and multi-modal improvements including road diet, pedestrian and bicycle facilities, and improved crosswalks.

Additionally, Nitsch Engineering conducted a robust stakeholder engagement and public participation process. The outreach included interviews with large landowners and developers, hosting a project website, a survey of residents and businesses, presentations of survey results, presentation of conceptual improvements and test fit options at public meetings, and a presentation to the North Andover Selectboard.

150 Center Street Groveland Site Planning

Groveland, MA

Project Features

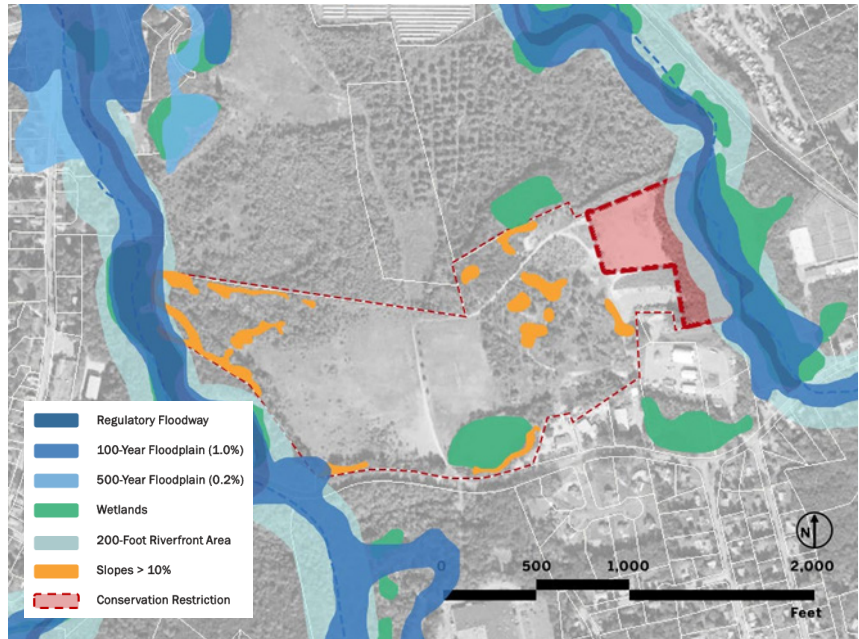
- Master plan study
- Public engagement and stakeholder meetings
- Funded by MassDevelopment grant

Client

MassDevelopment

Date Completed

2023

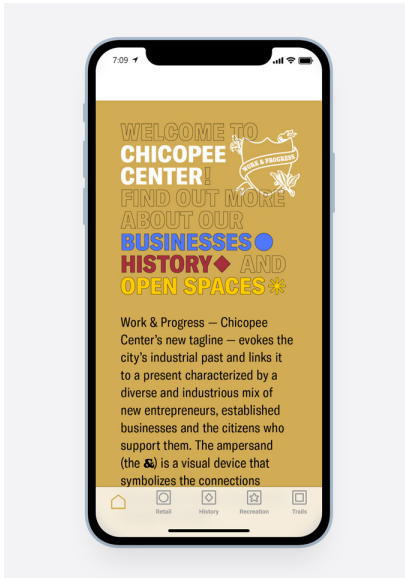


The Town of Groveland completed a master plan study for a 62-acre municipally-owned parcel aiming to evaluate future development possibilities for the site. The site was a former gravel and sand pit that was purchased by the Town of Groveland to prevent a 40B residential project and preserve open space. In 2024 the Town applied for a Site Readiness Program grant to study existing conditions and site constraints, create development scenarios, examining different mixes of land uses, prepare a wetlands assessment and land survey for the property, and develop a plan for municipal dispossession of the parcel and future RFP for redevelopment.

Nitsch Engineering led the feasibility study, planning, civil engineering, market analysis, and public engagement services. The Nitsch Team studied the land uses, transportation and mobility, environmental constraints, economic factors, and future potential development scenarios. Along with the Town, the Nitsch Team hosted public engagement and stakeholder meetings to solicit input from the community at large and interested groups. The series of three Community Engagement Sessions allowed all community members to participate, both virtually and in-person. Nitsch Engineering also created, hosted, and updated a project website (link below) to inform the public and engage with residents about their preferences around property uses.

