



Request for Qualifications

## Western Connecticut Council of Governments (WestCOG)

### Municipal Planning Consulting Services

January 28, 2026

**Jacob Robison, AICP**  
Project Manager  
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Engineering  
& Design

January 28, 2026

Francis R. Pickering  
Executive Director  
Western Connecticut Council of Governments  
1 Riverside Road  
Sandy Hook, CT 06482

**RE: Municipal Planning Consulting Services**

Dear Mr. Pickering and Selection Committee,

Thank you for the opportunity to submit our proposal for on-call planning and zoning services. We believe you will find our team's extensive experience with a wide range of planning and design services will provide municipalities in the WestCOG region with any needs associated with a wide range of planning initiatives.

**WHY IS OUR TEAM THE RIGHT FIT?**

**We offer a full suite of planning, zoning, design, and implementation services.** Our team of planners, landscape architects, urban designers, architects, and engineers can respond in an effective and timely manner to support planning services required by WestCOG's municipalities. Our team members have worked on various planning, zoning, redevelopment, affordable housing, site plan review, and transportation projects across Connecticut and can offer insights and recommendations to help address community-wide needs and the needs of individual neighborhoods.

**We have a proven track record of providing valuable services to municipalities with diverse needs.** CED takes great pride in knowing we have a history of planning and design projects in Connecticut, where we have utilized our resources and versatility to conduct planning services in a variety of development contexts to the satisfaction of our clients. We've worked with clients to plan for a diversity of local priorities ranging from community preservation and adaptive reuse to smart growth and economic development.

**We offer the region experts in visual communication.** You often hear "an image is worth a thousand words," which we believe is particularly true when seeking grant funding or communicating with community members. Whether the project is mapping, future land use, transportation, or development, our planners have the skills to create accurate and detailed visuals to represent future opportunities. These visuals will help the municipalities and stakeholders in communicating ideas, decision-making, procuring funding, and attracting investment.

**We engage and listen to the community.** Our team of planners excels at community engagement and have conducted a variety of community outreach activities. We will be available to support municipalities with communication, messaging or public relation needs, whether in-person or through online platforms.

We are excited about the opportunity to continue supporting the WestCOG region through the provision of on-call planning and design services and look forward to building working relationships with communities throughout the region. Please feel free to contact us if you need additional information or have any questions regarding our proposal.

Sincerely,

Colliers Engineering & Design, Architecture, Landscape Architecture, Surveying, CT P.C.



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# Table of Contents

1	Work History
18	Qualifications
30	Description of Organization
34	Signatures
36	Conflict of Interest

Section 1

# Work History



## Section 1

# Work History

## Introduction

At CED, we understand that planning agencies undertake a wide variety of tasks and that workload is not always consistent. From this understanding, we know how important a helping hand can be when outside technical expertise or extra bandwidth is needed to take on and deliver crucial projects.

CED has the ability to assemble project teams from our in-house staff which are specialized to take on the wide variety of planning and zoning projects WestCOG's municipalities will need assistance with in the future. Our project managers can assemble these teams and direct projects for project sizes ranging from limited staff involvement for several weeks, to major staff involvement over several years. Critically, we understand that rapid mobilization and delivery may be required for some projects, so we maintain staff bandwidth to be able to cater to these needs.

Finally, we feel that the role of being on-call for WestCOG's municipalities will require more than delivering quality work within budget and agreed upon timeframes. As a consistent partner to the communities, we will continue to build our working relationships with COG staff, municipal staff, and community members in order to gain trust and allow stakeholders to know we can be relied upon.

## On-Call Services

### Public Meeting Facilitation and Engagement

When the public is involved in a carefully constructed participation program, an open exchange of information and ideas can be achieved. Ultimately, public participation allows the planning process to be driven by consensus rather than conflict.

Every project and community is unique and requires a specialized approach to community participation. In some communities, intensive design charrettes and workshops are well received and result in exceptional planning programs. In other communities, the population reacts better to mail-out surveys or small, focused meetings.

