

City Manager..... (802) 334-5136
City Clerk/Treasurer 334-2112
Public Works/Parks 334-2124
Zoning Adm./Assessor 334-6992
Recreation 334-6345
Fax..... 334-5632



City of Newport
222 Main Street
Newport, Vermont 05855
www.newportvermont.org

Newport City Council Meeting
Council Meeting Agenda
Monday, June 3, 2024, beginning at 6:00 p.m.
Newport City Council Room

Google Meet joining info
Video call link: <https://meet.google.com/nft-aojr-xyy>
Or dial: (US) +1 470-210-0346 PIN: 306 769 895#

City Council: Linda Joy Sullivan, Mayor
Chris Vachon, Council President
Kevin Charboneau
Clark Curtis
Rick Ufford-Chase

James D. Johnson, City Clerk/Treasurer
Jonathan DeLaBruere, City Manager

1. Call the Council Meeting to Order
2. Additions/Deletions to the Agenda
3. Consent Agenda
 - a. Regular meeting minutes of May 20, 2024
 - b. Special meeting minutes of May 28, 2024
 - c. Payroll Warrants: May 16, 2024, May 30, 2024
 - d. Accounts Payable Warrants: May 20, 2024, May 27, 2024, May 31, 2024
 - e. Liquor Licenses / Vendor Permits / Special Events Permits
4. Audio/Visual Recording Policy - Discussion
5. 3-Acre Permit - Update
6. Proposal for Newport Master Plan Update - Anticipated VOTE
7. Wastewater Treatment Facility - Discussion
8. Bike/Pedestrian Grant Application/Letter of Support - Anticipated VOTE
9. Personnel Policy - Discussion
10. City Assets Update - Discussion
11. Fire Department Personnel Matters - Potential Executive Session (1 V.S.A. § 313(a)(1))
12. City Litigation - Potential Executive Session (1 V.S.A. § 313(a)(1)(E))
13. Comments by Members of the Public
14. New Business
15. Old Business
16. Set next meeting: Regularly Scheduled Council Meeting: June 17, 2024
17. Adjourn

Newport City Council Meeting Participation Guidelines

Newport City Council meetings are for the purpose of allowing Council members to conduct City business. Distinct from public hearings or town meetings, City Council meetings are held in public, but are not meetings of the public. City Council meetings are the only time the City Council members have to discuss, deliberate and decide upon City matters. In an effort to conduct orderly and efficient meetings, the Mayor kindly requests your cooperation and compliance with the following guidelines:

1. Please be respectful of each other, Council members, city staff, and the public.
2. Please raise your hand to be recognized by the Mayor. Once recognized, please state your name and address or affiliation.
3. Please address only the Mayor and not members of the public, staff, or presenters.
4. Please abide by any time limits. Time limits will be used to ensure everyone is heard and that there is sufficient time for the Council to complete their agenda within a reasonable timeframe.
5. The Mayor will make a reasonable effort to allow everyone to speak once before speakers address the Council a second time per the limited 2 minute timeline adopted on January 23, 2017.
6. Once public comment has been heard, discussion will be limited to the City Council members.
7. Please do not interrupt or mock other speakers or otherwise exhibit disruptive behavior during the City Council meeting.
8. Please do not repeat the points made by others, except to indicate agreement or disagreement with other views.
9. Please use the hallway for side conversations. It is difficult to hear speaker remarks when side conversations are occurring in the Council Chamber.
10. Presentations to the Council are not open to public comment. However, per the policy adopted on December 21, 2015, matters on the agenda requiring a vote are open to public comment immediately prior to the Council vote.
11. Individuals who do not abide by these procedures will be asked to leave the Council Chamber.

Council Minutes

May 20, 2024

A duly warned Council Meeting was held on May 20, 2024, in the council room in the Newport Municipal Building. Present were Mayor Linda Sullivan, Council President Chris Vachon, Council Members Kevin Charboneau, Clark Curtis, Rick Ufford-Chase, City Manager Jon DeLaBruere, City Clerk/Treasurer James Johnson, Public Works Director Tom Bernier, Recreation Director Mike Brown, Interim Fire Chief Kevin LaCoss, Mike Walsh, Zoning Admin. Frank Cheney, and Attorney Beriah Smith.

Mayor Sullivan called the meeting to order at 6:00 pm.

Additions/Deletions to the Agenda

Mr. Charboneau asked what union employees had to do with discussing the non-union Personnel Policy.

Mr. Curtis moved to add the renewal application from Todd Wright. Seconded by Mr. Vachon, motion carried.

Consent Agenda

Mr. Ufford-Chase moved to approve the consent agenda except for the payroll warrant. Seconded by Mr. Vachon, motion carried.

Mr. Curtis moved to approve the renewal application for the Wright Bros. Salvage Yard. Seconded by Mr. Charboneau, motion carried.

Northeast Kingdom Rainbow Coalition

Samantha Simco invited the City Council to participate in the Pride Parade on June 23, 2024.

Creation of Newport's 1st Dog Park (attached)

Mr. Vachon moved to authorize Mr. Bernier and the City Manager to investigate the rules and process of creating a Dog Park. Seconded by Mr. Ufford-chase, motion carried.

Newport City downtown Development

Mr. Ufford-Chase moved to approve the fabrication of Waterfront Recreation Path signage with the understanding that Public Works will install the signs. Seconded by Mr. Curtis, motion carried.

Mr. Ufford-Chase moved to authorize the mayor to sign a permission letter for Newport Downtown Development to use a portion of the VOREC Grant to mitigate invasive species in Scott's Cove through a contract with Memphremagog Watershed Association. Seconded by Mr. Charboneau, motion carried.

Mr. Curtis moved to move forward with the planned modification of the Causeway Railroad Bridge. Seconded by Mr. Vachon, motion carried.

Gardner Park Soil Disposal Agreement

Mr. Ufford-Chase moved to ratify the mayor's signature on the Gardner Park Soil Disposal Agreement with New England Waste Services of Vermont. Seconded by Mr. Vachon, motion carried.

Loan for Gardner Park Soil Remediation Project

The council reviewed loan options from Passumpsic Bank in the amount of \$315,000. The council requested two other quotes.

Respond to Award Conditions for Gardner Park Project

Mr. Vachon moved to approve submitting a response to the grant agreement with Vermont Community Development Program #07110-IG-2018-Newport-C-23. Seconded by Mr. Ufford-chase, motion carried.

Newport Sailing Center Lease Agreement (attached)

Mr. Vachon moved to authorize the mayor to sign the lease agreement with Newport Community Sailing Center. Seconded by Mr. Curtis, motion carried.

Letter of Engagement for Auditing Services

Mr. Vachon moved to approve the Letter of Engagement for Auditing Services with Kittell, Branagan and Sargent and authorize the Mayor and City Manager to sign the letter. Seconded by Mr. Charboneau, motion carried.

Audio/Visual Recording policy

Attorney Beriah Smith reviewed the proposed policy. The City Council will study the policy and come up with questions for the City Attorney if any. This will be on the next agenda.

Laramie Water Resources Timeline

Mr. Curtis moved that for the board's specific finding that premature general public knowledge of the subject of the anticipated executive session tonight would clearly place the board and /or persons involved at a substantial disadvantage. 1 V.S.A. 313(a)(1). Seconded by Mr. Vachon, motion carried.

Mr. Curtis moved to enter executive session to discuss Laramie Water Resources Timeline and invite the City Attorney and Mr. Bernier into the session. Seconded by Mr. Vachon, motion carried.

No action.

Appointments

Mr. Curtis moved that for the board's specific finding that premature general public knowledge of the subjects of the anticipated executive session would clearly place the board and /or persons involved at a substantial disadvantage. 1 V.S.A. 313(a)(1).

Mr. Vachon moved to enter executive session to discuss appointments and invite the City Attorney and City Manager into executive session. 1 V.S.A. 313(a)(1)(F) and 313(a)(3) Seconded by Mr. Ufford-chase, motion carried.

No action.

In open session Mr. Curtis resigned as Constable.

Interview Potential Candidates for Fire Chief

Mr. Curtis moved to enter executive session to interview potential candidates for the position of Fire Chief. Seconded by Mr. Ufford-Chase, motion carried.

In open session Mr. Vachon moved to appoint Jonathan DeLaBruere Interim Fire Chief and Kevin Lacoss 2nd Assistant Engineer Chief effective May 24, 2024, at 12pm. Seconded by Mr. Curtis, motion carried.

Comments by the Public

Pam Ladds would like to get back to items that need discussing, i.e., the Sewer/Water Funds.

New Business

Mr. Vachon reminded everyone of the events next Monday.

Mr. Curtis welcomed Mr. DeLaBruere as a Newport City resident.

Mr. Ufford-Chase noted that the electronic Kiosk will be delivered by next week.

Old Business

Mr. Curtis noted that the minutes on the Website need updating.

Mayor Sullivan noted that she and the City Manager are working on a Hiring Policy.

This week is National Police Week.

The Community Forum with the State Treasurer went very well.

Next Meeting Date

Mr. Curtis moved that the next meeting will be June 3, 2024, at 6:00pm. Seconded by Mr. Vachon, motion carried.

Adjournment

Mr. Vachon moved to adjourn at 10:49pm. Seconded by Mr. Curtis, motion carried.

Attested _____ This _____ Day of June 2024

Mayor

Special Council Meeting Minutes

May 28, 2024

A duly warned meeting of the Newport City Council was held on Tuesday, May 28, 2024, in the council room in the Newport Municipal Building. Present were Mayor Linda Sullivan, Council President Chris Vachon, Council Members Clark Curtis, Kevin Charboneau, City Manager Jonathan DeLaBruere, City Clerk/Treasurer James D. Johnson, members of the Fire Department, Press and Public. Council member Ufford-chase was absent.

Mayor Sullivan called the meeting to order at 6:00 pm.

Additions, Deletions to the Agenda

None

Fire Department Personnel Matters

Mr. Vachon moved to enter executive session for Fire Department personnel matters 1 V.S.A. 313(a)(1). Seconded by Mr. Curtis, motion carried.

No action.

Comments by the Public

Laurie Grimm commented on the Public Comment section of the agenda.

New Business

None

Old Business

None

Adjournment

Mr. Charboneau moved to adjourn at 8:48 pm. Seconded by Mr. Vachon, motion carried.

05/21/24
11:00 am

City of Newport Payroll
Check Warrant Report #
Check date 05/16/24 to 05/16/24

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stherrien

Employee Number	Employee Name	Check Number	Check Date	Net Amount	Elec Amount
BENND0	BENNETT, DONNA J.	19367	05/16/24	496.77	0.00
BERNTH	BERNIER, THOMAS L.	E2088017	05/16/24	0.00	2306.62
BINGTR	BINGHAM, TRAVIS R.	E2087992	05/16/24	0.00	2421.51
BOOSLE	BOOSKA, LEVI A.	E2088018	05/16/24	0.00	1373.27
BOUCBE	BOUCHER, BENJAMIN G.	E2088019	05/16/24	0.00	1435.37
BRASAR	BRASSARD, ARNOLD J.	19372	05/16/24	353.73	0.00
BROWMI	BROWN, MICHAEL E.	E2088033	05/16/24	0.00	1655.98
BRYASC	BRYANT, SCOTT A.	E2088006	05/16/24	0.00	1321.77
BURDRO	BURDICK, ROBERT A., JR	E2088020	05/16/24	0.00	1414.32
CAMBTU	CAMBER, TUCKER J.	E2088021	05/16/24	0.00	1383.67
CARRER	CARRIER, ERIC A.	E2088028	05/16/24	0.00	1580.80
CHENFR	CHENEY, FRANCIS E., III	19362	05/16/24	1692.83	0.00
CHURRO	CHURCHILL, ROBYN D. H.	19361	05/16/24	1243.52	0.00
CLONVA	CLONEY, VAUGHN M., III	E2088041	05/16/24	0.00	181.01
COLLDA	COLLINS, DANIEL F.	19363	05/16/24	1557.64	0.00
COTNQU	COTNOIR, QUINCY E.	19368	05/16/24	698.85	0.00
DALEMI	DALEY, MICHAEL, II	19370	05/16/24	132.34	0.00
DELAJO	DELABRUERE, JONATHAN D.	E2087988	05/16/24	0.00	2106.61
DESRCA	DESROCHERS, CAMERON J.	19371	05/16/24	232.03	0.00
DILLTR	DILLON, TRAVIS J.	E2088022	05/16/24	0.00	1606.18
FARINI	FARIAS, NICHOLAS J.	E2088023	05/16/24	0.00	1524.54
FINNPA	FINN, PATRICK W.	E2088034	05/16/24	0.00	1566.16
FLYNKU	FLYNN, KURK O.	E2088007	05/16/24	0.00	1955.02
GAGEPA	GAGE, PAULINE M.	E2088035	05/16/24	0.00	77.57
GLODAD	GLODGETT, ADAM L.	E2088027	05/16/24	0.00	1322.42
GOSSRO	GOSSSELIN, ROBERT J.	E2088042	05/16/24	0.00	1337.97
GOSSROG	GOSSSELIN, ROGER M.	E2088013	05/16/24	0.00	442.48
GRENLE	GRENIER, LEO C., III	19364	05/16/24	1750.65	0.00
GRUBRO	GRUBE, ROSS E.	E2088029	05/16/24	0.00	1944.45
GUYEDA	GUYER, DAVIS M.	E2087993	05/16/24	0.00	1564.41
HARTON	HART, ONNIE N.	E2088024	05/16/24	0.00	1462.89
HERMJA	HERMAN, JASON M.	E2088030	05/16/24	0.00	2035.32
HORNDU	HORNE, DUSTIN J.	E2088011	05/16/24	0.00	1292.83
JACODA	JACOBS, DAVID M.	E2087994	05/16/24	0.00	2836.04
JACOTA	JACOBS, TANNER D.	E2087995	05/16/24	0.00	1486.61
JOHNJA	JOHNSON, JAMES D.	E2087990	05/16/24	0.00	1881.88
KEITNI	KEITHAN, NICHOLAS N.	E2087996	05/16/24	0.00	1636.96
KEMPSA	KEMPTON, SARA L.	E2088036	05/16/24	0.00	380.71
LACoke	LACOSS, KEVIN W.	E2088016	05/16/24	0.00	1173.52
LACOTA	LACOURSE, TAMMY L.	E2088014	05/16/24	0.00	126.06
LANCRO	LANCASTER, ROYCE E., SR	E2087997	05/16/24	0.00	2069.05
LECLJJ	LECLAIR, JAMES A., JR	E2087998	05/16/24	0.00	2244.98
LEFEAA	LEFEBVRE, AARON M.	E2087999	05/16/24	0.00	1899.56
LEINEM	LEINOFF, EMILY R. L.	E2088008	05/16/24	0.00	1527.98
LILLJO	LILLIS, JOSHUA S.	E2088000	05/16/24	0.00	1911.28
MARCCO	MARCOUX, COREY J.	E2088025	05/16/24	0.00	863.27
MARSJA	MARSH, JARED A.	E2088032	05/16/24	0.00	1507.20
MARSLO	MARSH, LONI R.	E2088037	05/16/24	0.00	486.77
MAYHCO	MAYHEW, COLLEEN A.	19366	05/16/24	250.54	0.00
MCKEDO	MCKENNY, DOUGLAS G., JR	19365	05/16/24	1500.88	0.00

05/21/24
11:00 am

City of Newport Payroll
Check Warrant Report #
Check date 05/16/24 to 05/16/24

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stherrien

Employee Number	Employee Name	Check Number	Check Date	Net Amount	Elec Amount
MILLER	MILLER, ERIC R.	E2088009	05/16/24	0.00	1443.87
MORIJO	MORIN, JONATHAN L.	E2088001	05/16/24	0.00	2183.00
MOULCH	MOULTON, CHARLES D.	E2088002	05/16/24	0.00	3185.89
PATEAN	PATENAUDE, ANDREW M.	E2088026	05/16/24	0.00	1659.18
QUARHE	QUARLES, HENRY A., III	E2088031	05/16/24	0.00	936.71
RIVARO	RIVARD, ROBERT L.	E2088038	05/16/24	0.00	1205.31
RIVENI	RIVERS, NICHOLAS R.	E2088003	05/16/24	0.00	2798.19
RONDJ0	RONDEAU, JOSEE	E2088039	05/16/24	0.00	577.60
ROWEJO	ROWE, JONATHAN M.	19373	05/16/24	334.20	0.00
SAAMAB	SAAMAN, ABRAHAM J.	E2088012	05/16/24	0.00	1602.06
SMITCO	SMITH, CODY M.	E2088004	05/16/24	0.00	1461.68
SMITGR	SMITH, GREGORY P.	19369	05/16/24	232.03	0.00
STORRI	STORY, RICHARD P.	E2088043	05/16/24	0.00	368.61
SYKECO	SYKES, COLIN S.	E2088005	05/16/24	0.00	1570.29
THERRE	THERRIEN, REBECCA L.	E2087989	05/16/24	0.00	1748.96
THERST	THERRIEN, STACEY L.	E2087991	05/16/24	0.00	1006.77
WALTKR	WALTERS, KRISTEN L.	E2088015	05/16/24	0.00	339.31
WATEAM	WATERMAN, AMBER E.	E2088040	05/16/24	0.00	306.79
WELLMO	WELLS, MONICA R.	E2088010	05/16/24	0.00	1354.28
				10476.01	81093.54

To the Treasurer of City of Newport Vermont:

We hereby certify that there is due to the several persons whose
names are listed hereon the sum against each name and that
there are good and sufficient vouchers supporting the payments
aggregating \$ **91,569.55

Let this be your order for the payments of these amounts.