The Town of Groveland was awarded a Community One Stop for Growth – Site Readiness Program Grant from MassDevelopment to fund the project. See more information on the project website here: <https://tinyurl.com/mrx69wxf>

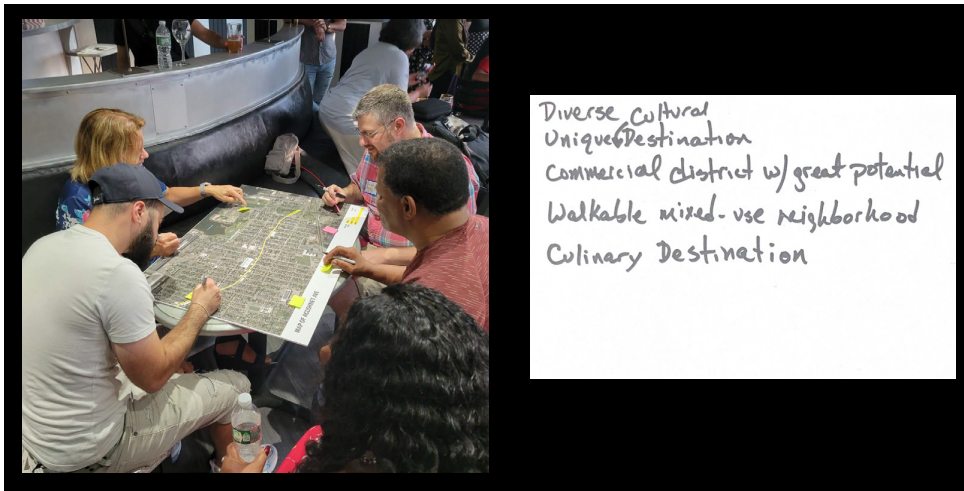




1



2



3



4



5

Digital and physical ways to disseminate information and invite the community in a planning process. 1. A web app as a tool to engage the community of Chicopee Center. 2. Bookmarks for a community meeting in Haverhill. 3. Annotating a map of Acushnet Avenue in New Bedford with residents and business owners. 4. Interactive games inviting community participants to imagine the future of The Tobin Community Center. 5. Interactive model of a key public space in Downtown Taunton.

OverUnder

Plan Lunenburg Lunenburg, MA

TEAM

OverUnder: Land Use, Historic Resources & Open Space, Graphic Design

RKG: Housing, Economic Development, Public Facilities & Transportation

Innes Associates: Zoning

SCOPE

Master Plan, Graphic Design

STATUS

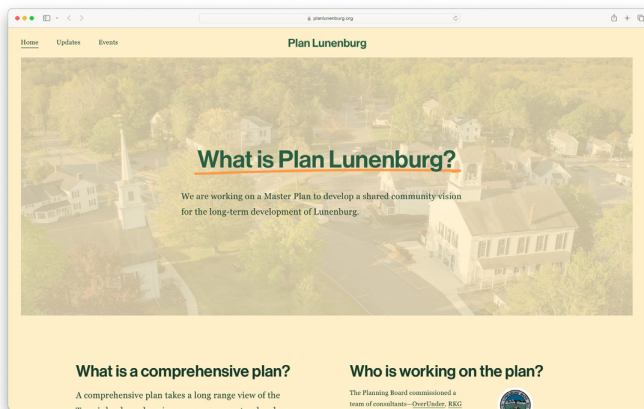
2023 – Ongoing

CLIENT

Town of Lunenburg

The Town of Lunenburg is both a rural community and a bedroom suburb to the nearby cities of Leominster and Fitchburg. The relative affordability of its housing stock has led to a rapid increase in the Town's population the past decade, putting pressure on both its ability to provide services and the agrarian landscape for which it is known.

OverUnder is leading a team that seeks to address these pressure points with creative solutions that assist the community in successfully meeting change. This requires a robust community engagement effort which includes an online interactive portal, in-person meetings of various sizes (from large public meetings to smaller focus groups), as well as participation in town events (e.g. homecoming, farmer's markets, festivals, etc).