We have experience in all facets of public engagement ranging from the formal public hearings to intensive multi-day design charrettes. We have the capability to facilitate interactive public workshops, walking tours, youth engagement sessions, stakeholder meetings, developer forums, and website development.

We also have the ability and experience to assist with standalone public and review board meetings, including educational workshops, discussion facilitation, and meeting organization.

### Technical Memos and Reports

At Colliers Engineering & Design, we employ a comprehensive and multi-disciplinary approach to land use planning and community development. Colliers Engineering & Design's team of planners, architects and engineers have the skills and expertise to provide comprehensive inventory and analyses on a plethora of topics.

We utilize a wide range of tools and databases to extract and manipulate data for targeted uses. Our skill sets help communities understand their strengths and gaps. We utilize these findings to create plans and strategies that improve quality of life for residents and enhance experiences for visitors.

Colliers Engineering & Design also has in-house specialists to review existing land use plans, zoning codes, and transportation and infrastructure systems, which allow us to provide strategic recommendations aimed toward achieving local goals and objectives. Our skill sets and analysis capabilities will provide the data necessary to plan and respond to changing demographic and physical characteristics.



### Training Workshops for Municipal Boards and Commissions

It is important for boards and commissions to have well-informed members to be able to fully understand applications and how land use laws change. At CED, we have helped municipalities educate members of their boards and commissions through hands-on, iterative workshops where attendees have left feeling more prepared to handle future development. In-person and online options allow for flexible attendance, depending on content of meetings, urgency of training, and member availability. Our staff are familiar with Connecticut training requirements and have help other communities meet training requirements as needed.

### Scenario Planning and Visualizations

We believe that visuals are very important for conveying ideas and getting buy-in from stakeholders. Our planners and landscape architects work together to produce attractive and detailed renderings of recommendations. For many projects, we have created renderings or groups of rendering for multiple scenarios, which allows the community to be better informed when making a decision for the scenario to move forward with

Our renderings have often be used by our clients as support for funding applications, as they assist in telling a compelling story of how communities envision land uses, public spaces, or transportation infrastructure to look and serve the public in the future.

### Development of Local Plans

At CED, we employ a comprehensive and multi-disciplinary approach to land use planning. Our team of planners, architects, and engineers has developed a planning process that translates a community's vision into effective policies that guide future land use, transportation, housing, historic preservation, infrastructure, municipal services, and parks and open space. This process elevates a community's long-term goals and guides growth and development for years into the future. We help communities understand neighborhood-level needs and create plans to improve their quality of life such as streetscapes, parks, trails, housing, and more.

Our philosophy is rooted in the belief that vision can be balanced with implementation. We strive to provide realistic recommendations that allow for short term successes as well as long term goals and objectives, whether it's for a small neighborhood or a larger municipality.

Working with numerous municipalities over wide geographic areas has allowed CED to be flexible in our planning processes. We possesses the capability and experience to address specific community needs, ranging from community-wide comprehensive planning to specific action plans. These planning efforts have included comprehensive plans, master plans, economic development action plans, transportation corridor plans, and targeted parking analyses and plans. We never produce boiler plate plans and always work to ensure state-of-the-art planning techniques are used during project development.





### Development and Update to Zoning Regulations, Form-based Codes, & Design Standards

Development regulations and guidelines are effective tools available that aid in the implementation of a community's vision. Colliers Engineering & Design offers unmatched experience in writing effective development regulations, including zoning codes, design standards, architectural guidelines, writing, analyzing, interpreting, & amending subdivision regulations that are especially tailored to each community's future goals.

Whether seeking to complete a zoning code update or replace an outdated land use regulation with a form-based code, we have the capacity make your community's desire a reality. We offer a long track record of success in reconfiguring conventional codes or drafting new ones - all geared toward user-friendliness. Our approach to these successful development regulations involves a synergy of planning and design. We first engage the community in planning and visioning to establish the future goals and desires, and transform these into easy-to-understand and implementable standards for the community's use.

Our experienced land use planners have applied our knowledge of regulations to assist municipalities with planning & zoning development review. We understand the impact of each development upon neighborhoods and the principality as a whole and strive to make sure design standards are met.