City Council:

05/28/24
03:48 pm

City of Newport Payroll
Check Warrant Report #
Check date 05/30/24 to 05/30/24

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stherrien

Employee Number	Employee Name	Check Number	Check Date	Net Amount	Elec Amount
BENND0	BENNETT, DONNA J.	19393	05/30/24	779.99	0.00
BERNTH	BERNIER, THOMAS L.	E2088073	05/30/24	0.00	2306.55
BINGTR	BINGHAM, TRAVIS R.	E2088048	05/30/24	0.00	2352.27
BOOSLE	BOOSKA, LEVI A.	E2088074	05/30/24	0.00	1391.67
BOUCBE	BOUCHER, BENJAMIN G.	E2088075	05/30/24	0.00	1435.37
BRASAR	BRASSARD, ARNOLD J.	19398	05/30/24	353.73	0.00
BROWMI	BROWN, MICHAEL E.	E2088089	05/30/24	0.00	1655.98
BRYASC	BRYANT, SCOTT A.	E2088062	05/30/24	0.00	1213.91
BURDRO	BURDICK, ROBERT A., JR	E2088076	05/30/24	0.00	1426.65
CAMBTU	CAMBER, TUCKER J.	E2088077	05/30/24	0.00	1385.01
CARRER	CARRIER, ERIC A.	E2088084	05/30/24	0.00	1853.34
CHENFR	CHENEY, FRANCIS E., III	19387	05/30/24	1692.83	0.00
CHURRO	CHURCHILL, ROBYN D. H.	19386	05/30/24	1243.52	0.00
COLLDA	COLLINS, DANIEL F.	19388	05/30/24	1557.64	0.00
COTNQU	COTNOIR, QUINCY E.	19394	05/30/24	837.89	0.00
DALEMI	DALEY, MICHAEL, II	19395	05/30/24	461.21	0.00
DELAJO	DELABRUERE, JONATHAN D.	E2088044	05/30/24	0.00	2106.61
DESRCA	DESROCHERS, CAMERON J.	19397	05/30/24	385.10	0.00
DILLTR	DILLON, TRAVIS J.	E2088078	05/30/24	0.00	1613.19
FARINI	FARIAS, NICHOLAS J.	E2088079	05/30/24	0.00	1524.54
FINNPA	FINN, PATRICK W.	E2088090	05/30/24	0.00	1328.06
FLYNKU	FLYNN, KURK O.	E2088063	05/30/24	0.00	1617.97
GLODAD	GLODGETT, ADAM L.	E2088083	05/30/24	0.00	1335.56
GOSSRO	GOSELIN, ROBERT J.	E2088097	05/30/24	0.00	1337.97
GOSSROG	GOSELIN, ROGER M.	E2088069	05/30/24	0.00	386.41
GRENLE	GRENIER, LEO C., III	19389	05/30/24	1758.80	0.00
GRUBRO	GRUBE, ROSS E.	E2088085	05/30/24	0.00	1575.84
GUYEDA	GUYER, DAVIS M.	E2088049	05/30/24	0.00	1699.74
HARTON	HART, ONNIE N.	E2088080	05/30/24	0.00	1668.03
HERMJA	HERMAN, JASON M.	E2088086	05/30/24	0.00	2188.88
HORNDU	HORNE, DUSTIN J.	E2088067	05/30/24	0.00	1288.21
JACODA	JACOBS, DAVID M.	E2088050	05/30/24	0.00	2207.81
JACOTA	JACOBS, TANNER D.	E2088051	05/30/24	0.00	1515.58
JOHNJA	JOHNSON, JAMES D.	E2088046	05/30/24	0.00	1881.88
KEITNI	KEITHAN, NICHOLAS N.	E2088052	05/30/24	0.00	1750.92
KEMPSA	KEMPTON, SARA L.	E2088091	05/30/24	0.00	535.28
LACoke	LACOSS, KEVIN W.	E2088072	05/30/24	0.00	987.31
LACOTA	LACOURSE, TAMMY L.	E2088070	05/30/24	0.00	116.36
LANCRO	LANCASTER, ROYCE E., SR	E2088053	05/30/24	0.00	2367.32
LECLJJ	LECLAIR, JAMES A., JR	E2088054	05/30/24	0.00	2021.16
LEFEAA	LEFEBVRE, AARON M.	E2088055	05/30/24	0.00	2022.97
LEINEM	LEINOFF, EMILY R. L.	E2088064	05/30/24	0.00	1569.87
LILLJO	LILLIS, JOSHUA S.	E2088056	05/30/24	0.00	1911.28
MARCCO	MARCOUX, COREY J.	E2088081	05/30/24	0.00	878.98
MARSJA	MARSH, JARED A.	E2088088	05/30/24	0.00	1682.49
MARSLO	MARSH, LONI R.	E2088092	05/30/24	0.00	403.11
MAYHCO	MAYHEW, COLLEEN A.	19392	05/30/24	250.54	0.00
MCKEDO	MCKENNY, DOUGLAS G., JR	19390	05/30/24	1500.88	0.00
MICHJA	MICHAUD-MUSGROVE, JACOB C.	E2088096	05/30/24	0.00	239.14
MILLER	MILLER, ERIC R.	E2088065	05/30/24	0.00	1443.87

05/28/24
03:48 pm

City of Newport Payroll
Check Warrant Report #
Check date 05/30/24 to 05/30/24

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Employee Number	Employee Name	Check Number	Check Date	Net Amount	Elec Amount
MORIJO	MORIN, JONATHAN L.	E2088057	05/30/24	0.00	2063.17
MOULCH	MOULTON, CHARLES D.	E2088058	05/30/24	0.00	2420.60
PATEAN	PATENAUDE, ANDREW M.	E2088082	05/30/24	0.00	1674.16
QUARHE	QUARLES, HENRY A., III	E2088087	05/30/24	0.00	1377.17
RIVARO	RIVARD, ROBERT L.	E2088093	05/30/24	0.00	1097.87
RIVENI	RIVERS, NICHOLAS R.	E2088059	05/30/24	0.00	2317.01
RONDJJO	RONDEAU, JOSEE	E2088094	05/30/24	0.00	676.56
ROWEJO	ROWE, JONATHAN M.	19399	05/30/24	334.20	0.00
SAAMAB	SAAMAN, ABRAHAM J.	E2088068	05/30/24	0.00	1540.11
SMITCO	SMITH, CODY M.	E2088060	05/30/24	0.00	1461.67
SMITGR	SMITH, GREGORY P.	19396	05/30/24	232.03	0.00
STORRI	STORY, RICHARD P.	E2088098	05/30/24	0.00	443.81
SYKECO	SYKES, COLIN S.	E2088061	05/30/24	0.00	1744.86
THERRE	THERRIEN, REBECCA L.	E2088045	05/30/24	0.00	1594.85
THERST	THERRIEN, STACEY L.	E2088047	05/30/24	0.00	1021.15
VANDFE	VANDEVER, FELECIA R.	19391	05/30/24	374.11	0.00
WALTKR	WALTERS, KRISTEN L.	E2088071	05/30/24	0.00	232.73
WATEAM	WATERMAN, AMBER E.	E2088095	05/30/24	0.00	216.00
WELLMO	WELLS, MONICA R.	E2088066	05/30/24	0.00	1272.03
				11762.47	79380.84

To the Treasurer of City of Newport Vermont:

We hereby certify that there is due to the several persons whose
names are listed hereon the sum against each name and that
there are good and sufficient vouchers supporting the payments
aggregating \$ **91,143.31

Let this be your order for the payments of these amounts.

City Council:

05/17/24

11:59 am

City of Newport Accounts Payable

Check Warrant Report # Current Prior Next FY Invoices

Unpaid Invoices For Check Acct 01(GENERAL FUND) From 05/20/24 To 05/20/24

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Vendor	Invoice	Invoice Description	Purchase Amount	Discount Amount	Amount Paid	Check Number	Check Date
BERKADIA	BERKADIA COMMERCIAL MORTGAGE L 05022024	1984 Water Bond	85.95	0.00	-----,--	-----	--/--/--
CONS COMM	CONSOLIDATED COMMUNICATIONS 05102024	Pump Station Alarm Lines	79.61	0.00	-----,--	-----	--/--/--
GREATBAY	GREAT BAY HYDRO CORP. 4/6-5/7/2024	Clyde St Solar Metering	4030.94	0.00	-----,--	-----	--/--/--
JOHNJA	JAMES JOHNSON 051524	Medicare Reimbursement	174.70	0.00	-----,--	-----	--/--/--
JOHNNI	NICOLE JOHNSON 051524	Medicare Reimbursement	174.70	0.00	-----,--	-----	--/--/--
PASSBK PD	PASSUMPSIC SAVINGS BANK 051124	2023 PD Ford Explorer	1463.84	0.00	-----,--	-----	--/--/--
PITNEY	PITNEY BOWES (POSTAGE) 061024	Postage	2024.75	0.00	-----,--	-----	--/--/--
VTELEC	VT ELECTRIC COOPERATIVE INC 060724	Electric Services	9699.74	0.00	-----,--	-----	--/--/--
Report Total			17,734.23	0.00	0.00		

CITY COUNCIL

To the Treasurer of City of Newport, We Hereby certify that there is due to the several persons whose names are listed hereon the sum against each name and that there are good and sufficient vouchers supporting the payments aggregating \$ ****17,734.23

Let this be your order for the payments of these amounts.

Report Grand Total

17,734.23

0.00

0.00

Fund Totals	Expenditures	Dis-Encumbrance
9	4,116.89	0.00
8	9,311.95	0.00
0	4,305.39	0.00
	17,734.23	0.00

05/24/24

09:58 am

City of Newport Accounts Payable

Check Warrant Report # Current Prior Next FY Invoices

Page 1

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Unpaid Invoices For Check Acct 01(GENERAL FUND) From 05/27/24 To 05/27/24

Vendor	Invoice	Invoice Description	Purchase Amount	Discount Amount	Amount Paid	Check Number	Check Date
AAA	AREA AGENCY ON AGING	052024 Appropriation	7000.00	0.00	-----,--	-----	--/--/--
CIGNA RX	CIGNA	15526879095 Medi Rx - JUN	90.60	0.00	-----,--	-----	--/--/--
ADVOCATE	CONNECTABILITIES	052024 Appropriation	2000.00	0.00	-----,--	-----	--/--/--
GOODRICH	GOODRICH MEMORIAL LIBRARY	052024 Appropriation	110000.00	0.00	-----,--	-----	--/--/--
NEK ADULT	N E KINGDOM LEARNING SERVICE	052024 Appropriation	3000.00	0.00	-----,--	-----	--/--/--
NSCHOOL	NEWPORT CITY ELEMENTARY SCHOOL	052724 Education Fund Payment	1189665.24	0.00	-----,--	-----	--/--/--
NCUHS	NORTH COUNTRY UNION HIGH SCHOO	052724 Education Fund Payment	732963.47	0.00	-----,--	-----	--/--/--
NCU JR H	NORTH COUNTRY UNION JUNIOR HIG	052724 Education Fund Payment	460992.30	0.00	-----,--	-----	--/--/--
NEKHS	NORTHEAST KINGDOM HUMAN SERVIC	052024 Appropriation	4818.00	0.00	-----,--	-----	--/--/--
ONEHHA	ORLEANS & NORTHERN ESSEX VNA	052024 Appropriation	17500.00	0.00	-----,--	-----	--/--/--
OCHISTOR	ORLEANS COUNTY HISTORICAL SOCI	052024 Appropriation	4000.00	0.00	-----,--	-----	--/--/--
PITNEY	PITNEY BOWES (POSTAGE)	3319099858 Postage Machine Lease	500.31	0.00	-----,--	-----	--/--/--
PIT SUPP	PITNEY BOWES (SUPPLIES)	1025352922 Postage Supplies	199.18	0.00	-----,--	-----	--/--/--
FRONTIERA	POPE MEM. FRONTIER ANIMAL SHEL	052024 Appropriation	2000.00	0.00	-----,--	-----	--/--/--
RCT	RURAL COMMUNITY TRANSPORTATION	052024 Appropriation	11000.00	0.00	-----,--	-----	--/--/--
UMBRELLA	UMBRELLA INC.	052024 Appropriation	8500.00	0.00	-----,--	-----	--/--/--
VTELEC	VT ELECTRIC COOPERATIVE INC	061324 Electric Services	11421.61	0.00	-----,--	-----	--/--/--
Report Total			2,565,650.71	0.00	0.00		

CITY COUNCIL

To the Treasurer of City of Newport, We Hereby certify
that there is due to the several persons whose names are
listed hereon the sum against each name and that there
are good and sufficient vouchers supporting the payments
aggregating \$ *2,565,650.71
Let this be your order for the payments of these amounts.

Fund Totals	Expenditures	Dis-Encumbrance
0	2,564,974.21	0.00
9	202.35	0.00
8	474.15	0.00
	2,565,650.71	0.00

05/30/24
09:52 am

City of Newport Accounts Payable
Check Warrant Report # Current Prior Next FY Invoices
Unpaid Invoices For Check Acct 02 (GENERAL FUND) From 05/01/24 To 05/31/24

Page 1
stherrien

Vendor		Invoice	Invoice Description	Purchase Amount	Discount Amount	Amount Paid	Check Number	Check Date
AFLAC	AFLAC	PR-05/02/24	Payroll Transfer	1174.48	0.00	-----	-----	--/--/--
AFLAC	AFLAC	PR-05/16/24	Payroll Transfer	1135.24	0.00	-----	-----	--/--/--
AFLAC	AFLAC	PR-05/30/24	Payroll Transfer	1306.80	0.00	-----	-----	--/--/--
AFLAC	AFLAC	053024	AFLAC Adj	-211.31	0.00	-----	-----	--/--/--
COUNCIL93	AFSCME COUNCIL 93	PR-05/02/24	Payroll Transfer	360.91	0.00	-----	-----	--/--/--
COUNCIL93	AFSCME COUNCIL 93	PR-05/16/24	Payroll Transfer	339.68	0.00	-----	-----	--/--/--
COUNCIL93	AFSCME COUNCIL 93	PR-05/30/24	Payroll Transfer	339.68	0.00	-----	-----	--/--/--
EYEMED	FIDELITY SECURITY LIFE INSURAN	PR-05/02/24	Payroll Transfer	3.12	0.00	-----	-----	--/--/--
EYEMED	FIDELITY SECURITY LIFE INSURAN	PR-05/16/24	Payroll Transfer	3.12	0.00	-----	-----	--/--/--
EYEMED	FIDELITY SECURITY LIFE INSURAN	PR-05/30/24	Payroll Transfer	3.12	0.00	-----	-----	--/--/--
MUTUAL O	MUTUAL OF OMAHA	053024	Life & Disability Ins	4925.78	0.00	-----	-----	--/--/--
MVP	MVP HEALTH CARE, INC	PR-05/02/24	Payroll Transfer	1731.97	0.00	-----	-----	--/--/--
MVP	MVP HEALTH CARE, INC	PR-05/16/24	Payroll Transfer	1556.99	0.00	-----	-----	--/--/--
MVP	MVP HEALTH CARE, INC	PR-05/30/24	Payroll Transfer	1556.99	0.00	-----	-----	--/--/--
MVP	MVP HEALTH CARE, INC	053124	June Insurance Premiums	48980.72	0.00	-----	-----	--/--/--
NEPBA	NEPBA LOCAL 434	PR-05/02/24	Payroll Transfer	450.00	0.00	-----	-----	--/--/--
NEPBA	NEPBA LOCAL 434	PR-05/16/24	Payroll Transfer	450.00	0.00	-----	-----	--/--/--
NEPBA	NEPBA LOCAL 434	PR-05/30/24	Payroll Transfer	450.00	0.00	-----	-----	--/--/--
NE DELTA	NORTHEAST DELTA DENTAL	PR-05/02/24	Payroll Transfer	387.70	0.00	-----	-----	--/--/--
NE DELTA	NORTHEAST DELTA DENTAL	PR-05/16/24	Payroll Transfer	378.82	0.00	-----	-----	--/--/--
NE DELTA	NORTHEAST DELTA DENTAL	PR-05/30/24	Payroll Transfer	396.58	0.00	-----	-----	--/--/--
NE DELTA	NORTHEAST DELTA DENTAL	053024	June Dental Premium	816.11	0.00	-----	-----	--/--/--
VTRETI	VMERS DB	PR-05/02/24	Payroll Transfer	26174.22	0.00	-----	-----	--/--/--
VTRETI	VMERS DB	PR-05/16/24	Payroll Transfer	25991.40	0.00	-----	-----	--/--/--
VTRETI	VMERS DB	PR-05/30/24	Payroll Transfer	25623.24	0.00	-----	-----	--/--/--
VSP	VSP INS - VISION CARE	PR-05/02/24	Payroll Transfer	103.57	0.00	-----	-----	--/--/--
VSP	VSP INS - VISION CARE	PR-05/16/24	Payroll Transfer	103.57	0.00	-----	-----	--/--/--
VSP	VSP INS - VISION CARE	PR-05/30/24	Payroll Transfer	103.57	0.00	-----	-----	--/--/--
VSP	VSP INS - VISION CARE	053124	June Vision Premium	317.35	0.00	-----	-----	--/--/--

05/30/2024

09:52 am

City of Newport Accounts Payable

Check Warrant Report # Current Prior Next FY Invoices

Unpaid Invoices For Check Acct 02 (GENERAL FUND) From 05/01/24 To 05/31/24

Page 2 of 2

stherrien

Vendor	Invoice	Invoice Description	Purchase Amount	Discount Amount	Amount Paid	Check Number	Check Date
Report Total			144,953.42	0.00	0.00		

CITY COUNCIL

To the Treasurer of City of Newport, We Hereby certify
that there is due to the several persons whose names are
listed hereon the sum against each name and that there
are good and sufficient vouchers supporting the payments
aggregating \$ ***144,953.42
Let this be your order for the payments of these amounts.

clerk's office

NEWPORT CITY TRANSIENT MERCHANTS AND ITINERANT VENDORS APPLICATION

PLEASE ANSWER ALL APPLICABLE QUESTIONS

DATE 4/20/24

Name(s) Nicholas Iorio

Business Name Mini-full Bellies LLC Phone # (802) 777 2423

Address 3709 Mountain rd Montgomery Center VT 05471

Date of Birth 6/7/83

Have you ever been convicted of any misdemeanor, felony, or violation of any municipal ordinance? No

If yes, please explain _____

Name, address, and phone # of current employer, if applicable _____

Food Peddler's State License # _____

Vehicle Registration # 36CUREC966796660 License Plate # 325A407

Type of Goods Being Sold Poke Bowls, pork syora

Description of Cart, Stand, or Vehicle 14' trailer

Proposed Location wednesdays on the waterfront

Hours of operation 6-8:30 Days of operation 7/3, 7/17, 7/24, 7/31

☒ MONTHLY (\$100/MTH)

☐ WEEKEND (\$30/WKND)

Duration ☐ 1 YEAR (\$300) ☐ 6 MONTHS (\$200) 1 # OF MONTHS

 # OF WEEKENDS

Pictures Enclosed? ☒ Applicant(s) ☒ Cart, Stand, Vehicle, or Structure

Insurance Information Taylor Moore Agency

Insurance Certificate Enclosed ☒ City of Newport as certificate holder

including ☒ \$100,000 Liability for personal injury ☒ \$25,000+ Property Damage

FOR OFFICE USE ONLY

Type of License Central ☐ General ☐ Vehicle ☐

Fee Due _____ Fee Paid _____ Duration _____

Temporary Issued _____ To _____

License Approved _____

Signature

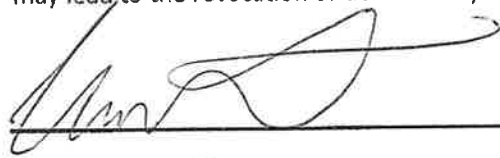
Title

Date

Dated Valid _____ To _____ Notes _____

I will have only one sign advertising my business in front of or on my cart, stand or vehicle.

I hereby certify that the information that I provided on this application is true and complete to the best of my knowledge and belief. I understand that any false or incomplete statements can lead to the revocation of my license. I also authorize the Newport Police Department to release any information relevant to the truth of this application. I have also read the conditions of my license and I understand that failure to abide by them and all ordinances pertaining to peddling may lead to the revocation or denial of my license.