Join us for Public Meeting #3! February 1, 2024

at the
Lunenburg Adult Activity Center
25 Memorial Drive
Lunenburg, MA

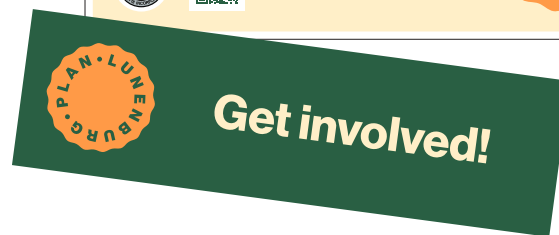
- Session 1
4:00-6:00 pm
- Session 2
6:30-8:30 pm

A comprehensive plan takes a long range view of the Town's land use, housing, open spaces, natural and cultural resources, economic development and transportation—and tries to shape the direction of the Town for the next five to fifteen years.

To do this, we need to create a shared vision of the way forward. A shared vision requires input from all corners of Lunenburg.

To that end, a number of public engagement opportunities are being scheduled, including two public meetings on **Thursday, February 1** to accommodate varying community availability. Please choose which time works best for you, come hear from the project team, and make sure you are heard!

For more information, please visit PlanLunenburg.org



Cambridge Urban Design Guidelines

Cambridge, MA

TEAM

OverUnder, Gehl, Klopfer
Martin Design Group,
Kleinfelder

LOCATION

Cambridge, MA

SCOPE

Citywide Urban Design
Guidelines

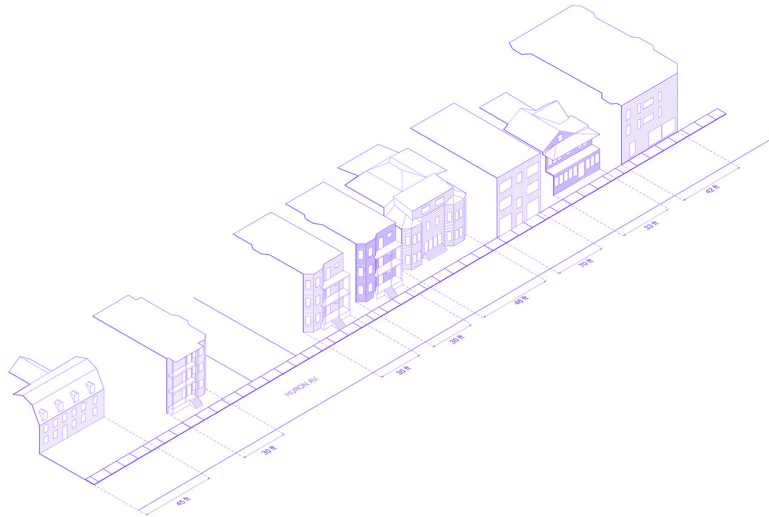
CLIENT

City of Cambridge, Community
Development Department

STATUS

2023 – Ongoing

OverUnder and Gehl were selected to lead a team to develop Citywide Urban Design Guidelines for the City of Cambridge. Currently, Cambridge has a number of area-specific guidelines and topic-specific guidelines. Some of these guidelines are old and outdated, while others are overlapping spatially and thematically, leading to an unclear and complex building review process for applicants and reviewers. OverUnder's team is tasked with updating and consolidating these existing documents in one Citywide Guidelines document that reflects the City's vision for a resilient, equitable and aesthetically pleasing public realm.



2.3 CREATIVE DESIGN AND PROGRAMMING

INTENT Design vibrant, creative, and playful streetscapes that are animated by a diversity of uses and programming.

CORE VALUES INVITING ECLECTIC CONTEXTUAL CONNECTED ADAPTABLE HEALTHY

Creative design and programming are crucial in creating vibrant and people-centric streetscapes. The guidelines in this section provide examples of ways that streetscapes can be designed and programmed to help make Cambridge's public realm memorable, inspiring, playful, and enjoyable. The examples are not considered an exhaustive list of design ideas, other unique and creative approaches that meet the intent of the guidelines are encouraged to be explored. All ideas should be considered in relation to the streetscape context, and in balance with other design factors such as engineering performance, accessibility, aesthetics, environmental standards, and maintainability.