### Determinations of Consistency

Planning can feel like a complex web of overlapping laws, regulations, and plans. Through an approach which leads with building knowledge of the goals of proposals and the goals of relevant plans and regulations, we are able to thoroughly lay out facts of any review. Our planners are adept at then providing clarity to boards and commissions on the consistency of development proposals and local actions with plans, state and federal regulations, and court decisions. Our planners are particularly adept at determining consistency with POCD's, as our staff has a magnitude of experience creating and working within the framework of these and other land use plans.



## Project Details

### Client

Metropolitan Region  
Council of Governments  
(MetroCOG)

### Status

Ongoing

## Regional POCD

### MetroCOG Region, CT

Assistance to the Metropolitan Region Council of Governments (MetroCOG) in producing the 2025-2026 update to their comprehensive Regional Plan of Conservation and Development. The MetroCOG region consists of six diverse municipalities and a variety of land uses ranging from dense urban core to sprawling pastoral land. The plan lays out a set of recommendations which aim to assist the region to work together to comprehensively attract development, achieve environmental conservation, and provide diverse and equitable public services. Production of the plan included working closely with staff from all municipalities to analyze their current Plans of Conservation and Development and ensure this plan complies with and furthers the goals of each.

Engagement for the plan centered around formation and regular meetings of topical focus groups consisting of municipal staff, community advocates, and development stakeholders, as well as using a “go to them” approach of engaging the public at community events. Creation of regional typologies allowed for analysis of land use on a large scale, how priorities for the region were or were not being met by its allocation of land uses, and creation of design considerations for each typology. A comprehensive implementation plan is being created to guide regional decision making and an interactive online platform is being created to allow the public to track progress.