Signature of Peddler

4/20/24

Date

City of Newport

Audio/Visual Recording Policy

The City of Newport City Council, pursuant to the authority granted to it by the City of Newport Charter § 9 (24A V.S.A. Ch. 7, § 9) and 24 V.S.A. §§ 872, 1121 and 1122 to adopt rules relating to personnel administration, hereby adopts the following policy which shall be considered an addendum and part of the City of Newport Personnel Policy:

Section 1 - Purpose.

The purpose of this Policy is to inform all City of Newport Employees, including department heads, of the conditions under which the use of recording devices may be permitted and to foster trust and transparency in the workplace.

Section 2 - Definitions.

When used in this Policy, the following terms have the following meanings:

“City” means the City of Newport, Vermont.

“Recording,” when used as a noun, means any audio and/or visual record, in electronic or other form, of human physical activities or human voices.

“Employee” includes all City personnel, including department heads and the City Manager, whether paid by the City or authorized City volunteers.

“Work Hours” means the time during an Employee’s workday for which the City is obligated to compensate the Employee. For salaried Employees, “Work Hours” includes any time the salaried Employee is performing City business.

“Public Record” means any written or recorded information, regardless of physical form or characteristics, which is produced or acquired in the course of City business.

Section 3 - Scope.

This Policy shall apply to all City Employees including department heads and the City Manager.

Section 4 – No Secret Recording.

No Employee of the City shall make a Recording of conversations or activities with or of another Employee during Work Hours unless prior to the commencement of the Recording of the conversation or activity, all parties to the conversation or activity know that the conversation or activity is being recorded.

Section 5 — Exceptions.

The prohibition stated in Section 4 above, shall not apply to:

- a) Employees while making any Recordings that an Employee is required by law, regulation or other City policy to create;
- b) Employees while making Recordings of potential work safety concerns;
- c) City police officers while using Police Department issued recording devices while on duty in public or while on duty and responding to an incident, in compliance with law, regulation and other City policy; and
- d) the use and maintenance of recording equipment used in conjunction with City property security operations.

Section 7 – Situations When Recording Is Not Permitted.

An Employee may not record in any circumstances:

- a) Privileged communications with the City Attorney or conversations concerning privileged advice provided by the City Attorney;
- b) City trade secrets and other persons' or entities' trade secrets provided to the City in confidence;
- c) Conversations and activities concerning communications and information designated confidential by law; and
- d) Persons in lavatories.

Section 8 – Public Record Preservation.

- a) An Employee who makes a Recording that is a Public Record shall provide a copy of the Recording to the City Manager within two days of its creation. The City Manager shall download, catalog and store the Recording in accordance with the City Records Retention Policy.
- b) Recordings exempt from the prohibition against secret Recordings listed in Section 5(a), (b), and (d) that are Public Records shall be provided to the City Manager in accordance with subsection (1) of this Section.
- c) Recordings exempt from the prohibition against secret Recordings listed in Section 5(c) that are Public Records shall be provided to the City Chief of Police within two days of their creation. The Chief of Police shall

download, catalog and store such Recordings in accordance with the City Records Retention Policy.

Section 9 – With Whom Recordings May Be Shared.

Any Recording made by an Employee during Work Hours may only be shared with the recording Employee's supervisor, legal council, or union representative, or the City Manager, unless the recording Employee is otherwise required to provide the Recording by law or court order.

Section 10 – Consequences for Violation.

Any Employee that violates this Policy may be subject to discipline up to and including termination.

Section 11 – No Retaliation.

No Employee shall be reprimanded or disciplined for providing notice of intent to record a conversation or activity in compliance with this Policy.

Section 12 – Effective Date.

This Policy shall be effective upon adoption by the City Council.

Adopted by the Newport City Council on May ___, 2024

Linda Joy Sullivan, Mayor

Chris Vachon, Council President

Kevin Charboneau, Council Member

Clark Curtis, Council Member

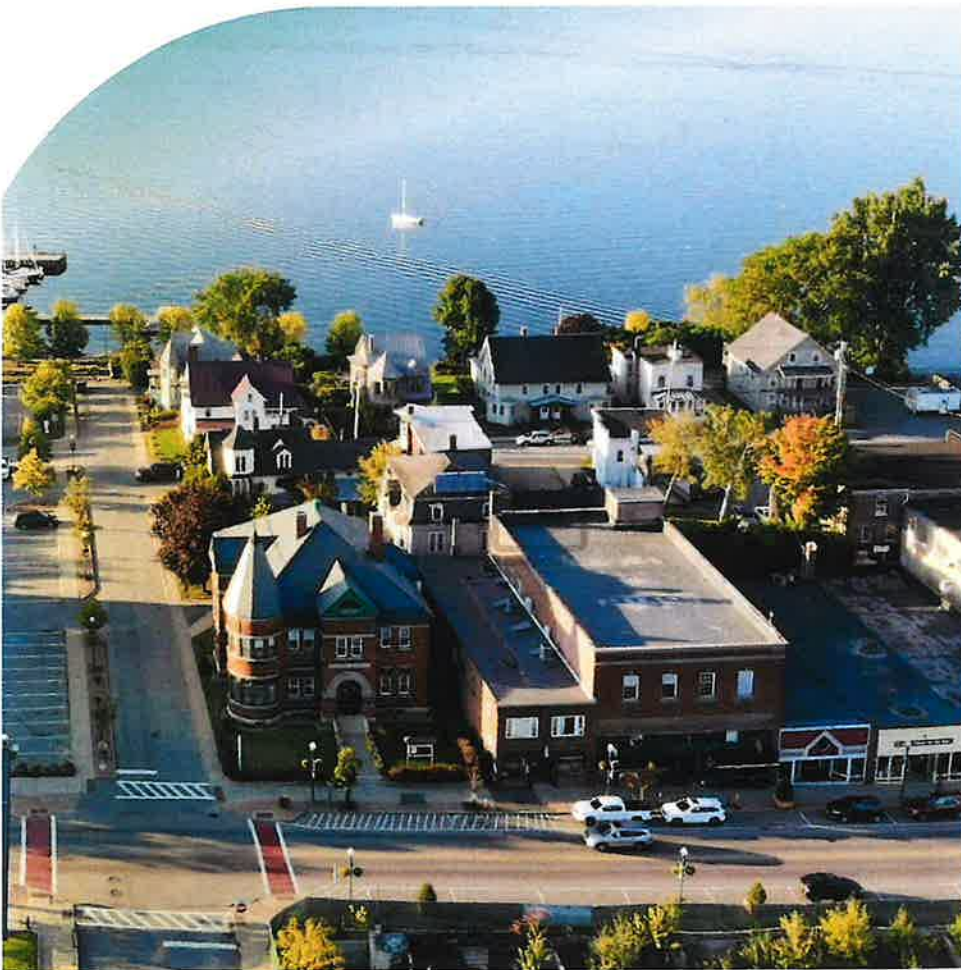
Rick Ufford-Chase, Council Member



May 23, 2024 | Technical Proposal (Amended)

Newport City Downtown Development

City of Newport Master Plan Update





In partnership with:

JS&A - Economic Development Consulting



May 23, 2024 (Amended)

Newport City Downtown Development

Mr. Brian Gray
194 Main Street, Suite 304
Newport, VT 05855

Re: City of Newport Master Plan Update

Dear Mr. Gray and Members of the Selection Committee:

Complementing the abundant natural resources that help define Newport's unique sense of place, the City continues to improve its built environment and quality of life for its residents. Through enhancements to the City's Master Plan, the City of Newport and Newport City Downtown Development (NCDD) seek to strengthen the City's economic vitality with an actionable road map for strategically capitalizing on the commercial, housing, and recreational opportunities afforded by its downtown and waterfront while preserving the City's distinct character. Building on our past work in developing Newport's Waterfront and Downtown Master Plan, VHB is poised to provide master planning, urban design, engineering, transportation planning, and Tax Incremental Financing (TIF) services to support the City of Newport's efforts to articulate and implement a shared vision for the community and a clear path towards developing it in the City's Enhanced Master Plan.

VHB professionals bring a comprehensive integrated-services approach to master planning, drawing upon in-house technical skills in planning, landscape architecture, urban design, placemaking, engineering, and transportation to help clients develop thoughtful and implementable master plans rooted in consensus. Through our work, we have helped clients all over New England transform their municipalities, creating vibrant communities and driving economic revitalization. We deliver thoughtful solutions that reinforce a community's sense of place and identity. VHB will be teaming with the highly qualified economic development consultant **Jon Stover & Associates "JS&A"** who will provide TIF services.

Recognizing that we are civic and environmental stewards for generations to come, we integrate sustainability into the unique land development context of each master planning project. Further, we implement innovative planning and design solutions to help our clients create livable community environments, such as assisting the City of St. Albans with the redevelopment of their downtown Main Street or working with the City of South Burlington to plan, permit, and design their new City Center infrastructure. Combined with our creative and meaningful approach to public outreach, our emphasis on sustainability and resiliency, and our wide range of integrated capabilities, our record of accomplishment in Newport and throughout Vermont and beyond will help us work with the City and NCDD to prepare a thoughtful and achievable plan to help balance future development in Newport.

Engineers | Scientists | Planners | Designers

40 IDX Drive, Building 100, Suite 200, S Burlington, VT 05403

P 617.924.1770 F 617.924.2286 www.vhb.com



Thank you for this opportunity to present our proposal. We look forward to discussing our capabilities, experience, and approach to this exciting project and further developing our longstanding relationship and previous project experience with the City. Should you need further information or have any questions, please contact **Christine Grimando** at cgrimando@vhb.com or 207.430.9615.

Sincerely,

VHB

A handwritten signature in blue ink that reads "David Saladino".

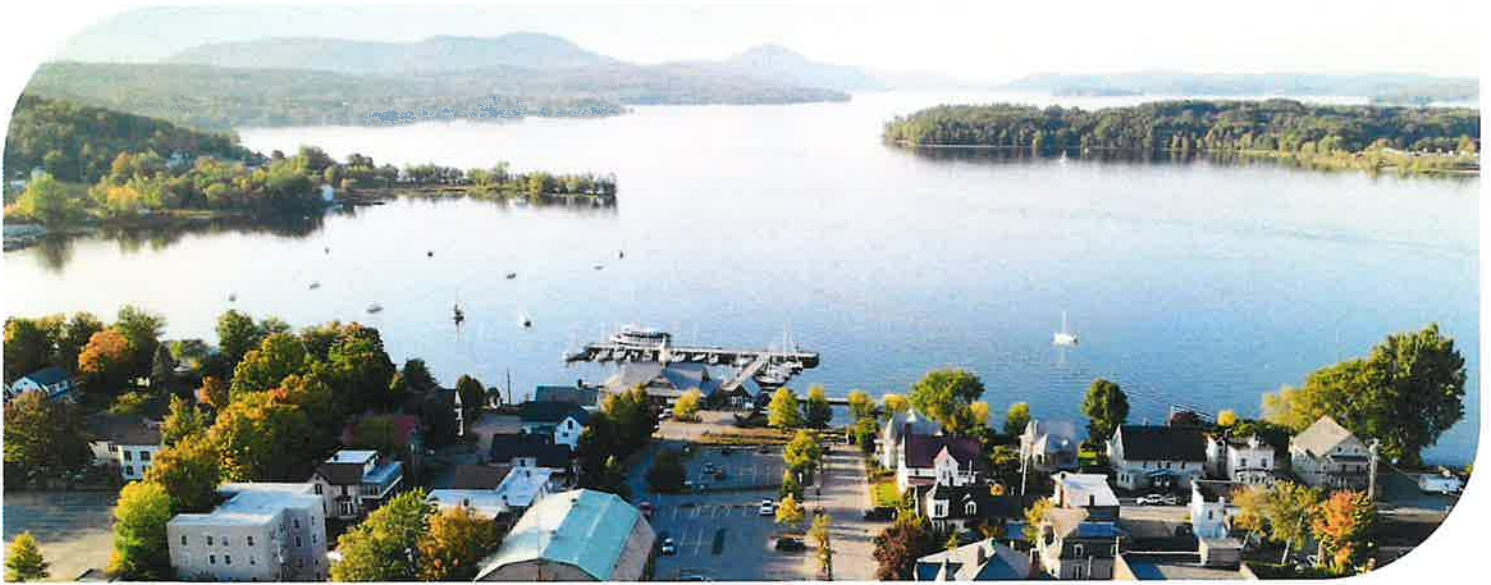
David Saladino, PE
Managing Director, VT
dsaladino@vhb.com

A handwritten signature in blue ink that reads "Christine Grimando".

Christine Grimando, AICP
Project Manager/Sr Planning Lead
cgrimando@vhb.com

A handwritten signature in blue ink that reads "Michael K. Willard".

Michael Willard, PLA, LEED AP
Director of Landscape Architecture, VT
mwillard@vhb.com



Contents

1. Company Overview	1
2. Relevant Experience	6
3. References	22
4. Key Personnel	23
5. Work Scope	41
6. Project Timeline	49
7. Project Cost	52



1

1979

Year founded

2,000+

Engineers, scientists,
planners and designers

30+

locations on the
East Coast

58TH

ENR Top 500
Design Firms List

Company Overview

Making a positive impact in Vermont's towns and cities, like Newport, is a priority for VHB professionals. For more than 40 years, VHB has delivered award-winning projects with scopes of service similar to the work scope we have included in our proposal in response to the City's Request for Proposals (RFP). Furthermore, we have extensive experience providing similar services for other Vermont communities, including St. Albans, Essex, Killington, and more. We understand the importance of providing responsive, quality service and possess the experience and diversity of skills necessary to successfully complete this masterp planning project. Together, our team of engineers and scientists have helped revitalize downtown areas and construct safer streets. We make it our goal to implement creative planning and design solutions to help shape more livable community environments on projects of all scales.

We have learned through experience just how unique every community in Vermont is. As locals—people who live and work here, volunteer time to local causes, and participate in municipal boards and commissions—VHB professionals understand the importance of embracing these distinctions when it comes to designing Newport's Master Plan enhancements. We acknowledge that no two communities are the same—and neither are their project needs and objectives. In every project we undertake, we listen to our clients and seek to create solutions that fully meet our clients' goals, anticipate potential challenges, and, of course, provide exceptional service.

VHB knows that the City of Newport's selected consultant team must be technically savvy across a broad range of engineering services. We are excited about the prospect of growing our relationship with the City to include planning and design services that will support the health and well-being of the community. With two local Vermont offices, VHB has readily available resources and is eager to support the City of Newport on this project.



VHB Contact

Christine Grimando
207.430.9615
cgrimando@vhb.com

Firm Background: Serving Vermont's Municipalities

Our Vermont offices in South Burlington and Montpelier are home to nearly 100 landscape architects, planners, designers, engineers, and scientists who partner with public and private clients in the community design, real estate, institutional, transportation, and energy industries, as well as with federal, state, and local governments.

Our planning and design professionals commit to meeting project challenges with the highest level of quality, addressing client goals to achieve results that are implementable and sustainable. We work closely with our clients to understand each project's unique challenges by bringing a comprehensive approach to problem solving, drawing upon our wide array of disciplines and skills to inform the stakeholder engagement, planning, and design processes.

This approach enables a balance among project needs, site constraints, and sensitivity to context. VHB has a proud history of working with municipalities throughout New England and across Vermont to help them envision, design, and build community facilities that meet the goals of their citizens, as well as fit their budgets. Additionally, our team members bring extensive out-of-state design experience, having worked on similar projects up and down the East Coast.

VHB's Capabilities

Our team has an open-minded approach to projects, and we are committed to listening and truly understanding the needs and aspirations of the public—we see the whole picture, not just one piece. We integrate the right people and resources from our four core service areas—planning and design, land development, transportation, and environmental science—to help clients initiate and complete intricate, challenging, and significant projects.

Making a positive impact in Vermont's cities and towns is a priority for VHB. Our designers, planners, engineers, and scientists have helped revitalize downtown areas; construct safer streets for motorists, pedestrians, and bicyclists; and restore and protect our natural resources. VHB offers more than a defined group of services; we work as an integrated team to address some of the most challenging and complex projects across the state.

Our integrated services approach gives us the ability to develop easy-to-understand master plans that create bold and visionary outcomes while incorporating the technical proficiency required to plan sensitive and complex projects.



Spruce Peak at Stowe
Mountain Resort

Integrated Planning, Design, and Engineering Services

VHB's planning and design professionals are supported by a staff of landscape architects, planners, engineers, surveyors, and scientists that will provide additional technical skills and knowledge to help propel the City's project to completion. Master planning requires a host of support services integral to the success of the project, including bicycle and pedestrian planning, civil engineering, historic preservation planning, stormwater planning and design, utility coordination, GIS and mapping, environmental investigations, and stakeholder outreach. Because VHB offers all of these services through our nearby offices, we can efficiently coordinate between disciplines to provide extremely responsive, integrated services.

For the City of Newport's Master Plan, VHB will specifically engage landscape architecture, urban design, and transportation engineering staff. As a firm, our background in these specific disciplines is deep and wide ranging. Exploration of these disciplines will serve as an underpinning of our assessment of the opportunities and constraints of the City's potential downtown development sites as we seek to understand what impacts development strategies could have or what levels of activity and development of these sites could support in the future.



Lebanon Downtown Tunnel

Placemaking

At VHB, we believe strongly in the power of well-designed places to build strong communities. We aim to create robust connections between people and the places they inhabit. We are passionate about public participation and engagement in the planning and design process, and that having more ideas and opinions in the room leads to better solutions, allowing us to create designs that effectively address common aspirations and concerns of the public.

Our work is about helping our clients to improve health and well-being, contributing to economic vitality, and promoting environmental stewardship. We aspire for a sustainable world in all that we do, and quality planning and design is key to that vision. To us, placemaking means creatively reimagining our public realm to realize plans and, ultimately, projects that serve as vital assets to the community. It's about allowing all people from all backgrounds to have a role in creating and enjoying public spaces that reflect their collective identity. Real placemaking comes from community participation and collaboration, is visionary and human-scaled, is inclusive and adaptable, and is context-specific. At its best, placemaking can be a transformative process both for public spaces and for community relationships.



Master Planning

Effective master planning is about combining a vision of what is possible with a practical knowledge of development trends and community needs. VHB has extensive experience in, and is always forward thinking with, master planning and related projects for communities of varying sizes and unique contexts. VHB's planning staff includes award-winning planners, urban designers, landscape architects, and sustainability/resiliency professionals who are supported by the firm's transportation, civil engineering, public outreach, graphic design, permitting, environmental, GIS, and survey capabilities. VHB has prepared more than

a dozen master plans, some of which have been recognized as award-winning by the American Planning Association and its affiliated organizations. VHB prides itself in creating master plans that are well written, easy to understand, and graphically rich.

VHB understands that any comprehensive master planning process begins with a vision that helps both public and other stakeholder interests work together to prepare a long-term municipal plan towards achieving the shared goals of balancing growth with preservation, enhancing economic vitality, and improving quality of life for all. From reinvigorating an underutilized downtown area, creating thriving mixed-use districts, and protecting sensitive open spaces and natural resources to developing innovative zoning regulations that allow for a healthy mix of land uses, VHB works with municipalities to develop and implement practical solutions that maximize community benefits.