GUIDELINES

- Refer to Section D.2.3 (p-s) of this document for ideas about process, design, and programming that can add character and design quality to all open spaces, including streetscapes.
- Consider the use of large expanses of sidewalks, curb extensions, and new pedestrian only streets and shared streets or woonerfs, to create more useable public space, particularly in areas where there are gaps in the open space network. Such spaces can accommodate play, seating, art installations, plantings, etc. (FIG. 17)
- Consider the use of street parking lanes as parklets. Parklets can support diverse uses, such as outdoor dining, community seating, play, other temporary activities, cultural events, public art, etc. (FIG. 18)



FIG. 18 Chess tables in front of the Smith Center building in Harvard Square integrate play into the streetscape.

CAMBRIDGE URBAN DESIGN GUIDELINES

16



FIG. 17 A wide sidewalk in Philadelphia features "porch swings".



FIG. 18 Parklet in Toronto features colorful seating.

- Consider front setback areas provided on corridors and neighborhood main streets as opportunities to create space for public use and enjoyment. Such spaces can accommodate outdoor dining and display, seating opportunities, public art, play, plantings, etc.
- Consider the programming and use of entire streets as spaces for temporary activities, such as cultural events, play streets, festivals, etc. (FIG. 19)



FIG. 19 Street performance in New York City.

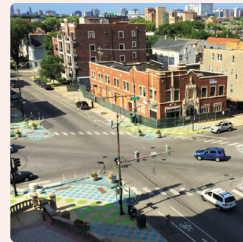


FIG. 20 Painted asphalt art testing a possible curb extension.

- Use pilot projects or temporary installations to test various streetscape design ideas and concepts in the short-term before making substantial changes to streetscape designs. (FIG. 20)

● E. STREETScape ○ STREETScape EXPERIENCE

17

A. URBAN STRUCTURE
B. SITE & CONTEXT
C. BUILT FORM
D. OPEN SPACE
E. STREETScape

Westside Form-Based Code

Pittsfield, MA

CLIENT

City of Pittsfield

LOCATION

Pittsfield, MA

TEAM

Innes Associates, OverUnder

SCOPE

Public Engagement, Graphic Design, Zoning

STATUS

Completed 2024

The City of Pittsfield hired Innes Associates and OverUnder to update the zoning for the city's Westside neighborhood, building on the Form-Based Code established in the Downtown Creative District. The Westside is a mixed-use, primarily residential neighborhood of single-, two-, and three-family structures, that has experienced disinvestment and loss of commercial activity over the years.

Through a robust public engagement process involving community design workshops that allowed residents to imagine their ideal buildout of lots, the new zoning proposes two important uses—Accessory Dwelling Units (ADU) and Accessory Commercial Units (ACU)—intended to support Westside residents in building generational wealth through housing and entrepreneurship opportunities. OverUnder designed a public-facing, bilingual Citizens' Guide document that explains the new zoning and what it means for Westside residents, using a graphic novel storytelling format and flow charts that break down the process of getting an ADU or ACU built, in a style that is understandable to the average resident.



Economic Analysis of Industrial Districts

Arlington, Massachusetts



RKG SERVICES

Market Analysis, Industrial Real Estate Analysis, Land Use and Zoning Assessment, Build-Out Analysis, and Fiscal Impact Analysis

SITUATION

The Town of Arlington, MA, a largely residential suburb of Boston, was evaluating the long-term future of its few industrially-zoned parcels, most of which were located in a densely-developed commercial spine down the town's center. In the face of significant real estate pressures driven by a hot housing market, RKG was retained to analyze Arlington's industrial zones and advise on the role that existing and future industrial uses could play in the town's economic future.