## Project Details

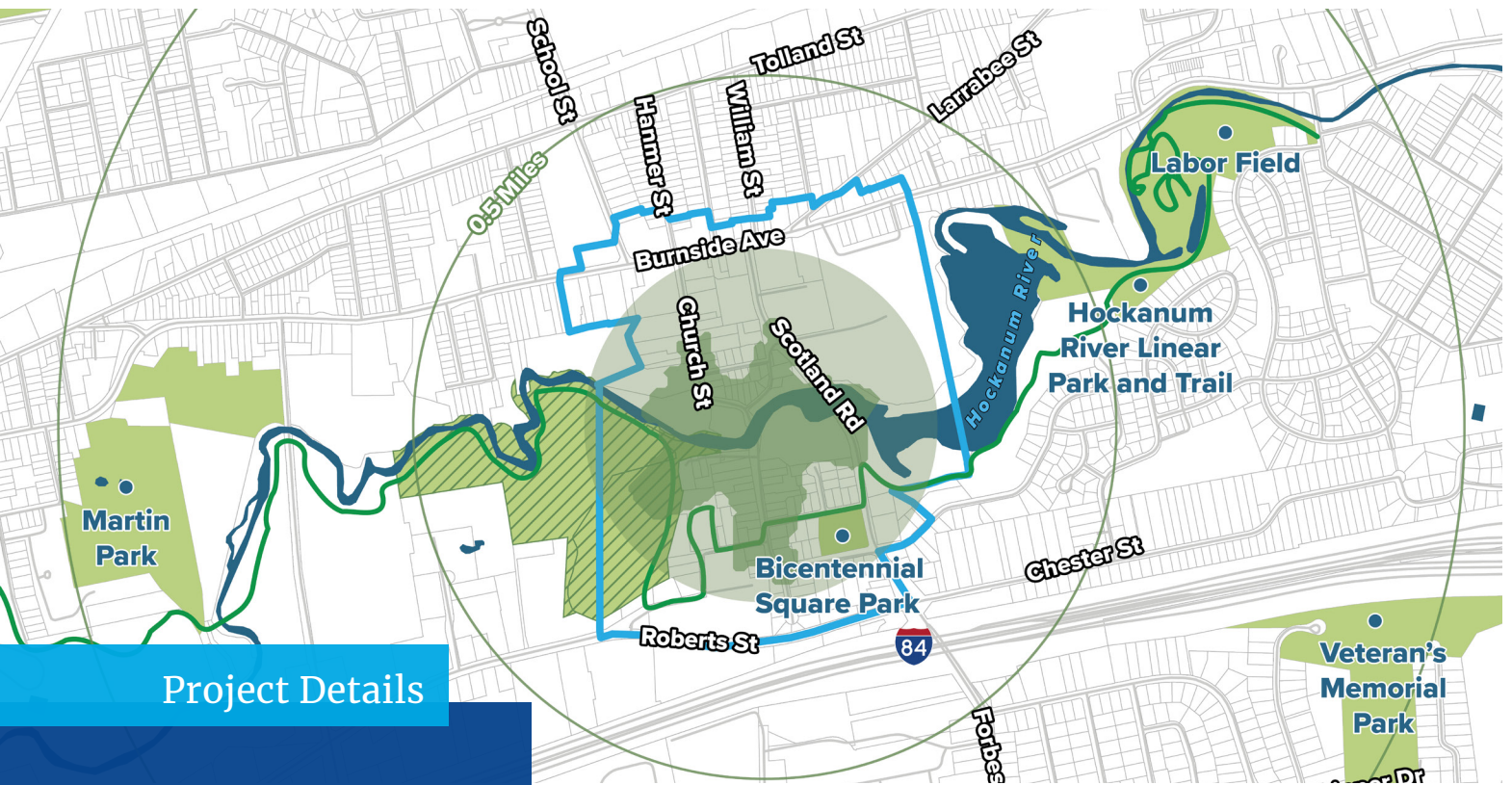
**Client**  
Town of Wallingford

**Status**  
Ongoing

# Plan of Conservation and Development 2036

## Wallingford, CT

Colliers Engineering & Design is managing the 2026-2036 update to Wallingford's Plan of Conservation and Development. The engagement process includes a heavy focus on individual and group stakeholder conversations, engaging many of Wallingford's active community of advocacy groups, and wide survey distribution. The plan document has devoted analysis and recommendations for each of Wallingford's seven land use typology districts, allowing the plan to more specifically address the needs and opportunities for each. Major themes of the plan involve addressing future townwide needs for improvements in transportation, affordable housing, and conservation of open space and natural resources.



## Project Details

**Client**  
Town of East Hartford

**Status**  
Ongoing

# Burnside Church Brownfield Area Revitalization (BAR) Plan East Hartford, CT

This CT DEEP-funded plan aims to provide a revitalization for the village area near Burnside and Church Streets. The visioning phase of the plan involves working closely with stakeholders at the church, library, and school on Burnside Avenue, as well as property owners of the former mill sites. Efforts to engage the public involve conducting “pop-up” tables at community events and organizing participation through institutional stakeholders. Creation of the areawide plan will require comprehensive analyses of existing conditions including base mapping, land uses, transportation systems, the public realm, Environmental Site Assessments, and a market analysis. The key goals of the plan are to strengthen the commercial corridor around the intersection of Burnside and Church Streets, plan for remediation and reuse of former mill sites along the Hockanum River, invigorate underutilized public spaces to encourage community cohesion, and increase the quality of multimodal transportation.



## Project Details

**Client**  
MetroCOG

**Status**  
Completed

# Site Reuse & Planning Study for Bridgeport Harbor Station Bridgeport, CT

The United States is undergoing an energy transition, pushing towards more renewable energy and the closure of former fossil fuel plants. As a result, many communities are left with vacant and underutilized infrastructure and properties. Reactivating these power plants is essential for economic development and job growth, particularly in disadvantaged communities. The Harbor Station Site in Bridgeport, CT, is one example of a site where the plant was recently decommissioned, and the community is looking to identify a new use for the waterfront property on which the power plant sits. Our firm worked with MetroCOG, the City of Bridgeport, and stakeholder partners to identify and assess realistic reuse alternatives for the Bridgeport Harbor Station site. Our approach aimed to revitalize the area by identifying a path forward based on market potential, community needs, and environmental considerations. As part of our planning process, we developed a comprehensive understanding of existing site opportunities and constraints, which we used as the foundation to develop specific strategies and concepts for site reuse. Our team prepared an implementation strategy that identified additional studies and priority actions to enable the city and stakeholders to move quickly and efficiently into implementation. All phases of the project were informed by a robust community outreach process, including one-on-one stakeholder meetings, public workshops, neighborhood outreach, and online engagement options.