Maple Tree Place

Streetscape Design and Landscape Architecture

VHB's goal is to create destinations that draw people together where long-lasting memories can be created. Our professionals have experience introducing design elements that enhance the user's experience while incorporating sustainability. This approach has been successful in the planning and design of the City of Newport's downtown and waterfront, St. Albans' Main Street, and South Burlington's City Center.

VHB's team considers the ability of each design element to create a unique sense of place in conjunction with the potential for creating increased economic vitality. Throughout the design process, our designers also focus on long-term maintenance, material costs, and possible impacts to a municipality's departments and budgets. We strive for all our designs to meet a community's needs while creating memorable and functional environments that can be enjoyed by everyone.



Lamoille Valley Rail Trail

Transportation Engineering and Planning

VHB provides transportation planning services for a wide variety of private and public-sector clients in both urban and suburban areas. Our projects include identifying multimodal transportation issues associated with various types of transportation projects such as alternative modes analyses; multimodal access; congestion analyses; corridor studies; vehicular/pedestrian conflict studies; transportation impact assessments; and downtown/village parking, circulation, and access studies. VHB offers the ability to develop and combine technical modeling procedures with pragmatic transportation planning and traffic operations applications. We also offer support to municipalities in reviewing projects for transportation issues such as impacts to vulnerable users, mobility, and connections between modes of transportation.

JS&A Economic Development Consulting



Jon Stover & Associates (JS&A) works with public, private, and nonprofit organizations to bridge the gap between the very different worlds of local policy, business, urban design, community interest, and real estate development. As Economic Development Consultants, we inform, develop, and implement strategies to strengthen a place economically, visually, and socially.

VHB | Company Overview

A certified business enterprise (CBE) located in the District of Columbia, JS&A specializes in economic and real estate analysis, market analysis, economic impact analysis, forming neighborhood and commercial revitalization strategies, and implementing strategic opportunities to bolster local economies.

Founded in 2009, JS&A has completed hundreds of projects around the country for town, city, and state agencies, nonprofit organizations such as Main Streets and Business Improvement Districts, and private developers and business owners.

JS&A brings extensive experience developing and helping stakeholders implement economic development initiatives and public planning projects for a range of city and county agencies. We approach our work by balancing the realities of the market and development with stakeholders' vision for the future and developing strategic action plans to incrementally achieve desirable places for residents, customers, business owners, and visitors.

JS&A will team with VHB to provide TIF services.

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Relevant Experience

Our team welcomes opportunities to shape communities in meaningful ways, and for this master planning project for Newport, we will leverage our experience working with municipalities on similar projects. Our team has a strong track record of delivering implementable project solutions that meet local needs. The following selection of VHB projects highlights our team's depth of knowledge relevant to the scope of work in the RFP, and our experience working in diverse communities throughout New England, including Newport.



Newport Waterfront and Downtown Master Plan

Newport, Vermont

Client

White + Burke Real Estate
Investment Advisors

VHB Schedule

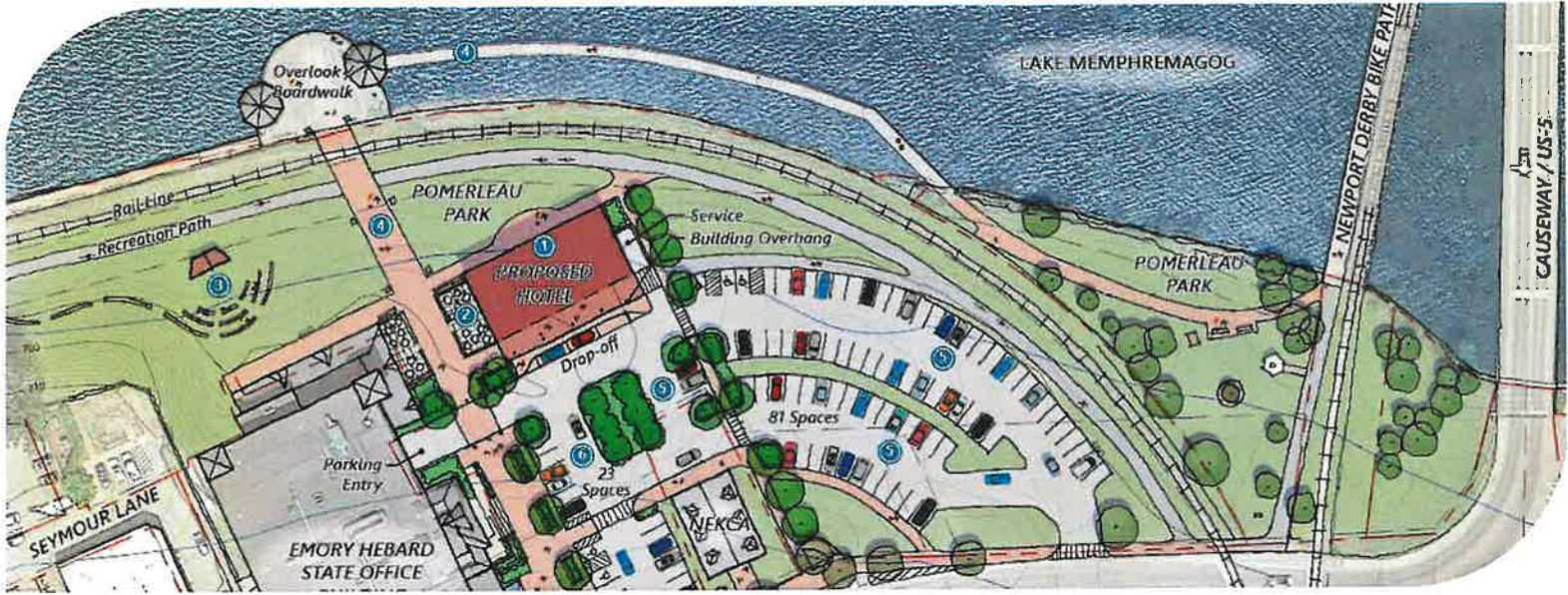
Started: Jan. 2018

Completed: Nov. 2018

VHB provided planning and design services to the City of Newport to build upon the City's previous broad planning efforts to promote increased activity and excitement along the downtown waterfront. The Master Plan was a six-month collaborative process undertaken by members of Newport's community representing multiple stakeholders' perspectives and interests.

Throughout the development of the Master Plan, the project team created opportunities to engage the community, including residents of Newport and local business owners, to obtain their thoughts, desires, and ideas related to making downtown Newport a vibrant regional hub of activity. The first public meeting held by the Project team included a walking tour where members of the community and project stakeholders were invited to tour the study area with the project team and provide input and generate ideas. This type of engagement was critical to developing a master plan that reflected community needs. The walking tour was one of three community engagement events held by the project team.

Based on feedback from the public workshops, VHB prepared conceptual plans and sketches to convey a range of ideas for the area with targeted projects that would advance the vibrancy and livability of the downtown waterfront. Physical improvements identified included enhanced public connections, streetscapes and waterfront amenities, expanded public facilities, pedestrian and bicycle paths, parking, green space, wayfinding, and gateways. The final Report and Implementation Plan included a summary of projects and strategies and presented potential funding strategies for the improvements.



Hotel Feasibility Study

Newport, Vermont

Client

Northeastern Vermont
Development Association

VHB Schedule

Start: November 2022

Completed: Feb. 2023

VHB's planners and designers worked with the Northeastern Vermont Development Association (NVDA) and the City of Newport to evaluate the development potential for a waterfront and downtown hotel. The project included a financial market study and analysis to determine the hotel programming needs. VHB prepared existing conditions base mapping and permit due diligence for the subject parcels within the study area. Two concept hotel development sites were explored to determine the highest and best use for each site. A full report and permitting matrix were provided as the final deliverable to NVDA and the City of Newport.



City Center Urban Planning and Permitting

South Burlington, Vermont

Client

City of South Burlington, VT
VHB Schedule

Started: 2017

Completed: 2019

Seeking to focus future development in a newly designed downtown and create spaces oriented towards achieving greater density and pedestrian mobility, the City of South Burlington is proceeding with the development of a new City Center. The approximately 40-acre development will include retail, office, educational, and residential components. VHB was tasked with developing a design for Market Street, City Center's "Main Street." As the backbone of the project, Market Street's design had to include elements focused on achieving greater density and pedestrian mobility. Having been involved with the City Center project for more than a decade, VHB had a unique understanding of the City's goals and achieved the project objectives within intense environmental scrutiny and in conjunction with the concurrent surrounding private development.

Market Street serves as a focal point of transportation and economic activity within the City Center project, and supports a new identity for the City of South Burlington, which was previously characterized by low-density development. Although the Market Street project was a transportation project by definition, it supported economic development, promoting economic growth by providing thoughtfully laid out areas for local businesses to use as storefronts as well as outdoor areas for seating, displays, and other amenities.

VHB provided environmental and land development services—including stormwater management, wetland permitting, and stream restoration design—to support the design of the new roadway system within the City Center. VHB planners and environmental specialists have been providing long-term planning and design consultation to the community, and this assignment helped South Burlington develop standards for public realm improvements to guide both private and public development within this new City Center area.



St. Albans Main Street Streetscape

St. Albans, Vermont

Client

City of Saint Albans, VT

VHB Schedule

Started: Sept. 2010

Completed: Dec. 2013

The past decade brought a concentrated effort to revitalize the downtown of the City of St. Albans. In 2004, the community created St. Albans for the Future (SAFF), a non-profit corporation charged with implementing the National Main Street Revitalization Program. In 2007, SAFF and the City sponsored a Commercial Market Analysis and Strategic Implementation Plan for the downtown district. In 2009, SAFF and the City completed a Master Plan that identified specific public improvements that would foster economic growth and vitality in the district. Through the Master Plan, the community has coalesced around a common vision for completing physical improvements to the historic downtown that communicate a compelling sense of place, encourage pedestrian activity, and attract outside investment. The plan calls for implementing this vision through constructing pedestrian-scale lighting, replacing street trees, improving sidewalks, encouraging outdoor dining, and instituting traffic calming measures.

Seeking a qualified multidisciplinary consulting firm to move forward with this revitalization plan, the City selected VHB to provide comprehensive design, engineering, and planning services for its Downtown Streetscape Project. In the initial phase of the project, the City targeted one segment of Main Street with a high-impact demonstration project that employs the above strategies and builds community support for similar investments throughout the district over multiple phases. While the primary goals are economic vitality and place making, the City wants to accomplish these goals using the most sustainable solutions possible, particularly with regard to managing stormwater in an urban setting and incorporating Traditional Urban Form (New Urbanist) design principles. The VHB team advanced the Main Street design through a collaborative process with its subconsultants and local design committees that had been established in the areas of streetscape design, Taylor Park design, wayfinding, branding, and parking. VHB completed the design under the Vermont Agency of Transportation (VTrans) Local Transportation Facilities project development process, and construction was completed in 2013.



VT Public Space
Honor Award, 2013



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Spruce Peak at Stowe Mountain

Stowe, Vermont

Client

Spruce Peak Realty

VHB Schedule

Started: June 2017

Ongoing

Stowe Mountain Resort is a world-class, family-friendly destination nestled between two astonishing mountains: Mount Mansfield and Spruce Peak. As one of New England's premier winter resorts, Stowe Mountain has become a first-rate vacation spot for skiers and snowboarders from around the world. Beyond its exciting slopes, Stowe Mountain Resort offers year-round excitement, including rock climbing, ice skating, zip-lining, a Tree Top Adventure Park, and unforgettable entertainment at the Performing Arts Center. Guests looking to relax are welcome to shop, dine, or visit The Spa and Wellness Center at Stowe Mountain Lodge. The lodge has an on-site event center with awe-inspiring views as well as an abundance of unique and comfortable lodging options for every guest.

Creating a comfortable, upscale, four-season community within a tough, mountainous terrain is no easy task. Members of VHB have been proudly involved in the planning, engineering, design, and creation of much of Stowe Mountain Resort's most desirable amenities. Our team offers extensive alpine design experience, which has resulted in a seamless integration of architecture and snow front for Stowe Mountain Resort. As the resort has grown, we've been able to integrate the new amenities into the natural environment while balancing them with the space required for ski area operations, circulation, and multi-season space use requirements, allowing for a seamlessly enjoyable experience for resort visitors.

Spruce Peak Master Plan and Design

Since 2003, our planning and design professionals have helped shape Stowe Mountain Resort by supporting the vision, master planning, and detailed design of the transformational \$400-million Spruce Peak at the base of Stowe. A premiere location for a residential development, Spruce Peak's homes offer both pedestrian street access and desirable snow

fronts with ski-in-ski-out access. A village green and ice rink, which form the heart of the village, were constructed over a 200-car parking structure to make efficient use of valuable real estate. The Over Easy Gondola, located at the head of the village, provides a direct skier connection to the Mount Mansfield lifts and trails over a scenic highway of statewide significance. Most recently, VHB supported the development of The Stowe Mountain Lodge Wedding Venue and The Village at Spruce Peak Entry Gateway Study.

2017 Master Plan

When Stowe Mountain Resort was looking to refresh its Master Plan, it engaged VHB to help bring clarity to its vision. Our team reviewed the previous plans, developed several years ago, and helped our client balance their built environment with their visions for future development. VHB was engaged to support portions of the Master Plan, including the Slopeside Townhomes and the Switchback Terrace Home Sites.

Slopeside Townhomes: These highly anticipated, spacious, private homes were constructed to provide guests with easy access to both ski slopes and roadways, creating a challenge for construction. Accounting for tough terrain and several access issues, VHB's team assisted with the planning, layout, and grading for four duplex homes, making the most out of the developable land, while avoiding unsurpassable terrain issues.

Switchback Terrace Home Sites: These extravagant, single-family homes are located near the popular Slalom Hill and offer residents privacy, luxury, and unmatched views. VHB is supporting the development of these homes by proactively testing the building massing in 3D prior to construction to be sure they fit guidelines. This allows us to design a layout that delivers the best views and optimal landuse. The sketches created by our team are currently being used on Stowe Mountain Resort's website to market the remaining undeveloped sites.

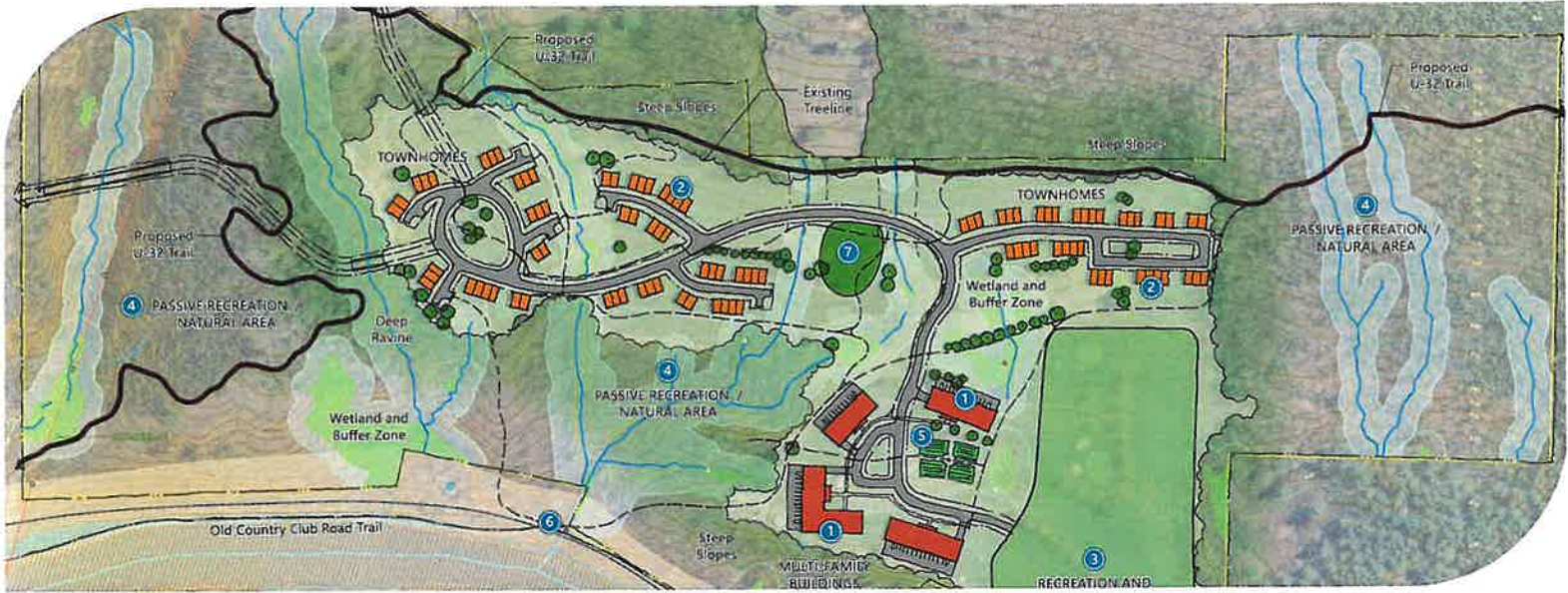
Additional built components of the 2017 Master Plan include Stowe Mountain Lodge and Spa, the Performing Arts Center, the Spruce Camp Day Lodge, the Mountain Cabin Duplexes and The Adventure Center.



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Montpelier Country Club Road Master Plan

Montpelier, Vermont

Client

City of Montpelier, VT

VHB Schedule

Started: 2022

Completed: July 2023

VHB worked with the City of Montpelier and the community to reimagine the former Elk's Club property, an approximately 140-acre parcel currently home to a golf course and a variety of outdoor recreation uses. Through several stakeholder meetings, a shared vision was developed for potential uses that included multi-family housing and recreation opportunities. VHB led the way by preparing the site analysis mapping, generating concept alternative sketches, and developing order-of-magnitude cost estimates. The site analysis mapping was used to create an issues and opportunities plan which identifies developable areas. With this mapping in hand, VHB's designers explored a variety of development scenarios with the community.