RKG APPROACH/SOLUTION

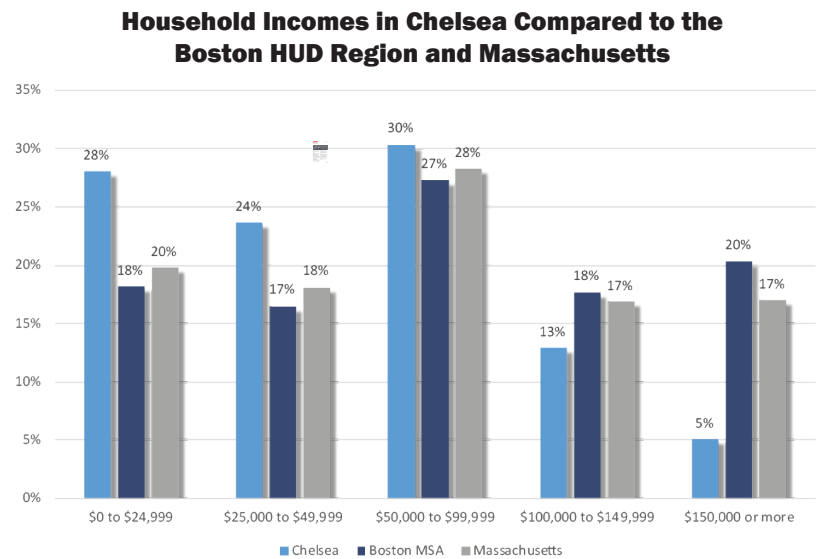
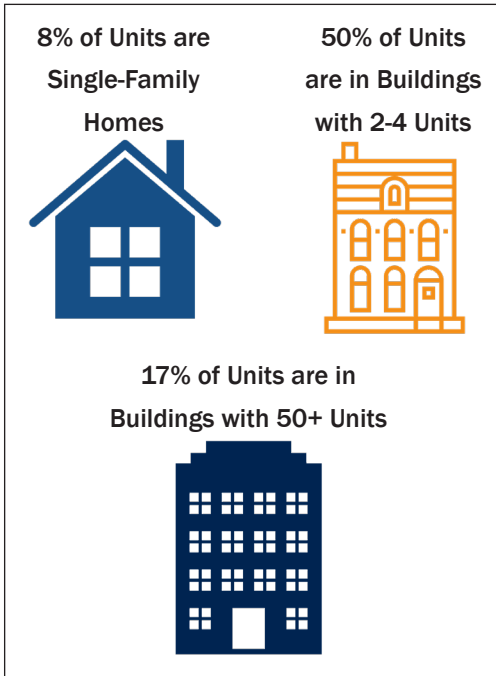
RKG, working with teammate firm Harriman, reviewed Arlington's industrial parcels in five distinct districts, identifying indicators of each parcel's susceptibility to change. RKG completed a deep dive market study for all of the town's major land uses, including office, retail, and residential, all of which were exerting redevelopment pressure on industrial landowners. Employment trends and projections were used to identify potential future commercial land uses and opportunities for Arlington to diversify its tax base. Harriman prepared a series of test-fit scenarios of different zoning schemes, which RKG supplemented with analyses of the municipal fiscal impact of each.

RESULTS

This project was completed in early 2021 and zoning changes were adopted by Town Meeting in Spring 2021.

Comprehensive Housing Analysis & Strategy

City of Chelsea, Massachusetts



RKG SERVICES

Data Analysis, Housing Needs Assessment, Strategy Formulation, Public Engagement, Document Preparation.

SITUATION

Chelsea has witnessed a period of substantial reinvestment and growth, not only for market-rate and affordable housing units, but also for redevelopment for commercial, office, hotel, and industrial uses. Together, regional transportation improvements, Chelsea’s proximity to Boston, and the City’s own efforts to strengthen its neighborhoods and downtown and invest in infrastructure all make Chelsea attractive to developers. Among the future challenges for Chelsea is balancing the continued need for affordable, good-quality housing at prices that are affordable for existing Chelsea residents while still allowing for new investments that will continue to bring higher-priced, higher-income market-rate housing.

RKG APPROACH/SOLUTION

Chelsea commissioned a comprehensive housing analysis and strategic plan to assess the City’s existing housing and demographic trends and to address affordable housing needs in the community. The overall goal of the housing study was to conduct an independent assessment of housing conditions to help formulate housing priorities, policy options and alternatives, and future land use and zoning decisions, and to provide guidance to help inform the allocation of limited local, state, and federal resources.