## Project Details

### Client

Town of Newington

### Status

Completed

# Town Center Land Use and Master Plan

## Newington, CT

The Town of Newington is undertaking a Town Center Master Plan to reimagine and revitalize the community's core. The effort focuses on shaping a vibrant, economically sustainable district that reflects community values while addressing redevelopment opportunities, including the prominent former Hartford Healthcare site. The plan will provide a framework for realistic build-out scenarios, zoning adjustments, and long-term public and private investment.

To support this initiative, the Town retained our firm to lead the planning process. The team is facilitating a comprehensive engagement strategy to ensure recommendations are rooted in community input and market feasibility. A thorough analysis of current conditions—including infrastructure, traffic, land use, parcel ownership, zoning, and public realm features—is informing the development of targeted strategies for improvement.

As planning progresses, our team will identify opportunities for reinvestment, adaptive reuse, and placemaking enhancements within the Town Center. The final plan will offer implementable guidance that supports Newington's goals for a more connected, dynamic, and resilient town core.



## Project Details

### Client

City of West Haven

### Status

Ongoing

# Downtown Master Plan

## West Haven, CT

The West Haven Downtown Municipal Development Plan is a community-driven initiative to revitalize downtown West Haven into a vibrant, connected, and economically resilient destination. The plan process features a robust public engagement phase utilizing a combination of feedback opportunities, such as community event pop-ups, public meetings, stakeholder interviews, and presentations at commissions and advocacy groups, in order to garner a diverse set of opinions from community members who have a stake in Downtown. To support new development, analysis and recommendations are being produced to improve sense of place, make transportation to and within Downtown safer and more comfortable for all users, and to improve the efficiency and outcomes of the development regulatory process.



## Project Details

**Client**  
City of Hartford

**Status**  
Completed

# Arrowhead Gateway Small Area Master Plan

## Hartford, CT

The firm worked with the City of Hartford's Department of Development Services on the creation of a small area plan and corridor study to create a cohesive, community-based vision for the commercial corridors in the area of the Main/Albany/High intersection. This redevelopment strategy, called the Arrowhead Gateway Small Area Plan, will guide future investment and re-establish the area as a destination. This Study focuses on identifying innovative redevelopment opportunities for vacant buildings and sites, improving mobility and neighborhood connectivity, expanding public space, establishing a memorable gateway between the Clay Arsenal neighborhood and downtown Hartford, and supporting local entrepreneurs and Black and Indigenous person of color (BIPOC)-owned businesses. Building on the momentum of the North Crossing (DONO) redevelopment projects, this Study's recommendations will leverage existing public and private investments and celebrate the neighborhood's historic urban fabric and vibrant community.