Georgia South Village Transportation Master Plan

Georgia, Vermont

Clients

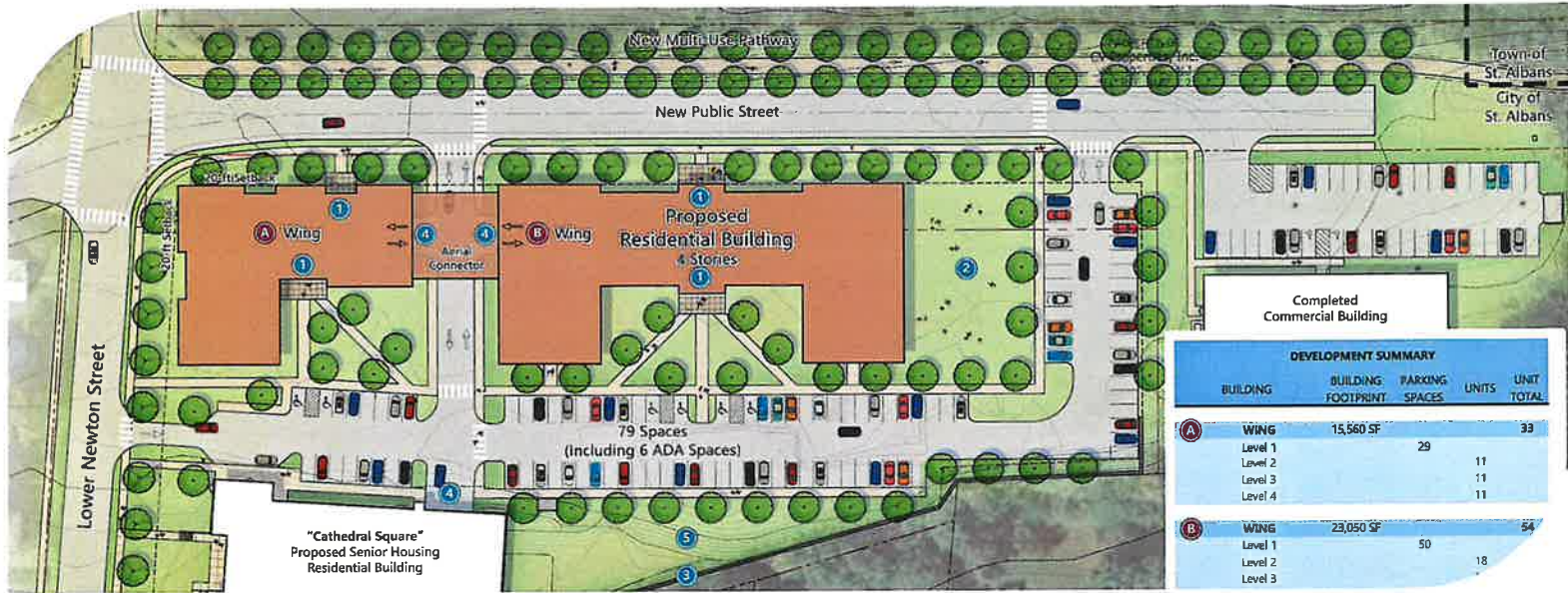
Northwest Regional
Planning Commission
Town of Georgia
VTrans

The Georgia South Village Master Plan is the culmination of a collaborative effort between the Town of Georgia, the Northwest Regional Planning Commission (NRPC), and the Vermont Agency of Transportation (VTrans) to articulate and prioritize transportation and land use strategies that will help to foster the development of a dense, mixed-use, walkable village setting in Georgia's South Village district.

VHB Schedule

Started: Jan. 2018
Completed: May 2019

Through technical evaluation and multiple rounds of stakeholder input, a suite of recommendations and an implementation plan were developed and are presented in this Master Plan. The Master Plan study area includes Georgia's South Village Zoning District, beginning near the intersection of US 7 and Meadowood Drive, and extends north past the I-89 Exit 18 Southbound on and off ramps to the Georgia Public Library. A copy of the Georgia South Village Transportation Master Plan Report is available online through [VTrans](#).



St. Albans Workforce Housing Site Feasibility Study

St. Albans, Vermont

Client

City of St. Albans, VT

VHB Schedule

Started: 2022

Ongoing

The City of St. Albans is looking to address a need in its community for additional workforce housing, specifically within the downtown core. Working with the City, VHB has been exploring conceptual master plans to develop workforce and senior housing in two areas of the downtown. The goal is to create more than 200 additional housing units to meet the needs of the community.



Hard'ack Recreation Area Master Plan

St. Albans, Vermont

Client

City of St. Albans, VT

VHB Schedule

Started: Dec. 2018

Ongoing

For the City of St. Albans, VHB is providing planning and engineering services to develop a Master Plan for the Hard'ack Recreation Area. VHB performed site reconnaissance and reviewed existing information to develop a thorough understanding of site conditions, and worked in close collaboration with the Hard'ack Steering Committee to identify opportunities for future projects. Elements considered included vehicle circulation and parking, pedestrian circulation, ski hill layouts, potential location of lodge for skiers, potential maintenance facility location, stormwater treatment areas, and potential for ice skating rink and additional athletic fields.



Winooski Main Street Revitalization Project

Winooski, Vermont

Client

City of Winooski

VHB Schedule

Start: December 2017

Ongoing

The Main Street Revitalization Project is a transformational project involving a full reconstruction of the Main Street (US 2/7) corridor from just north of the Winooski Circulator to north approximately 4,000 feet to the Colchester Town line south. The project includes:

- » Landscape and streetscape improvements
- » Traffic control
- » Pedestrian & bike safety enhancements
- » Stormwater management
- » Water and wastewater infrastructure
- » Burial of overhead electric and telecommunication infrastructure
- » Full-depth roadway reconstruction

Significant coordination was needed between the team's subconsultants, the City, VTrans, and the CCRPC to sufficiently plan for the final design of this complex, urban corridor. Burying the overhead utilities allows for a transformation of the streetscape from an auto-dominated corridor to a more urban, pedestrian scale setting which better aligns with the City's vision for this corridor. The utility burial engineering involved resolving numerous complex conflicts to provide both high voltage transmission and individual services within the public right-of-way, while meeting utility separation requirements.

The City of Winooski is both the densest City in Vermont and has the second lowest median income in Chittenden County. Additionally, Winooski has the highest rate of foreign-born residents in the State (15%) and the highest poverty rate in Chittenden County (26%). By lowering the barriers to responsible redevelopment and increasing connectivity throughout the corridor, VHB aimed to encourage development throughout the project area that will drive economic vitality and improve accessibility for all users through the support of traffic calming measures and enhanced pedestrian and bicycle infrastructure.



Middlebury Main Street, Village Green and Lazarus Park

Middlebury, Vermont

Client

Town of Middlebury
VTrans

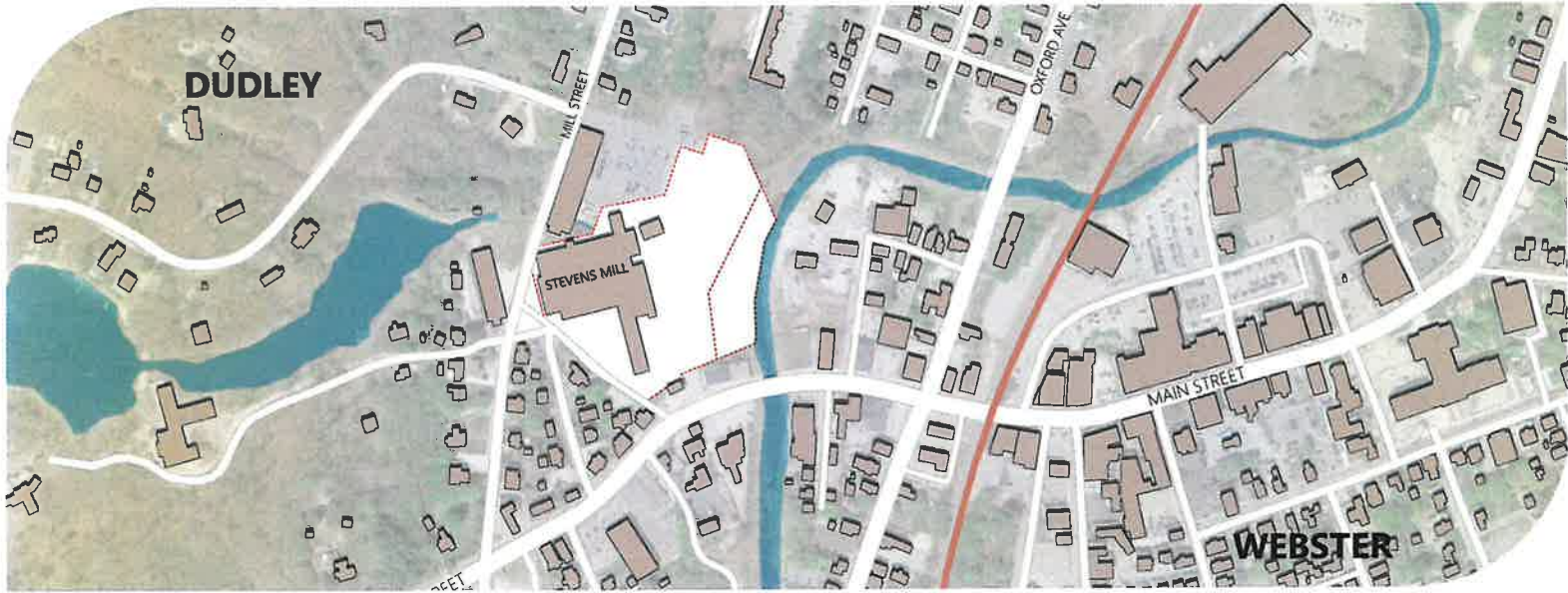
VHB Schedule

Start: 2016
Completed: 2018

As part of the Middlebury Bridge and Rail Project, new public park space was created within the heart of downtown Middlebury. VHB led a public process with diverse stakeholder input to help reimagine and reshape the public park spaces. The resulting park areas will transform the downtown core area and create connectivity between the spaces around the Village Green through into the Marble Works and Waterfront Park.

The Town of Middlebury and VTrans partnered on this project to solicit input from the community and engage with the municipal committees and boards to finalize a design product for implementation. The park space in the Village Green was imagined for a number of activities and provides both hardscape plaza and grassed lawn areas, while reincorporating the historic fountain. The revitalized park space will serve as a focal point in downtown while seamlessly integrating with the historic fabric of the surroundings.

VHB worked with the Town of Middlebury, VTrans, and other stakeholders to replace two 93-year-old bridges spanning the Vermont Railway mainline track in downtown Middlebury. The bridges are being replaced by a tunnel, which allowed the Village Green to be reconnected to Triangle Park. This also created additional space to be allocated as open green areas and park programming for Town use. The project improved streetscaping, upgraded municipal drainage, created street and sidewalk improvements, and allows for future passenger rail.



Stevens Mill French River TIF District

Dudley and Webster, Massachusetts

Client

Stevens Mill Owner, LLC

VHB Schedule

Started: May 2021

Ongoing

VHB conceptualized, defined, and won approval for the French River Tax Increment Financing (TIF) District, an Urban Center Housing TIF District encompassing 63 properties in the towns of Dudley and Webster.

The project site consisted of an approximately seven-acre parcel situated in Dudley along the banks of the French River. This district will allow for the conversion of the Stevens Mill into 160 units of housing, along with several other underutilized and vacant industrial properties with river frontage. It will foster a cohesive community by providing public amenities for all residents, including restored access to the French River.

The Stevens Mill project, which will transform a vacant and blighted 170,000-gross-square-foot structure into a thriving and diverse residential community, was an ideal candidate for the MassDevelopment Underutilized Properties grant funding. The Stevens Mill complex will offer rental housing and be home to a diverse mix of renters, particularly those drawn to a high-density, amenity-rich environment. For instance, it was anticipated that young renters looking for small units at an affordable price point will find these residences appealing. This will benefit the Town of Dudley, which has struggled to retain younger residents in recent decades, and in which the median age was significantly higher than the state average. Older residents of the region looking to downsize will also be interested in the Stevens Mill residences.

The renovation of the mill will provide economic stimulus for Dudley, as well as the neighboring town of Webster. The estimated \$50 million investment will provide opportunities for local vendors and create both temporary and permanent jobs. After construction, residents will enhance business activity among local merchants and service providers. The renovation will inspire complementary development in the district through improved property values, neighborhood conditions, and tax revenues that will enable the Town to upgrade local services.



Relevant Experience

TIF Financing Analysis and Approvals for a Catalytic Redevelopment Opportunity

Reunion Square Development TIF Financing Analysis
Washington, DC

Reunion Square is situated on nine acres in the Anacostia neighborhood in southeast Washington, DC. JS&A was retained by developer Four Points, LLC to assess the building program and anticipated development impact of three sites slated for a potential tax increment financing (TIF) area. These sites will contain approximately 489,900 net square feet of residential, retail, office, and hotel uses. The study also included a detailed tax revenue assessment in conjunction with an application to the City for economic assistance in the form of tax increment financing. Based on JS&A's analysis, the client secured \$45.8 million in the first-ever TIF district award in Ward 8.

Scope Detail

Market Analysis. JS&A conducted a comprehensive market analysis to assess expected achievable on-site rent rates, sales prices, and sales and lease-up paces for all applicable onsite land uses.

Community Benefits Assessment. JS&A evaluated the community benefits the proposed development program is expected to achieve and detailed how these benefits align with local neighborhood and city-wide goals and planning initiatives.

Fiscal and Economic Impact Analysis. JS&A evaluated the greater fiscal and economic impact of the proposed development program including the direct, indirect, and induced impact of the development on local jobs, salaries, and tax revenues.

Tax Revenue Assessment and TIF Funding Return on Investment. JS&A assessed anticipated local tax revenues generated by the proposed development program annually and detailed the financial value proposition to the District of Columbia to provide economic assistance to the project in the form of Tax Increment Financing.

Year Completed: Multiple Phases conducted 2017 – 2019.

Client: Four Points, LLC

Project Reference:

Keith Turner, Vice President

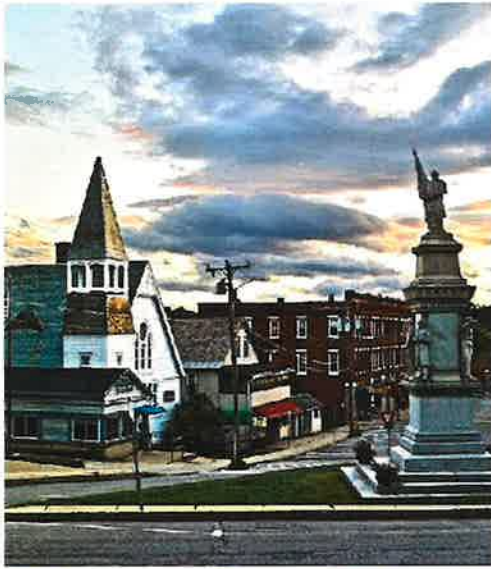
Four Points, LLC

1805 7th Street NW, Suite 800, Washington, DC 20001

(202) 888-0030, kturner@fourpointslc.com

Project Summary

- Market Analysis
- Community Benefits Assessment
- Economic Impact Analysis
- Fiscal Impact Analysis
- Tax Increment Financing Analysis
- Return on Investment Analysis



Project Summary

- Demographic Profile and Projections
- Employment Projections
- Land Use Analysis
- Real Estate Market Analysis
- Stakeholder Engagement

Relevant Experience

Helping the Town of Middlebury and Its Partners Plan for Future Downtown Development

Middlebury Downtown Master Plan

Town of Middlebury, Vermont

Jon Stover & Associates served as a subconsultant for Town Planning & Urban Design Collaborative to guide the Town of Middlebury in its Downtown Master Plan. This Master Plan helps the town understand current conditions, projections for the future, and provides a pathway forward leveraging its assets, anticipated changes, and community vision.

Scope Detail

Projected Changes. JS&A assessed the projected changes in the demographics and population of Middlebury in the coming years. This assessment includes not only population projections but economic conditions as well, including employment and income.

Land Use Analysis and Market Conditions. Working with the project team, JS&A helped analyze the town's land uses and their relation to real estate market conditions. This analysis includes residential land uses (product, ownership, home values, sales and rent trends, locations, supply and demand, and affordability), commercial land uses (including office and retail occupancy, lease rates and trends, conditions, leakage, and regional context), and hospitality land uses (existing supply and demand). This land use analysis and market conditions concluded in a SWOT analysis.

Stakeholder Engagement. JS&A engaged with key stakeholders and community members throughout the project. This engagement included in-person charrettes, presentations, and focus groups to understand the community's vision, the city's goals and needs, and the opportunities at play to shape the Town of Middlebury and its future.

Year Completed: 2019

Client: Town of Middlebury, VT

Project Reference:

Jennifer Murray, AICP, Director of Planning & Zoning
Town of Middlebury
77 Main Street, Middlebury, VT 05753
(802) 388-8100, jmurray@townofmiddlebury.org

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References

Client satisfaction is at the forefront of any project the VHB team undertakes. We are pleased to have strong relationships with—and a long history of providing exceptional design and engineering services to—municipalities across New England, including the City of Newport. We encourage the City to interview the following references; their comments will reinforce our record of outstanding past performance and client satisfaction.

Project	Reference/Address	Contact Information
Market Street, City Center Park, Exit 14, Pedestrian Bridge <i>South Burlington, VT</i>	Jessie Baker City Manager City of South Burlington	802.846.4107 jbaker@southburlingtonvt.gov
Urban Downtown Master Plan, Multiple Streetscape Projects, Current Housing Projects <i>St. Albans, VT</i>	Dominic Cloud City Manager City of St. Albans	802.309.1775 d.cloud@stalbansvt.com
Montpelier Country Club Road Master Plan <i>Montpelier, VT</i>	Joshua Jerome Community & Economic Development Specialist City of Montpelier	802.223.9507 jjerome@montpelier-vt.org

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Key Personnel

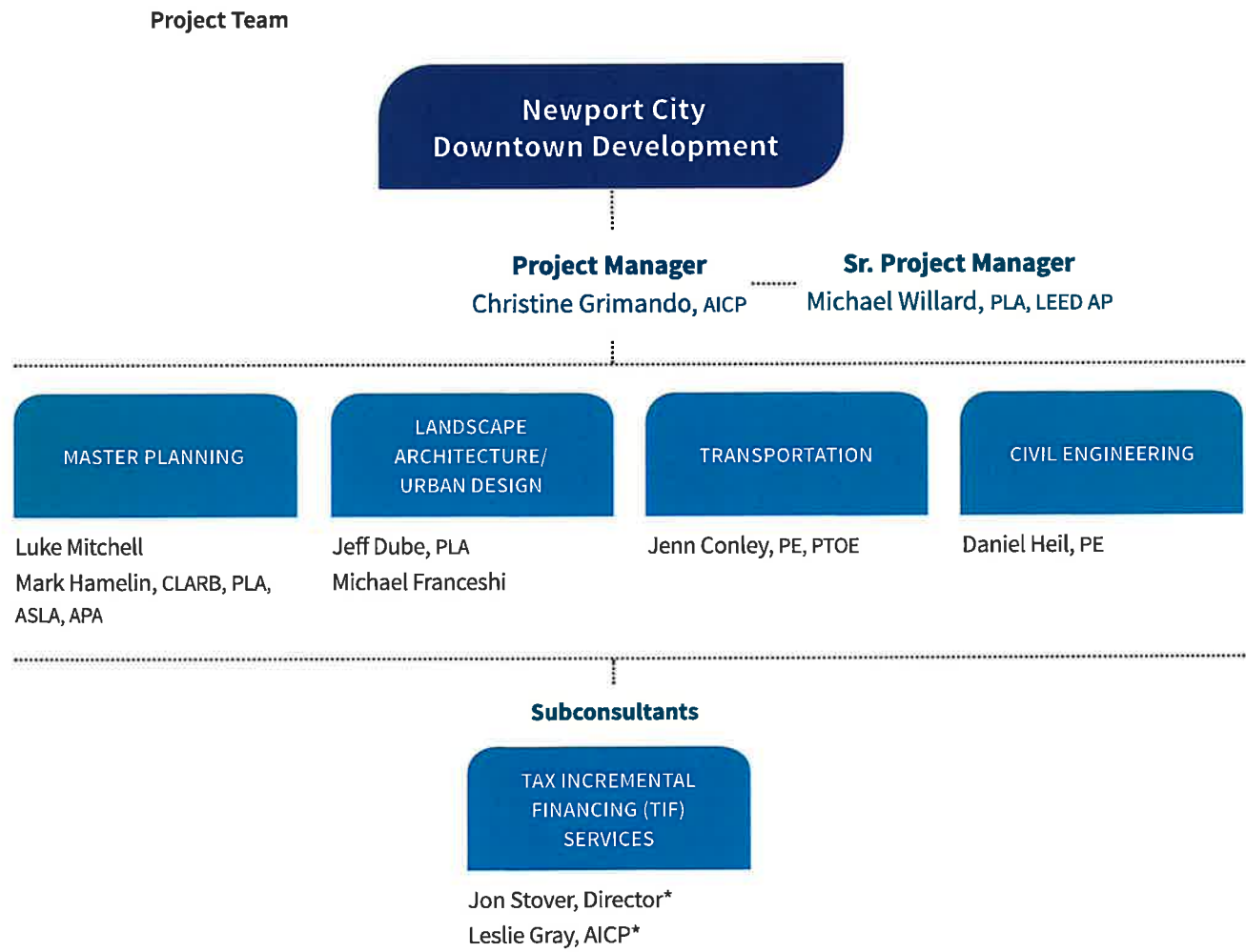
Project success relies on more than technical capabilities and an understanding of project requirements. It requires people—their creativity, energy, and commitment to your goals. For this reason, we have taken great care in assembling our proposed team for the Newport City Downtown Development (NCDD) Master Plan.