RESULTS

The Housing Strategy outlined several recommendations for the City to undertake over the next three to five years to help reduce displacement of existing residents, and to take steps toward providing housing at price points more in line with Chelsea’s lower median household income. The Housing Trust and City Council and now working together to prioritize these strategies and identify ways to move them forward.

7. CLIENT CONTACT INFORMATION

Project Name	Name, Title, Agency	Address
City of Medford Comprehensive Master Plan (2021-2022)	Alicia Hunt Director of Planning, Development & Sustainability City of Medford	Medford City Hall 85 George P. Hassett Dr Room 308 Medford, MA 02155
Town of Groveland Comprehensive Plan (2021-2023)	Rebecca Oldham Town Administrator Town of Groveland	Groveland Town Hall 183 Main Street Groveland, MA 01834
Town of Egremont Comprehensive Plan (2021-2023)	Jared Kelly Chair, Egremont Planning Board Mary Brazie Chief Procurement Officer Peg McDonough, MRP Grants Administrator Town of Egremont	Egremont Town Office 171 Egremont Plain Road (Route 71) Egremont, MA 01258
City of Brockton Campello Neighborhood Masterplan (2023-2024)	Rob May, CEcD Director of Planning & Economic Development City of Brockton	Brockton City Hall 45 School Street Brockton, MA 02301
City of Pittsfield Westside Form- Based Code (2023-2024)	Justine Dodds Director of Community Development City of Pittsfield	Pittsfield City Hall 70 Allen Street Pittsfield, MA 01201

Cost	Email	Phone
\$ 909,180	ahunt@medford-ma.gov	(781) 393-2480
\$ 80,000	roldham@grovelandma.com	(978) 556-7214
\$ 60,000	planningbrd@egremont-ma.gov tegrement@egremont-ma.gov GrantsAdmin@egremont-ma.gov	(413) 528-5465
\$ 205,000	rmay@cobma.us	(508) 580-7113
\$ 55,000	jdodds@cityofpittsfield.com	(413) 499-9368

8. OTHER PERTINENT INFORMATION

SBPP/SDO-WBE Certifications

Innes Associates is a certified Small Business and a Woman owned-and-operated Business Enterprise (WBE) listed in the SDO Certified Business Directory since 2022.

From: [COMMBUYS](#)
Subject: Small Business Purchasing Program Eligibility
Date: Friday, July 15, 2022 10:00:28 AM

Dear Innes Associates Ltd.,

Thank you for registering with the Small Business Purchasing Program. Your eligibility for this program has been confirmed and will be valid for three years.

Next Steps

We encourage vendors to review our [free training options](#) that familiarize businesses with state procurement, OSD business programs, and how to use COMMBUYS to search for and respond to bid opportunities. Contact the OSD Help Desk with questions at 888-MA-State (627-8283) or COMMBUYS@mass.gov.

Use this link to log on to COMMBUYS:

<https://www.commbuys.com/bso/view/login/login.xhtml>



THE COMMONWEALTH OF MASSACHUSETTS
Executive Office for Administration and Finance
SUPPLIER DIVERSITY OFFICE

One Ashburton Place, Suite 1017
Boston, MA 02108-1552
Charles D. Baker
Governor
Karyn E. Polito
Lieutenant Governor
Michael J. Heffernan
Secretary
William M. McAvoy
Executive Director

November 4, 2022

Ms. Emily Innes
Innes Associates Ltd.
36R Moody Street
Byfield, MA 01922

Dear Ms. Innes:

Congratulations! Your firm has been certified as a woman business enterprise (WBE) with the Supplier Diversity Office ('SDO') under the business description of PLANNING AND URBAN DESIGN CONSULTING SERVICES. Your firm will be listed in the SDO Certified Business Directory and the Massachusetts Central Register under this description. **This letter serves as the sole proof of your SDO certification.** Your designation as a WBE is valid for three (3) years unless revoked pursuant to 425 CMR 2.00.