VHB's project leadership values opportunities to shape local communities in meaningful ways. We have extensive experience working on similar projects. With nearly two decades of urban New England planning experience, **Christine Grimando, AICP**, will lead the team as Project Manager. Additionally, VHB's Director of Land Planning, **Michael Willard, PLA, LEED AP**, who will act as Senior Project Manager, and Chief of Design **Mark Hamelin, CLARB, PLA, ASLA, APA**, have led numerous master planning and design efforts for municipalities and resorts throughout Vermont and New England.

VHB's planning and design professionals are supported by a staff of landscape architects, planners, engineers, surveyors, and scientists that will provide additional technical skills and knowledge to help propel NCDD's project to completion. Master planning requires a host of support services integral to the success of a project, including bicycle and pedestrian planning, civil engineering, historic preservation planning, stormwater planning and design, utility coordination, GIS and mapping, environmental investigations, and stakeholder outreach.

Because VHB offers all of these services through our nearby offices, we can efficiently coordinate between disciplines to provide extremely responsive, integrated services.

Teaming with VHB is **JS&A Economic Development Consulting**. VHB and JS&A have worked on numerous community master planning and TIF-related efforts across Vermont and the country.



*Jon Stover & Associates - Economic Development Consultanting

Christine Grimando, AICP

Project Manager



Education

MA, Geography
Clark University, 2009

MS, Urban Planning
Columbia University, 2007

BA, English, University of
Wisconsin, 1996

Registrations/Certifications

American Institute of
Certified Planners
(Urban Planning)

Affiliations/Memberships

American Planning
Association, Northern New
England Chapter, 2011
GrowSmart Maine

Christine has been an urban planner in New England for nearly two decades. Prior to joining VHB, she was the Director of Planning & Urban Development for the City of Portland, Maine, for five years. Her project management and implementation experience includes the creation of Portland's Comprehensive Plan, transformative development review projects, and myriad policy and long-range planning initiatives relating to housing policy, transportation planning, climate resilience, historic preservation, open space redesign, and zoning and land use ordinance creation. She is a past recipient of an Urban and Regional Policy Fellowship from the German Marshall Fund to study urban sustainability initiatives in the United Kingdom and Italy.

18 years of professional experience

ReCode Portland, Portland, ME

Prior to joining VHB, Christine oversaw the first rewriting of the city's land use code in over half a century. The project addressed policy areas such as zoning reform, housing, design, preservation, conservation, the working waterfront, transportation, and climate resilience.

Historic Preservation Impact Study, Portland, ME

Prior to joining VHB, Christine's team created a report to assess the local impacts of historic districts, including an evaluation of the effects of preservation on housing costs and creation, sustainable development patterns, and neighborhood stability.

Congress Square Redesign, Portland, ME

Prior to joining VHB, Christine led the team planning for the large-scale renovation of a major public open space in the heart of Portland and the integration of new public artwork into the square, as well as collaborated on the City's full redesign of the corresponding intersection and safety improvements. The project design is a result of extensive community input, and a combination of local, state, and nonprofit funding contributions.

Portland Bikeshare, Portland, ME

Prior to joining VHB, Christine helped the launch of the city's first bikeshare, releasing 200+ bikes, creating new parking infrastructure to support 200+ bikes, and offering greater transportation choices for residents and visitors.

Portland's Plan 2030, Portland, ME

Prior to joining VHB, Christine managed the creation and implementation of Portland's comprehensive plan, Portland's Plan 2030. Founded on extensive public engagement, the plan distills the findings of this public outreach effort into a concise and bold vision for the future of the community.



Pathway Projects, Portland, ME

Prior to joining VHB, in collaboration with the Maine Department of Transportation (MaineDOT), Christine oversaw the design and planning for the Union Branch Pathway multiuse path, currently underway.

Portland Harbor Common, Portland, ME

Prior to joining VHB, Christine collaborated on outreach, planning, and design of Phase 1 of the Portland Harbor Common project, which creates a new public green space on a waterfront site currently occupied by the parking queuing lanes. The site has created new waterfront access for the public, improved environmental conditions, and maintained critical adjacent working waterfront space.

Libbytown Safety & Accessibility Project, Portland, ME

Prior to joining VHB, in collaboration with MaineDOT and the Portland Department of Public Works, Christine oversaw planning, outreach, and preliminary design for bicycle, pedestrian, and stateside improvements. The project was awarded a \$22.4 million Reconnecting Communities grant in 2024.

Director, Department of Planning & Urban Development, Portland, ME

Prior to joining VHB, Christine served as Director of Planning & Urban Development for the City of Portland. As Director, she supervised all aspects of the department, including oversight of long-range planning, housing policy, rezoning initiatives, community development, public art, transportation planning, historic preservation, and policy development. Overseeing the review of new development proposals in a period of intense investment and change, she also managed, implemented, and authored numerous long-range planning initiatives.

Planning Director, Town of York, York, ME

Prior to joining VHB, Christine worked as the Planning Director for the Town of York, where she oversaw all aspects of planning for the community, including downtown design initiatives, bicycle and pedestrian planning, farm protection policies, development review, and multiple zoning and master/comprehensive plan initiatives.

Michael Willard, PLA, LEED AP

Director of Land Planning & Landscape Architecture - VT



Education

AA, Architecture, Vermont
College, 1992

Registrations/Certifications

Professional Landscape
Architect, VT

Affiliations/Memberships

American Society of
Landscape Architects

With over two decades of professional experience, Mike leads VHB's Vermont Landscape Architecture practice, managing and providing design guidance for complex planning and design projects throughout New England. Michael has an extensive portfolio of landscape architecture projects that includes master planning, permitting, and detailed site design for commercial development, multifamily housing, private residences, government facilities, streetscapes, parks, healthcare, institutions, hospitality, and energy generation projects. In addition to Mike's strong design capabilities, he has a broad range of technical skills on all aspects of construction detailing and implementation and in-depth knowledge of construction materials and methods.

29 years of professional experience

Newport Waterfront and Downtown Master Plan, Newport, VT

As Project Manager, Mike was an integral member of the design team and visioning process for the Waterfront and Downtown Master Plan for the historic City of Newport. The master plan, developed by VHB, identified opportunities, public facilities, infrastructure improvements, land uses, and other physical enhancements that will generate increased activity, excitement, and economic vitality in downtown Newport.

Hotel Feasibility Study, Newport, VT

As Project Manager, Michael effectively worked together with NVDA and the City of Newport, exploring the economic vitality of the City's waterfront through a comprehensive feasibility study for a possible new hotel. Resourceful measures included a concentrated financial analysis, not only taking into consideration the current accommodation landscape, but also envisioning the potential for added commercial spaces and a unique waterfront restaurant. This feasibility study shows a strategic foresight, investigating ways of harmoniously embedding such a new hotel into the existing waterfront development. Michael's proposed plan places a keen emphasis on waterfront engagement, which could prove pivotal in driving more economic development and creating a more vibrant downtown business scene. His leadership in this project has demonstrated an aptitude for aligning civic planning with economic strategy while ensuring that the potential waterfront hotel meets the needs of modern travelers.

South Burlington City Center/Market Street, South Burlington, VT

As Project Manager, Mike worked closely with the City of South Burlington and the design team to develop an award-winning streetscape design. VHB designed Market Street as one continuous "Main Street" with three distinct design styles that seamlessly link together. These design styles responded to the City's new Form-Based Code zoning. The streetscape design incorporated innovative stormwater design, pedestrian connectivity to neighboring recreation assets, a multiuse path, and outdoor café and sitting areas.



Helen Porter Healthcare and Rehabilitation Center Memory Care Courtyard, Middlebury, VT

VHB prepared a conceptual design for a new 24,000-square-foot memory care courtyard. The design focused on therapeutic design elements that promote positive emotions from an individual's past. Therapeutic design elements include incorporating a water feature, gardening, bird feeders, pollinator garden design that attracts butterflies, gathering spaces, and clearly defined pathways.

Spruce Peak at Stowe, Stowe Mountain Resort, Stowe, VT

As the project's Lead Landscape Architect, Mike has been an integral part of this development since the inception of Spruce Peak at Stowe in 2003, providing site planning, design, and construction administration, as well as primary coordination between all members of this complex project's design and implementation team. The Spruce Peak at Stowe development marks the renaissance of Stowe Mountain Resort, providing long-anticipated mountain and facility upgrades, on-mountain accommodations, and four-season attractions to the well-known ski destination.

Chittenden County Courthouse, Burlington, VT

As Project Manager, Mike was responsible for leading the design team for the renovation of the grounds and exterior spaces of the historic courthouse. The building is historically significant, designed in the Beaux-Arts architectural style. The new landscape design reflects the architectural style and respects the historic nature of the site by salvaging key stone elements and introducing redesigned entries into the building and pedestrian circulation.

St. Albans Main Street Streetscape, St. Albans, VT

Mike helped lead the streetscape design for the heart of downtown St. Albans. The design incorporated urban stormwater techniques and outdoor gathering areas. Highly successful, the streetscape is regarded as a key to the revitalization of the downtown.

Sugarloaf, West Mountain Expansion, Carrabassett Valley, ME

Mike worked on the master planning effort to design a new residential real estate development for Sugarloaf's West Mountain. The project included ski-in/ski-out, single-family lots; condominiums; town homes; 130 acres of new ski terrain; and a new, high-speed, detachable lift. The master plan incorporated sensitive design around natural resources, which minimized potential impacts.

Smugglers' Notch Resort, Cambridge, VT

Mike provided master planning and site planning for this 4,000-acre resort in Cambridge. Ranked #1 Family Resort in North America for more than a decade, Smugglers' Notch has recently undertaken projects to develop West Hill, North Hill, Morse Village pedestrian plaza, and the Wyndham Vacation Resorts master plan.

Mark P. Hamelin, CLARB CERTIFIED, PLA, ASLA, APA
Chief of Design



Education

Master in Landscape
Architecture (MLA)
Harvard University Graduate
School of Design, 1981

BS, Recreation Resource
Management, University of
Vermont, 1978

Registrations/Certifications

Certified Landscape Architect

Professional Landscape
Architect, VT

Professional Landscape
Architect, NH

Professional Landscape
Architect, ME

Professional Landscape
Architect, NY

Affiliations/Memberships

American Planning Association

American Society of
Landscape Architects

Deriving inspiration from the physical and contextual nature of the site, Mark has the ability to quickly grasp a project's vision to create simple yet elegant solutions to highly complex land planning problems. He brings more than 40 years of professional landscape architecture, land planning, and urban design experience on a wide range of public and private-sector projects across Vermont, throughout the country, and internationally. Mark's work has been recognized by his peers with 20 professional design/planning awards. His notable accomplishments include Burlington's Waterfront Park, the Spruce Peak Master Plan at Stowe Mountain Resort, and the recently completed Waterbury State Office Complex.

43 years of professional experience

Spruce Peak Resort Master Plan, Stowe, VT

This project involved concept planning through construction documents for a \$400M base village. Projects included slope-side, single-family lots, mountain cabins, and the Spruce Camp base lodge; Stowe Mountain Lodge & Spa, a performing arts center, an adventure center, and a pedestrian plaza with a skating rink located over a parking structure. Mark performed this work prior to joining VHB.

Burlington Waterfront Hotel and Marina, Burlington, VT

Mark undertook a feasibility study for Lake Champlain Transit's working waterfront. Intended as a focal point on the urban waterfront, the plan incorporates a hotel, Breakwaters outdoor restaurant, a marina, and public waterfront access. This work was performed prior to joining VHB.

Hard'ack Recreation Area Master Plan, St. Albans, VT

Hard'ack, a gem of the St. Albans region, is long renowned for providing free skiing and sliding to Franklin County residents. Contiguous to the extensive Aldis Hill Park, the area also offers wilderness trails, sports fields, skating, and a dog park. VHB provided invaluable master planning experience to the Steering Committee to maximize the recreation potential of the historic property. Key improvements included the new Greg Brown Lodge, a chairlift, a magic carpet surface lift, a hockey arena, artificial and natural sports fields, expanded parking, and a casting pond.

Retreat Farm Master Plan, Brattleboro, VT

Working in close collaboration with the Retreat Farm, Mark integrated the vision with the essential landscape character of this historic property to achieve a successful master plan. A truly outstanding property, the Retreat Farm encompasses 612 acres of mountain woodlands, agricultural fields, the diverse wetlands of the "Retreat Meadow," and iconic farm structures. The master plan provides the framework for the client's goals to restore



the historic farm as a center for conservation and preservation, cultural and natural history, interpretation and education, public recreation, sustainable farming, and other land-based enterprises.

Sugarbush Resort Master Plan, Warren, VT

Mark provided master planning and site planning services for the base village at Sugarbush Resort's Lincoln Peak. Mark also provided land planning services for the Clay Brook condominiums, Lincoln Peak base lodge, Farm House, and School House skier service buildings, and the Rice Brook condominiums and pedestrian plazas. Restored riparian stream channels provide a central amenity for the resort. Mark performed this work prior to joining VHB.

North Beach Campground Amenity Siting Study and Conceptual Master Plan, Burlington, VT

Working with the City of Burlington Parks, Recreation, and Waterfront (BPRW), Mark was engaged in the North Beach Campground Master Plan as Lead Designer. The campground is integrally connected to the Burlington Bike Path and North Beach, the largest beach in the BPRW system, and is an iconic part of Burlington and the Lake Champlain shoreline. The master planning effort seeks to provide integrated storm water solutions, diverse camping opportunities ranging from full hook-up RV sites to tent sites, and the separation of day-use beach traffic from camping areas.

Shelburne Point Master Plan, Shelburne, VT

Mark provided master planning services for a six-lot subdivision on one of the most valuable properties on Lake Champlain. Individual residence locations were field-selected and access drive alignments hand staked to see to full integration with the terrain and mature tree canopy. After review by leading real estate brokers, the final lot line layouts were drawn to maximize the value of this unique property. This work was performed prior to joining VHB.

Killington Village Master Plan, Killington, VT

Mark provided landscape architectural design and permit assistance for the master plan design, permitting, and phasing plans for Killington Resort's proposed base village community. The project included a mix of condominiums, townhomes, and single-family homes with ski-in/ski-out sites and commercial and skier services facilities. The study included a new parking facility with shuttle programming for pick-up and drop-off. This work was performed prior to joining VHB.

Mount Snow Master Plan, Dover, VT

Mark provided master planning and site planning services for a redesign of the entire resort land holdings. Modeled to emulate the traditional development pattern of a Vermont village, the plan incorporates advanced multimodal transit centers and innovative environmental solutions. Mark performed this work prior to joining VHB.

Jeff Dube, PLA

Landscape Architect/Urban Designer



Jeff is a Landscape Architect serving VHB's New England Region based in South Burlington, VT. With knowledge of design, ecology, and urban systems, Jeff works to implement the community vision while creating dynamic and resilient landscapes for the future, from large-scale planning projects and mixed-use urban centers to the neighborhood park.

8 years of professional experience

Education

MLA, Landscape Architecture
University of Michigan, 2016
BS, Environmental Sciences
University of Vermont, 2010

Registrations/Certifications

Professional Landscape
Architect, VT

Design Awards

2021 National Association of
Counties Achievement Award
Ellicott City Watershed
Master Plan
2021 Maryland ASLA Traveling
Award of Innovative Excellence
Ellicott City Watershed
Master Plan

Affiliations/Memberships

American Society of
Landscape Architects

Vermont Agency of Transportation (VTrans), Lamoille Valley Rail Trail Facilities Design Guidelines and Trailheads

Jeff was the landscape architect for The Lamoille Valley Rail Trail (LVRT) Trailside Facilities Design Guidelines as well as several projects to design and construct trailheads for various communities. The Guidelines are intended for communities seeking to design, build, and install new amenities that meet VTrans maintenance, safety, and accessibility requirements while better serving their community and the entire 93-mile corridor. The design projects included a public engagement process to understand the community's priorities, identify challenges with trail access, and help shape the design.

Burlington South End Multimodal Center Feasibility Study, Burlington, VT

Jeff served as Landscape Architect for the VHB-led study to evaluate the feasibility of a regional transportation/transit facility with a parking garage, potential housing, and other uses envisioned for the 68 Sears Lane and 125 Lakeside Avenue parcels in Burlington. This study equips the CCRPC with a strategic understanding of the best uses for these important Burlington parcels as the City looks to expand its transportation, housing, and parking options. The study included a robust engagement process to gauge public opinion of the project and incorporate public feedback into the design.

Ellicott City Watershed Master Plan, Ellicott City, MD

Prior to joining VHB, Jeff worked with the Master Plan team to create concepts for infill development, enhanced open space opportunities, parking enhancements, flood mitigation, and historic preservation. The project included a large stakeholder engagement process that explored potential infill development opportunities, flood mitigation efforts, and broader planning considerations for the town. Jeff worked with the engineering team to develop the hydrologic modeling and test potential ideas to increase flood resiliency downtown.

Leonardtown Strategic Plan, Leonardtown, MD

Prior to joining VHB, Jeff contributed to the downtown strategic plan for historic Leonardtown, located along Bretton Bay. The Plan addresses the potential for infill across downtown, improved access to parking (wayfinding signage, garage/surface parking), and explores concepts for improving the town square and open spaces across town. The Strategic Plan also outlines concepts for expanding the downtown core into the large farm parcel immediately to the west of town.



Michael Franceschi

Urban Designer



Education

MDES, Sustainable Urban
Environments, Northeastern
University, 2019

BA, Visual Arts
Colorado College, 2014

Michael is a Landscape Designer in VHB's Watertown, MA, office. As a graduate of Northeastern University's Masters of Design in Sustainable Urban Environments program, he studied landscape design/urbanism and completed projects focusing on climate resilience and urban revitalization.

4 years of professional experience

Division of Capital Asset Management and Maintenance (DCAMM), Allen House Redevelopment Plan, Pittsfield, MA

Michael worked with VHB's urban design team to create several concept plans showing how Pittsfield's historic Allen House could be redeveloped or reused. He helped review zoning bylaws and an economic analysis to determine the best use for the vacant property, then designed site plans that would enhance the curb appeal and marketability of the property while maintaining its historic character. Finally, Michael modeled and rendered those site plans.

Massachusetts Department of Transportation (MassDOT), Stormwater Design Guide, Statewide, Massachusetts

Michael created numerous stormwater infrastructure diagram bases for the Massachusetts Department of Transportation's updated Stormwater Handbook. To produce these diagrams bases, Michael created 3D SketchUp models for each piece of infrastructure based off site photos and existing 2D illustrations. These models were designed to make the function of the infrastructure as clear as possible. The models were then rendered from a plan view and a section view with V-Ray rendering software, and finally the rendered base images were sent to be labeled by others and turned into completed diagrams.

Town of Charlton, Route 20 Conceptual Site Planning, Charlton, MA

Working with VHB's urban design team, Michael analyzed several underutilized parcels along Route 20 in Charlton to determine how they could best be redeveloped to create an attractive, pedestrian-friendly corridor that would promote economic development. This analysis was developed into conceptual site plans for each parcel that conform to existing zoning and architecturally complement the town's character. Michael then rendered these site plans so their intent and aesthetics would be clear to the town representatives and the public.

Town of Littleton, Tree Guidelines, Littleton, MA

Michael worked with other members of VHB's landscape team to design tree guidelines for homeowners and developers in the Town of Littleton, MA. Michael designed the layout, modifying a VHB InDesign template to suit the needs of the project. Michael also created all the graphics for the guide, including tree infographics that communicate height, width, water/sunlight needs, etc., for each recommended tree.



Town of Southborough, Marlboro Road—St. Mark's, Southborough, MA

Based on his research on Southborough's past, Michael created a conceptual plan for a "History Walk" that linked several of the town center's historic sites to a new public park. The proposal was well-received by the Town and was awarded a Shared Spaces grant. Michael then worked with other members of VHB's Landscape team to design the new public park, helping to determine the layout and hardscape materials. He then contacted planting and hardscape material vendors to create a budget for the project.

Town of Topsfield, Public Realm Improvements, Topsfield, MA

The Town of Topsfield requested that VHB create a placemaking plan for three different sites downtown. Michael worked with VHB's urban design team and landscape architecture team to create plans that would reflect the town's character and activate the public realm. He then created realistic renderings of these three sites.

University of Massachusetts (UMASS) Medical School, Massachusetts Environmental Policy Act (MEPA) Review, Worcester, MA

Working with a VHB team on UMass Medical School's October MEPA filing, Michael created all the graphic figures for a draft of the environmental impact report. Project tasks included coordinating with the project team on the transportation, climate change, and civil engineering teams to determine what graphic figures would be needed, producing the figures, and compiling the figures into chapter-based documents. The figures were designed to have an aesthetic consistency throughout and to be easily legible.

Jennifer Conley, PE, PTOE

Transportation Engineer



Education

BS, Civil Engineering
Rensselaer Polytechnic
Institute, 1993

Registrations/Certifications

Professional Engineer, VT
Professional Engineer, MA
Professional Engineer, NH
Professional Engineer, ME
Professional Engineer, RI
Professional Traffic
Operations Engineer

Affiliations/Memberships

Institute of Transportation
Engineers, New England, 1992
Institute of Transportation
Engineers, New England, 1992
Rensselaer Polytechnic Institute
Civil and Environmental
Engineering Advisory
Board, 1997
WTS International
Vermont, 2018
WTS International
Boston, 1995

Jenn is VHB's Director of Transportation Systems for Vermont. She has extensive transportation engineering experience, having managed engineering design tasks for projects throughout New England, including preparation of construction phasing and traffic management plans, traffic operational studies and design, and engineering design for traffic control devices and signalization. Jennifer has permitted millions of square feet of development throughout New England, bringing projects from preparation of the Traffic Impact Study through the local public hearing process and state-level permitting as required. She has also managed transportation master plans for municipalities and institutions and conducted corridor studies, including traffic engineering peer review services for municipalities throughout Massachusetts.

30 years of professional experience

VTrans, Susie Wilson Road Design, Essex, Vermont

Jenn is serving as Project Manager for the analysis and design for the scoping phase of a project on this critical collector. This project has required the engagement of both Town and City (Village at that time) officials with disparate views, as well as numerous commercial stakeholders. Numerous concepts have been developed with varying levels of impact to right of way, adjacent property access, and intersection operations. The initial recommended alternative included accommodation for cyclists, additional turn lanes, and improved geometry at two key locations yet significant property impacts and operational challenges remained. New concepts have been developed to address the shortcomings of previous efforts.

Village of Swanton, Downtown Scoping Study, Swanton, VT

The Village of Swanton attracts users via all modes of transportation, demanding infrastructure for walking, biking, and parking. Jenn was Project Manager for the scoping study to evaluate alternative designs that can be implemented to improve safety for pedestrians, cyclists, and drivers, and meet accessibility standards in the Village of Swanton's downtown. VHB conducted a scoping study to identify improvements that will strike a balance between the traffic thoroughfare and a more walkable, bikeable, and accessible Village core. VHB helped prioritize creative context-sensitive solutions that are feasible and constructible and align with the Village's vision of a vibrant downtown center.

Portland Smart Corridor Plan, Portland/South Portland, ME

Prior to joining VHB, Jennifer was the Traffic Engineering Lead for the analysis of three different segments of the six-mile corridor including a number of coordinated signal systems as well as the I-295 interchange. Alternatives were developed to better accommodate all modes of traffic throughout the corridor including dramatic changes to vehicular circulation patterns, the provision of transit priority, various bicyclist facilities, and shortened pedestrian crossings and leading pedestrian intervals. Future projections included the traffic from potential development parcels.



Golden Triangle Planning Study, Framingham/Natick, MA

Prior to joining VHB, Jennifer was Project Manager for the transportation and utilities portion of this multidisciplinary project evaluating the infrastructure required to enable growth. Traffic operations, safety analysis, and conceptual highway design were used to evaluate potential access improvements to the I-90 interchange as well as improvements to local arterials and intersections. Strategies to reduce vehicle trips to existing and future land uses were evaluated and recommended. Ultimately a combination of a redesigned interchange to better serve growth areas, some traffic engineering improvements, and increased transit opportunities were recommended to accommodate future traffic.

Burlington High School Temporary Location Traffic Permitting, Burlington, VT

Serving as Project Manager, Jennifer evaluated the transportation implications of temporarily relocating Burlington High School to 67 Cherry Street. Using GIS mapping of student locations, based on distance, she determined a likely group of student walkers and cyclists, and then, based on travel times, determined the likely routing of students who would drive to school. Adding the likely driver population to the existing roadway network, determined the impact at key intersections, and worked with the Burlington Department of Public Works (DPW) regarding recommended signal timing modifications where necessary. In addition, the addresses were used to evaluate the likely demand and circulation of drop-off and pick-up maneuvers.

CCRPC, Shelburne Street (US 7) Corridor Study and Signal Retiming, Burlington, VT

Prior to joining VHB, working with Chittenden County Regional Planning Commission (CCRPC) and the City of Burlington, Jennifer conducted a corridor study and prepared traffic signal timing plans for the Shelburne Street corridor. In addition to developing optimal plans for progression in the corridor under existing conditions, she evaluated and developed plans for conditions with the Champlain Parkway in place.

Augusta State Facilities Master Plan, Augusta, ME

Jennifer served as the VHB Project Manager for the Transportation and Energy portions of the Augusta State Facilities Master Plan. This effort was an evaluation of the state facilities located on both the west and east campuses in Augusta in light of the recent Climate Action Plan. From a transportation perspective, Jennifer is leading the team in an assessment of the availability of infrastructure for walking, biking, transit, and carpool trips and determining on-site and universal ways to reduce greenhouse gases by reducing trips made to and from the campus by single-occupant automobile. In addition, an energy network assessment has been completed to understand the availability of power to supply for and incentivize electric vehicle use on the campuses in addition to the ultimate building energy conversions to electricity.

Luke A. Mitchell

Technical Advisor



Education

MA, City Planning
University of
Pennsylvania, 2010

BS, Geography
Vassar College, 2002

Affiliations/Memberships

Urban Land Institute
Group-Associate
Corporate Private

Luke is a city planner, urban designer, and project manager in VHB's Watertown, MA, office, where he applies his skills and experience across a variety of service lines. His experience includes master planning, market analysis, programming, design management, stakeholder engagement, and fully integrated Owner's Representative services. Luke has provided advisory services to government agencies, developers, and institutions, and has worked throughout the Northeast of the United States, in addition to a variety of countries across Europe and Asia.

20 years of professional experience

Town of Palmer, Comprehensive Master Plan, Palmer, MA

Luke is assisting the Town of Palmer with the creation of an innovative and comprehensive master plan that achieves long-term objectives and enhances the town's quality of life. For his role on the project team, Luke is focusing on Housing and Economic Development. Luke's involvement includes facilitating community meetings, hosting an economic development roundtable, performing research on key economic indicators, and preparing strategic recommendations for Palmer to attract investors and realize positive transformative development.

Town of Dudley, Town of Webster, and Department of Housing and Community Development French River TIF District, Dudley and Webster, MA

Luke worked with the Town of Dudley, the Town of Webster, and the Department of Housing and Community Development to establish the French River TIF District, encompassing 63 properties on either side of the French River. The TIF District will allow for the preservation and redevelopment of the Stevens Mill—a significant and beautiful historic asset—and will foster a cohesive community by providing public amenities for all residents, including restored access to the French River. Additionally, it will help all residents feel comfortable living and working in Dudley, where housing is both modern and affordable, and where increased residential density will support the growth of new businesses.

Institutional Site Planning, Wayland, MA

An institutional owner purchased over 100 acres of land west of Boston. Luke led a team of specialists to explore the site's development history, assess environmental conditions, identify the location and extent of wetlands, and determine constraints on new construction. Based on this analysis, VHB worked with the owner to verify the project vision and generate multiple site planning options, including infrastructure, roadways, parking, and building footprints.



Town of Somerset, Somerset Comprehensive Master Plan and Economic Development Plan, Somerset, MA

Luke worked with the Town of Somerset on a Comprehensive Master Plan, and, subsequently, led an Economic Development Plan and Rezoning Advisory exercise that will help realize long-term objectives and enhance the quality of life for the Somerset community. Luke worked closely with the community to define priorities, identify core challenges, and establish land use and urban design strategies that will benefit the community for decades. To provide an open and inclusive process, VHB used a variety of communication channels, including a series of on-site stakeholder interviews, focused work sessions, and public forums.

Town of Westborough, Westborough Master Plan, Westborough, MA

Luke played a central role in the VHB Team's preparation of an updated Master Plan for the Town of Westborough. Working closely with the Planning Board and various committees, VHB facilitated an efficient process of defining the Town's planning needs and priorities. Residents, business leaders, and other stakeholders all had avenues for making their voices heard and shaping key process outcomes. Luke's role was to lead the Housing and Economic Development chapters of the updated Master Plan.

Town of Middleborough, Station Area Improvements, Middleborough, MA

The Town of Middleborough will be significantly impacted by the introduction of a new train station as part of the South Coast Rail megaproject. Luke worked with the Town and community stakeholders to develop strategies to mitigate this impact. The team focused on roadways, sidewalks, signals, and other infrastructure to support a safe and efficient multimodal environment surrounding the new station that smooths the transition and encourages visitors to spend time in the Town's historic center.

Daniel J. Heil, PE

Civil Engineer



Education

BS, Civil Engineering, Virginia Polytechnic Institute and State University, 2008

Registrations/Certifications

Professional Engineer (Civil), VT
07/2024

Affiliations/Memberships

American Society of Civil Engineers, 2008

Dan is a Project Manager and Engineer with over 16 years of land development experience in Vermont as well as the Washington, D.C., Maryland, and Virginia area. He is responsible for the design and management of land development projects throughout Vermont. He has been involved in projects from largescale, mixed-use developments, to single-lot subdivisions for commercial, municipal, and residential clients. Dan is proficient in the preparation of site drawings, including grading, plan and profiles, stormwater management, erosion and sediment control measures, water and wastewater design, lighting plans, and record drawings.

16 years of professional experience

Holiday Inn Parcel Master Plan and Redevelopment, South Burlington, VT

Dan provided engineering design support for this project that includes overall master planning, landscape architecture, site/civil design, traffic engineering, natural resources assessment, soil investigations, and leading local, State, and Act 250 permitting tasks. VHB successfully negotiated a partnership between Larkin Realty and City staff to reconfigure the heavily trafficked Dorset Street/Williston Road intersection to accommodate the additional project trip demand while improving traffic patterns at the intersection. The project team coordinated significantly with the project owner, City, and various architects to ensure that the final development program was consistent with Larkin Realty's vision and achieved the City's goals for this major gateway into South Burlington.

Sand Bar State Park Upgrades, Milton, VT

Dan is serving as Project Manager for this project that includes construction administration support for the Phase I Master Plan. The VHB team has been providing architectural, landscape architecture, and engineering design services for upgrades to Sand Bar State Park since 2018. Located in the gateway to the Champlain Islands, Sand Bar State Park is a gem in the Vermont State Park system and has been revered for generations. The development of the overall Master Plan and phase I implementation drawings aim to improve the overall park experience, integrate state-of-the-art stormwater techniques, and provide a direction for long-term sustainable operations, successfully transitioning the park into its next decades of use by local communities and visitors.

O'Leary-Burke Civil Associates, Project Engineer/Manager, Essex Junction, VT

Prior to joining VHB, Dan was responsible for the preparation of construction drawings for both commercial and residential projects throughout Vermont. Project experience ranged from single lot infill development to multi-phase, mixed use developments. Dan acted as representative for both the company and the client at Town Design Review Board (DRB)/ Planning Commission Meetings and State hearings.





Jon Stover Managing Partner

Project Role: Director

Education

*University of Pennsylvania
Masters of Urban Planning
School of Design*

*Certificate in Real Estate Development,
Wharton School of Business and
School of Design
(Joint Program)*

Speaking Engagements

*"Using Existing and Newly Emerging
Data to Understand COVID-19's Impact
and Prepare for Your Main Street's
Post-Pandemic Future," Main Street
Now (2021)*

*"Tips for Measuring the Impact of Your
Program," Downtown Pennsylvania
Conference, Pennsylvania Main Streets
(2019)*

*"Building Resiliency on Main Street."
Main Street NOW, Seattle (2019)*

*"Breaking the Black Box of Economic
Impact," Main Street NOW, Seattle
(2019)*

*NPR's All Things Considered, Guest
Interview (2018)*

*"Using Data to Bolster Decision
Making," Tennessee Retail Summit,
Tennessee Main Streets (2018)*

*"Quantifying the Nighttime Economy in
Your City," Sociable City Summit, New
Orleans (2018)*

*"Local and National Retail Trends: How
Can We Help Businesses Compete Now
and In the Future," DC Main Street
Executive Director Training (2018)*

Jon Stover, born and raised in Rochester, New York, is the founder and Managing Partner of JS&A. He is an expert in economic analysis pertaining to public-private economic development initiatives, with a particular expertise in evaluating and supporting Main Street economies. He specializes in real estate market analysis and economic development strategies. Jon has secured, planned, and directed hundreds of projects working for and partnering with county agencies, city departments, community groups, non-profit organizations, neighborhood stakeholder organizations, real estate developers, and private business owners.

Relevant Project Experience

Reunion Square TIF Financing Analysis, Community Benefits, and Feasibility Analysis
Washington, DC | Four Points LLC

Downtown Middlebury Master Plan | Middlebury, Vermont
Town of Middlebury

Carroll County Land Use and Economic Development Study | Carroll County, MD
Carroll County

Agricola Agritourism and Outdoor Recreation Catalytic Driver Assessment, Market Analysis, and Impact Assessment | Jacksonville, FL, Sandricourt Farms LLC

Smithville Comprehensive Plan | Smithville, MO
City of Smithville, MO

Pennsylvania Outdoor Recreation Impact Assessment and Local Economic Development Strategy | Pennsylvania | Pennsylvania Downtown Center

New River Gorge and Delaware River Water Gap Impact Analysis and Economic Development Study | West Virginia, Pennsylvania, and New Jersey | National Parks Conservation Association

Maryville Downtown Master Plan | Maryville, Tennessee
City of Maryville

Farragut Town Center Master Plan | Farragut, Tennessee
Town of Farragut

Lake Worth Arts and Cultural Master Plan | Lake Worth Beach, Florida
Lake Worth Community Redevelopment Agency

Impact of Portland's Historic District Ordinance | Portland, Maine
City of Portland

Windsor-Osborne Small Area Plan Market Analysis | Brookhaven, Georgia
City of Brookhaven

Kingston Arts and Cultural Master Plan | Kingston, New York
City of Kingston

1000 Lake Ave Development Feasibility and Positioning | Lake Worth Beach, Florida
Lake Worth Community Redevelopment Agency

Wisconsin Dells Entertainment Facility Feasibility and Impact | Wisconsin Dells, WI
Wisconsin Dells Visitor and Convention Bureau, Wisconsin Dells Festivals, Inc.



Leslie Gray, AICP Vice President

*Project Role: Project
Manager*

Education

*Columbia University
Masters of Science
in Urban Planning*

*University of Cincinnati
Bachelor of Science
in Architecture*

Affiliations

*American Institute of
Certified Planners
American Planning Association
Commercial Real Estate Women*

Speaking Engagements

*"Reimagining the Pallet of Downtown
Life" Sociable City Summit (2023)*

*"Rules of Thumb for Retail Viability",
Main Street NOW, Boston (2023)*

*Great Lakes Main Street Conference
(2019)*

*"Breaking the Black Box of Economic
Impact." Main Street NOW,
Seattle (2019)*

*National Main Street Center Training
Webinar with Main Streets (2018)*

*"Growth and Adaptation of a Main
Street." Main Street NOW,
Kansas City (2018)*

*"The Numbers Are In. Learn the
Economic Impact of Your Main Street
Program." Main Street NOW,
Pittsburgh (2017)*

*"The Power of Tracking Your Main
Street's Economic Performance."
Main Street NOW, Milwaukee (2016)*

Experience

*Land Use Planner
Bayer Becker
Cincinnati, Ohio*

Leslie Gray, AICP, a Columbus area native, specializes in the intersection between economic analysis, physical planning, and community development. Ms. Gray has completed economic analyses and economic development strategies for a range of clients across different sectors and geographies, from site-specific, regional, and nationwide analysis. Her professional experience also includes fiscal and economic impact analysis, market analysis, site feasibility studies, land use and zoning analysis, master planning, corridor studies, community planning, and plan implementation strategies. She has also developed property inventories and real estate databases for neighborhood-serving nonprofits, city agencies, and state economic development agencies.