Your firm's next renewal date is November 03, 2025. SDO will send written renewal notices to your business and/or e-mail address on file approximately thirty (30) business days prior to your firm's three (3) year certification anniversary. Additionally, every six (6) years, certified companies that wish to remain certified may undergo a substantive review which will require certain updated supporting documentation.

SDO also reserves the right to monitor your firm and to perform random spot checks to ensure the firm continues to meet the certification criteria. Your firm is required to notify the SDO in writing of any material changes. Examples include but are not limited to changes in its business description, as well as business phone number, fax number, business' physical location, webpage and e-mail addresses. Other reportable changes include business structure, ownership (the business is sold or transferred), control and outside employment. You also have a duty to report decertification and debarment notices from this or any other jurisdiction. Failure to abide by the continuing duty requirements shall constitute grounds for the firm's decertification.

We look forward to working with you and your firm to maximize its business opportunities. Should you have any questions, please feel free to contact us via email at webmaster.sdo@mass.gov.

Sincerely,

William M. McAvoy
Executive Director

www.mass.gov/sdo

eFax: (617) 502-8841

9. REQUIRED FORMS

Included you will find the following completed forms:

Certificate of Non-Collusion

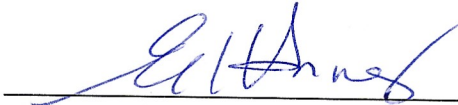
Tax Compliance Certification

W-9 Form

Price Proposal Form (separate envelope)

CERTIFICATE OF NON-COLLUSION FORM
TOWN OF ARLINGTON
MASTER PLAN UPDATE
RFP #24-44

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



Signature of Individual Submitting Bid or Proposal

Emily Keys Innes, AICP, LEED AP ND, President
Name of Individual Submitting Bid or Proposal

Innes Associates Ltd.
Name of Business

9/17/2024
Date

BY STATE LAW THIS NON-COLLUSION FORM MUST BE SIGNED AND SUBMITTED WITH THE BID OR PROPOSAL.

10. EVIDENCE OF INSURANCE COVERAGE

The following form includes:

Certificate of Liability Insurance

Worker's Compensation

11. SUBMITTAL REQUIREMENTS

Minimum and comparative review criteria

In this section we will go over the minimum qualifications, the minimum submittal requirements, and each of the comparative review criteria to ensure that our proposal meets all of the Town's requirements.

Minimum Evaluation Criteria

1. The firm/project manager/team must have at least five (5) years of experience in Master Planning, urban design, plan implementation, environmental resiliency, and community engagement with projects of similar size and scope.

Our project director, Emily Innes, AICP, LEED AP ND, brings **over thirteen (13) years of experience** in urban planning, comprehensive planning, community engagement, zoning and land use regulations, and harbor resiliency plans. The project manager, Supriya Kelkar, AICP, LEED AP ND, has **over seven (7) years of experience** working on comprehensive plans, community engagement, and plan implementation. Innes Associates, as a firm, has been successfully established for 4.5 years, and together with our sub-consultants, this team has extensive combined experience in Master Planning, urban design, plan implementation, environmental resiliency, and community engagement.

For more detailed team experience and project examples, please refer to **Sections 2, 3, 6, and 7** of this proposal.

2. The principal and project manager to be assigned to this project must be available for meetings with the Town on days or evenings, as required.

Both the project director and the project manager will be available for meetings with the Town during **day and evening hours**, as required. Additionally, our partners at OverUnder will be heavily involved in the community outreach and engagement process, ensuring continuous involvement from all stakeholders. We have provided a comprehensive **schedule** outlining all proposed meetings and engagement activities in **Section 5** of this proposal.

3. The firm/team must have previous experience in similar projects. Successful completion of a minimum of three (3) such projects within the last five (5) years is required, and comple-

tion of five (5) overall is desired.

Innes Associates has worked on similar projects, both as lead and sub-consultant. The consultant team we have built specifically for the Arlington Master Plan Update has collaborated before on projects of similar size and scope, as well as two zoning projects in the Town of Arlington. **Innes Associates has successfully led and completed four (4) Comprehensive Master Plans in the past four (4) years and has subbed in four (4) more**, two of which are still ongoing in collaboration with OverUnder and RKG Associates. Overall, our team has participated in **over six (6) completed Master Plans**. For more detailed information, please refer to **Sections 2, 3, 6, and 7**.

4. The firm/team must have proven experience in the public sector and in working with federal, state and municipal agencies, and neighborhood/business organizations.

Innes Associates has extensive experience working closely with the public sector, including federal, state, and municipal agencies as well as neighborhood and business organizations. Our team has collaborated with a wide variety of communities across Massachusetts, Connecticut, Rhode Island, and Vermont, delivering projects of varying needs and scopes. Our diverse experience allows us to effectively address each community's unique challenges while ensuring successful outcomes. For more information, refer to **Sections 6, and 7**.

5. The volume of the proposed project manager's and firm's current and projected workload must not adversely affect its ability to immediately initiate work and to follow through with the project in a timely and professional manner. The firm and all team members must be

capable of devoting a significant amount of time to this project in order to complete the work within the schedule outlined in this RFP.

We understand that the Town wants to complete this process in 18 months, and we can meet that schedule. Our diverse team of experts ensures adequate coverage and delegation of responsibility on all fronts throughout the completion of the updating process. The Project Manager has the ability to immediately initiate the project, as most of her other projects are wrapping up toward the end of December, allowing her to devote her undivided attention to this project. For more information on the estimated time of completion for this project, refer to **Section 5**.

6. Proposal should include a list of anticipated staff and sub-contractor staff with names and titles, specialization areas, and monthly anticipated hours.

To view our complete list of anticipated staff and subcontractors, including names, titles, and allocated hours, please refer to **Section 5**.

Comparative Evaluation Criteria

1. Staffing Plan and Methodology, including the professional qualifications of all project personnel with particular attention to training, educational background, professional certification or registration, and professional experience. Demonstrated expertise and experience of the Principal-in-Charge, Project Manager, and other key personnel, and any Consultants to be assigned to the Project, including professional registration of the Consultants and their qualifications.

Highly Advantageous: The plan of services proposes a detailed, logical, creative, and highly

efficient scheme for producing a complete project that addresses all Goals and Priorities of this project and meets all the minimum applicant qualifications detailed in Section VI, “Consultant Qualifications”.

Our Response: Our plan of services proposes a detailed comprehensive approach that addresses all of the proposed goals and meets all the minimum applicant qualifications detailed in Section VI, “Consultant Qualifications”.

2. Depth of experience with similar projects in urban planning and design, neighborhood design guidelines and implementation, and community engagement, and prior experience with relevant general and zoning bylaws.

Highly Advantageous: The Consultant has at least seven (7) years of experience consulting with municipalities on projects of similar size and scope to this project. The Consultant can demonstrate the successful completion of five (5) similar projects within the last five (5) years.

Our Response: We have over thirteen 13 years of experience consulting municipalities of similar size and scope to this project. We have submitted material that demonstrates the successful completion of at least five (5) similar projects within the last five years.

3. Strength and credibility of client references. The Consultant shall demonstrate prior client satisfaction with working relationship, project management capabilities, and technical expertise in developing similar projects.

Highly Advantageous: More than three clients who consider your services satisfactory or better.

Our Response: We have submitted five recent client references with whom we have successfully completed projects similar to this one.

4. Desirability of approach to the project, as well as a demonstrated understanding of all project components and public outreach needs.

Highly Advantageous: The response contains a clear, creative, and comprehensive plan that addresses all project Goals and Priorities as stated in the RFP.

Our Response: We have submitted a detailed Work Plan and Scope of Work that addresses the goals stated in the Request for Proposals.

5. Demonstrated ability to meet project budget and project schedule.

Highly Advantageous: All of the Consultant’s references indicate that the projects were completed within budget and on schedule or with minimal, insignificant delays.

Our Response: We have submitted a clear timeline that addresses all proposed tasks, meetings, and deliverables in great detail. Our past projects reflect the same diligence.

Thank you for the opportunity!

We would like to express our gratitude for taking our proposal into consideration. We are confident in the plan we have proposed and we hope that you will share our vision for Arlington's Master Plan Update process.

We look forward to the possibility of collaborating with the Town of Arlington on this project.