Relevant Project Experience

Reunion Square TIF Financing Analysis, Community Benefits, and Feasibility Analysis
Washington, DC | Four Points LLC

Carroll County Land Use and Economic Development Study | *Carroll County, MD* *Carroll County*

Pennsylvania Outdoor Recreation Impact Assessment and Local Economic Development Strategy | *Pennsylvania* | *Pennsylvania Downtown Center*

2030 Smithville Comprehensive Plan | *Smithville, Missouri*
City of Smithville

Coral Gables Economic Development Strategy | *Coral Gables, FL*
City of Coral Gables, FL

Lake Worth Arts and Cultural Economic Development Strategy | *Lake Worth, Florida*
Lake Worth Community Redevelopment Association

Middlebury Downtown Master Plan | *Middlebury, Vermont*
Town of Middlebury

City of Boynton Beach Economic Development Strategy | *Boynton Beach, Florida*
City of Boynton Beach

Maryville Downtown Master Plan | *Maryville, Tennessee*
City of Maryville

Farragut Town Center Master Plan | *Farragut, Tennessee*
Town of Farragut

Kansas City Economic Development Strategic Plan | *Kansas City, Kansas*
Unified Government of Wyandotte County and Kansas City

Impact of New River Gorge National Park and Economic Development Strategies | *New River Gorge, West Virginia* | *National Parks Conservation Association*

Indian River Lagoon Impact Assessment | *St. Lucie County, Florida*
WTL+a, Treasure Coast Regional Planning Council

5

Work Scope

Project Understanding

The City of Newport has been working diligently in the past ten years to capitalize on its numerous and unique assets as a historic downtown in a spectacular natural setting. While there have been considerable steps taken to foster an even more vibrant community and tourist destination, there is still work to be done to implement the foundation that has been laid to help the downtown and waterfront achieve their greatest potential. The City of Newport's State Downtown designation is a critical element in its efforts to plan for and realize revitalization that enhances the community's distinct assets while helping to enact meaningful long-term change. Downtown designation unlocks access to technical assistance and state funding that helps designated areas build strong communities and support local revitalization efforts.

In addition to technical assistance, the designation opens up the potential for State Tax Credits and grant opportunities. Coupled with the benefits of designation are several significant recent planning efforts, including the **2022 Newport City, VT Municipal Plan**, and the **2018 Award-Winning Waterfront and Downtown Master Plan**.

With a thoughtfully crafted master plan update that helps to implement elements of the community vision of these plans, the benefits of the Downtown designation can be maximized to help fund public improvements to attract and sustain private investment in the form of housing, business, workforce attraction, and new development in the study area.

The combination of these efforts means that the City of Newport is poised to enact meaningful change in its downtown, which a thoughtfully crafted enhancement of the City's Master Plan can help facilitate.

VHB understands that the central goals and objectives of the Master Plan update are to:

1. Assess housing needs, and recommendations for the type, quantity, and appropriate locations to meet those needs.
2. Analyze identified downtown development sites and Waterfront Plaza to provide specific, actionable recommendations for their highest and best use.
3. Provide recommendations on how to capitalize on the downtown economic development benefits of an expanded airport to benefit local businesses and the vitality of downtown.
4. Identify priority public infrastructure, including utilities, transportation, public buildings, and open space, that will create a strong foundation in support of new private investment and downtown growth.
5. Assist in increasing the City's financial capacity through the identification of viable funding resources for investment in Newport, and assistance with the creation of a successful downtown TIF District application.
6. Produce rendering and visuals that support the updated Master Plan vision.

To successfully update the City Master Plan, we have assembled a team of award-winning designers that include, planners, landscape architects, urban designers, and transportation engineers. Our team of local and regional experts will bring creativity and first-hand perspective to this project. With VHB's extensive experience throughout New England and Vermont, the team is well-positioned to deliver a thoughtful enhanced Master Plan that strongly positions the City of Newport for future growth while staying true to its historic underpinnings and community vision.

Project Approach

1. **Confirm Project Parameters, Milestones, and Schedule Early in the Project.**
Our team understands the importance of project management, throughout the process we will be diligent in establishing and maintaining the project schedule and deliverables.
2. **Create an Updated Master Plan that Advances the Vision for the City of Newport.**
VHB recognizes this project builds on the foundation established by the recently adopted Master Plan and will work to make certain that this project affirms community priorities while delivering distinct, action items to the City to facilitate concrete change.
3. **Use Our Local Experience to Lead the Project through the Planning Process.**
Our team has extensive experience working with communities, municipalities, and state agencies on a wide range of complex projects in Vermont and New England. We will use

our local knowledge to help guide this project through each stage of the Project while being sensitive to the local and regional context.

4. Keep the City Informed through Frequent Communications.

VHB understands the importance of frequent communication. We will provide routine updates to NCCD and the City through phone calls, emails, meetings, and written monthly updates. We will make sure the Client is apprised at every step regarding VHB's progress and is aware of the project status.

5. Customized Public Engagement.

VHB understands that different projects have different engagement needs, and we will work with NCCD to be sure that opportunities and tools for public input are inclusive, transparent, collaborative, and tailored to most benefit the project.

6. Provide a Consistent Project Team.

The project will be most successful when there is a consistent project team throughout the design process. The core project team presented in this proposal will remain with the project through its duration, from the initial site visit to the completion of the enhanced master plan.

7. Quality Assurance/Quality Control (QA/QC).

We have a thorough internal Quality Assurance protocol that establishes an independent review and comment on major project submittals before they are transmitted to a client. We find that this procedure minimizes errors and helps to make sure of a quality set of plans and project designs.

Scope of Work

Task 1: Project Kick-Off and Existing Conditions Analysis

Sub-Task 1.1: Project Kick-off Meeting

The Newport City Downtown Development Enhanced Master Plan ("the Project") will begin with an in-person kick-off meeting with the VHB team, representatives from JS&A, and the Client to introduce key team members, review important project information, and identify specific site/project elements for the study team to address throughout the Project. The kickoff will provide an opportunity to discuss the goals and objectives of the study, project schedule, and stakeholder engagement, and gather background data for the study.

Sub-Task 1.2: Site Visit

The VHB team will conduct a site visit to Newport, document existing conditions, and identify downtown characteristics, including:

- » Prospective downtown development sites
- » Waterfront Plaza
- » Existing housing inventory in and near downtown
- » Airport connections
- » Supporting infrastructure

This site visit may immediately follow the on-site Project Kickoff with the NCDD and community stakeholders.

Sub-Task 1.3: Base Mapping and Preliminary Analysis

The VHB team will compile publicly available data to create a project-based map that will be the basis for maps and visuals to support the project. VHB will prepare a Site Analysis Memo that identifies opportunities and challenges to be addressed over the life of the project.

Deliverables

- » Meeting Notes from Project Kick-off Meeting
- » Project Base Map
- » Site Analysis Memo

Task 2: Community Outreach

Sub-Task 2.1 Stakeholder Outreach and NCDD/Council updates

VHB will work with the Newport City Downtown Development and the City to determine the best community outreach methods to solicit feedback, reach the appropriate stakeholders, and provide the input that best supports the Project and the community. This proposal assumes a minimum outreach of stakeholder interviews and updates to NCDD and the City Council, and the study team will work with the Client on any additional outreach efforts if appropriate.

Deliverables

- » Community Outreach Materials
- » Stakeholder Interviews
- » Summary of Community Outreach and Input Gathered
- » NCDD and City Council Updates w

Task 3: Reassessment

Sub-Task 3.1: Meeting with NCDD and Reassessment of Preliminary Analysis

During the Reassessment Task, VHB will meet with Staff to review feedback from the community outreach of Task 2. The preliminary analysis will be reviewed against public feedback to determine if any aspects need to be reconsidered as the VHB team moves into refining their analysis and development recommendations. Any required changes to the Site Analysis Memo presented in Task 1 will be incorporated into the Enhanced Master Plan (Task 6) for the City of Newport.

Deliverable

- » Meeting Notes from Client Meeting

Task 4: Site Analysis and Recommendations

Through work with the client, stakeholder input, analysis of existing physical conditions, and the existing regulatory framework, VHB will develop a series of reports that will form the basis for the Enhanced Master Plan.

Sub-Task 4.1: Downtown Development Sites

A written analysis of all identified downtown development sites and recommendations for specific uses that help fulfill the visions of the 2022 Newport City Municipal Plan and the 2018 Waterfront and Downtown Master Plan and fulfill the highest and best uses for the respective sites. The Municipal Building, County Court House, and Superior Court House will be included in the recommendations, including potential relocation options for their respective buildings.

Considerations incorporated into the recommendations will include:

- » An assessment of current regulatory opportunities and constraints for the sites, including current buildout potential.
- » Assessment of existing conditions of each site and how these impact their development or redevelopment opportunities. Facade condition, site layout, parking location, and how new uses might complement or fill a gap in the existing downtown fabric will all be considered.
- » Specific use recommendations and/or physical improvements that may increase the viability of individual sites.

Sub-Task 4.2: The Future of Waterfront Plaza

Recommendations on the future of Waterfront Plaza. The approach to Waterfront Plaza will share elements in common with the written analysis of downtown development sites (Sub-Task 4.1) but will be given the distinct attention Waterfront Plaza calls for. Recommendations for the plaza will take into consideration its distinct scale and pattern, access, connectivity to downtown and other areas, past study and planning efforts, and the unique challenges and potential of this site. Recommendations will identify waterfront and land-side infrastructure needed to support buildout, and types of development that will maximize the advantages of the site, including the large parcel size, stunning location, and the unique combination of its proximity to the lake, open space, and downtown.

Sub-Task 4.3: Housing Needs and Recommendations

Report providing an assessment of the amount and type of housing creation needed to address Newport City's supply, affordability, and diversity of housing needs and recommendations for reaching these goals. Building on Newport's vision, the report will highlight strategies that meet the City's needs through redevelopment, infill, and new development that is respectful to the historic patterns that are so integral to Newport's identity.

The report will incorporate:

- » A snapshot of Newport City's existing housing in terms of total housing supply, affordability, types, and location, and an assessment how gaps in how the housing supply is currently meeting existing needs.

- » Assessment of the Zoning Bylaw for how the code is enabling or providing barriers to housing creation that fulfills Newport City's needs and vision, with particular attention to the rules governing housing creation in downtown. VHB will provide targeted recommendations for code changes that could provide the greatest impact on housing creation that also aligns with the City's vision for its downtown and nearby areas.
- » Identification of city-owned land that offers the opportunity for creative repurposing of property for residential needs.
- » Identification of sites in or adjacent to downtown that would be particularly appropriate for new or additional housing, including how much housing might reasonably be accommodated, infrastructure or investment needs to help facilitate the change if applicable, and the relationship of those sites to their surrounding context.
- » Categorization of potential increases in housing supply that could be achieved through recommended zoning changes or leveraging of specific downtown sites by type of housing that could be created, both in terms of physical types (single family, Accessory dwelling units (ADUs), multi-family) and socio-economic needs serve (affordable, workforce, market rate, senior).

Sub-Task 4.4: Airport Connections

A report outlining strategies to optimize the connections between Newport's downtown and an expanded Northeast Kingdom International Airport. The report will explore options for supporting quick and efficient transit connections between the airport and key downtown destinations and/or links to other modes of travel, such as available car rentals or shuttles, and coordination with the airport and airlines to promote Newport as a destination in the region. It will also have strategies for highlighting lodging establishments, businesses, events, and recreational opportunities that would particularly benefit from proximity to the airport.

Sub-Task 4.5: Public Infrastructure

Recommendations for public infrastructure projects that will support and catalyze private investment. VHB recognizes that growth, change, and private investment require infrastructure, in some cases to support private investment, and in some cases to inspire it. VHB will provide an assessment of the public infrastructure projects required or most needed to support the recommendations for downtown development sites, waterfront plaza, housing creation, and future airport connections outlined above. This will include specific parks and recreation investments to complement new commercial and residential activity, streetscape improvements that encourage walkability and safe travel for all users, minimum building conditions necessary to support new, more intensive uses, water, sewer, and electrical infrastructure to serve the buildings and spaces that will accommodate the workforce, residents, and visitors.

Deliverables:

- » Draft Reports for Downtown Development Site and Waterfront Plaza Analyses and Recommendations; Downtown Housing Needs and Recommended Steps to Increase Housing Creation; Airport Connections Economic Development Strategies; and Public Infrastructure Needs.

- » Draft Supporting Graphics and Images to Support the Enhanced Master Plan, including maps identifying transportation and completed street improvements; conceptual renderings of priority sites showing future development scenarios; and character sketches of key public space improvements downtown and along the waterfront.
- » Meeting Notes from Client Meetings.

Task 5: TIF District and Funding Sources

VHB in collaboration with JS&A recognizes that fostering aspirational, quality development to meet the community's needs requires public and private investments. VHB and JS&A have worked with several Vermont and National communities to establish TIF districts, prioritizing, designing, and implementing successful projects that leverage TIF funding to create thriving economic downtowns. The study team will identify and provide assistance with funding tools that can support these improvements.

Sub-Task 5.1: Funding Sources

Written assessment of potential funding sources, including eligibility, deadlines, and total possible funding limits. Newport's recent Downtown designation brings with it access to technical assistance and state funding geared to local revitalization efforts and strong village centers, which will be identified in the report, along with local funding strategies, Tax Credit programs, Federal and State grants, and Regional Planning assistance that can support planning and financing of critical infrastructure.

Our team anticipates interviewing leadership associated with the implementation of TIF districts in other comparable cities in towns in the State of Vermont and will compile insights and recommendations about how Newport should proceed in developing a TIF district, what funding sources may be available to help support downtown investment, and best practices for managing and leveraging TIF districts. JS&A will also interview Newport leadership to help identify additional funding sources. Based on outreach from local city staff, city official from other relevant municipalities, and JS&A's national experience, we will compile a list of potential funding sources, potential partners, and funding strategies to support the planning and financing of infrastructure and other public investments in the downtown area.

Sub-Task 5.2: TIF District Development

TIF District Application Development. Tax increment financing (TIF) is an innovative tool used by cities and counties to help pay for various public improvements within a redevelopment area, and Vermont Statute §1893 authorizes the creation of Tax Increment Financing districts to provide a financing technique to fund infrastructure improvement in communities. The City will be provided with the building blocks of an application that serves Newport's infrastructure funding needs while meeting State standards and requirements, and ultimately being poised for approval by the Vermont Economic Progress Council.

JS&A will conduct a top-level financial analysis to assess the amount of revenue that can be generated from the development of a TIF district in Downtown Newport and the return on investment it could potentially produce. Working closely with the City to gain property tax assessments for properties in the district, JS&A will use GIS and financial modeling in Excel to assess up to three TIF revenue scenarios. Analysis findings will be summarized

in a one-to-two page memorandum that will serve as a standalone document and can be integrated into the broader final report. It will provide a go vs. no-go decision-making framework to help the City determine whether to proceed with approving and undertaking the formation of a TIF district.

Deliverables

- » Detailed compilation of funding sources to support the improvements identified in the Study.
- » TIF District Development documents, including project area map, preparation of TIF materials that will form a roadmap for a full TIF District application, and guidance on application and management of the application.

Task 6: Final Enhanced Master Plan

Sub-Task 6.1: Final Master Plan Report

Following stakeholder feedback on the draft reports, VHB will meet with the Client to discuss the City's preferred direction for any of the deliverables. VHB will then revise the draft components into a Final Enhanced Master Plan to reflect this input. VHB will package the master plan, including analysis, supporting graphics, recommendations, and narrative into a report format for delivery to the Client. VHB will perform up to one revision to the final report.

- » Final Enhanced Master Plan, including analysis and recommendations for downtown development sites, Waterfront Plaza, housing, public infrastructure needs, leveraging of airport connections, identification of funding sources, and supporting maps, graphics, and images to support each topic.
- » Meeting Notes from Client Meeting.

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Project Timeline

VHB is committed to adhering to our Clients' timelines and expectations, and we value transparent and frequent communication. VHB has the capacity to complete the project by **September 30, 2024**, the anticipated project end date stated in the RFP. While VHB has outlined an initial project schedule, we are able to work collaboratively with our Clients to outline a project schedule that meets the needs of both parties and serves the best interests of the project.

Timeline

	2024			
	JUNE	JULY	AUGUST	SEPTEMBER
Task 1: Project Kick-Off and Existing Conditions Analysis				
Meeting Notes from Project Kick-off Meeting	★			
Project Base Map	★			
Site Analysis Memo	★			
Task 2: Public Engagement				
Community Outreach Materials		★		
Stakeholder Interviews		★		
Summary of Community Outreach and Input Gathered		★		
NCCD/Council Updates		(TBD)		
Task 3: Reassessment				
Meeting Notes from Client Meeting		★		
Task 4: Site Analysis and Recommendations				
Draft Reports for Downtown Development Site and Waterfront Plaza Analyses and Recommendations; Downtown Housing Needs and Recommended Steps to Increase Housing Creation; Airport Connections Economic Development Strategies; and Public Infrastructure Needs.			★	
Draft Supporting Graphics and Images to Support the Enhanced Master Plan, including maps identifying transportation and completed street improvements; conceptual renderings of priority sites showing future development scenarios; and character sketches of key public space improvements downtown and along the waterfront.			★	
Task 5: TIF District and Funding Sources				
Detailed compilation of funding sources to support the improvements identified in the Study.				★
TIF District Development documents, including project area map, preparation of TIF roadmap materials, and guidance on application and management of the application, and guidance on application and management of the application.				★
Task 6: Final Enhanced Master Plan				
Sub-Task 6.1: Final Master Plan Report				★
Final Enhanced Master Plan, including analysis and recommendations for downtown development sites, Waterfront Plaza, housing, public infrastructure needs, leveraging of airport connections, identification of funding sources, and supporting maps, graphics, and images to support each topic.				★
Meeting Notes from Client Meeting				

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Project Cost

Task	Labor Fee
1 Project Kick-off	\$6,666.42
Project Kick-off Meeting	\$1,066.34
Site Visit	\$2,132.68
Base Mapping/ Preliminary Analysis	\$3,467.40
2 Community Outreach	\$10,822.43
3 Reassessment	\$1,480.26
4 Site Analysis	\$32,506.05
Downtown Development Sites	\$7,684.30
Waterfront Plaza	\$7,405.75
Housing Needs	\$7,768.23
Airport Considerations	\$4,651.17
Public Infrastructure	\$4,996.60
5 TIF Roadmap & Funding Sources	\$6,834.70
TIF Roadmap	\$7,500.00
Funding Sources	\$2,500.00
6 Final Enhanced MP	\$6,902.76
TOTAL LABOR FEE	\$68,377.92
Project Fees by Task	Fee
Reimbursables	\$1,000.00
Mileage	\$250.00
Printing	\$750.00
TOTAL PROJECT FEES	\$1,000.00
TOTAL FEE	\$69,377.92