## Project Details

**Client**  
City of Hartford

**Status**  
Ongoing

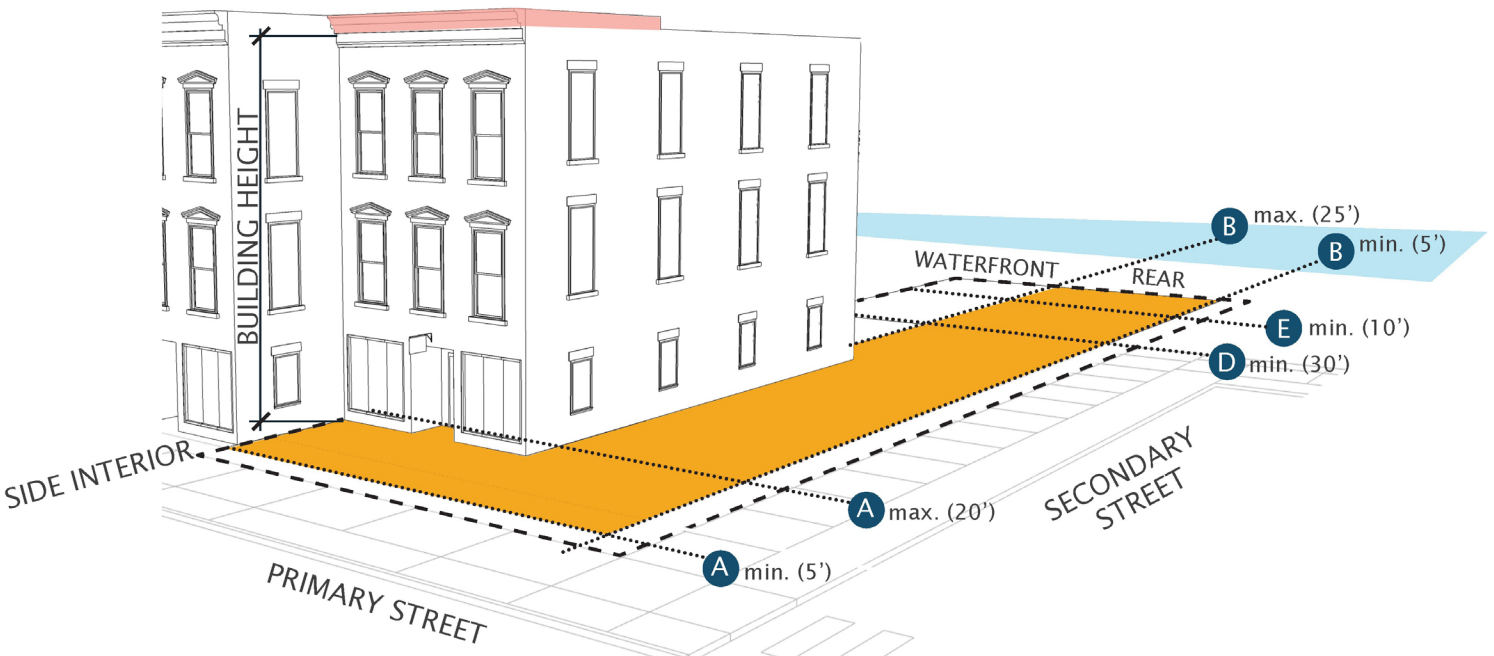
# Homestead Avenue Redevelopment and Land Use Plan

## Hartford, CT

Our firm recently began work with the City of Hartford to develop a revitalization plan for the Homestead Avenue corridor, extending from Albany Avenue/State Route 44 to Garden Street. The planning process aims to provide the City with a comprehensive framework and coordinated strategy to guide economic development, infill housing, and placemaking efforts within the corridor.

The plan focuses on enhancing the public realm, identifying private investment opportunities, and making strategic use of publicly owned properties. Key tasks include reviewing relevant plans and initiatives, a thorough assessment of existing physical conditions, and a market analysis covering various sectors of the local economy.

Building on these efforts, our team will prepare a needs analysis and develop a series of graphic corridor alternatives that illustrate potential redevelopment scenarios and public space improvements. These may include new parks, bike and pedestrian infrastructure, transportation upgrades, and placemaking strategies. The planning process is anchored by a strong community engagement approach emphasizing collaboration with residents to ensure the final plan reflects local values and priorities.



build-to-zone
  property line

## Project Details

**Client**  
 City of Amsterdam  
  
**Status**  
 Completed

# Downtown Form Based Code

## Amsterdam, NY

Our team worked with the City of Amsterdam’s Department of Community & Economic Development to develop a Form-Based Code for the City’s downtown area. This project was the City’s first Downtown Revitalization Initiative project to be implemented and lays an important foundation for future sustainable development within downtown Amsterdam.

Informed by public and stakeholder input and building on the rich historic and natural resources within the City, our firm produced a highly graphic, easy-to-use Form-Based Code designed to increase walkability and multi-modal access, improve the cohesion and aesthetics of downtown, and streamline permitting and approval processes.

### Building Design

Traditional design features were preferred, such as brick facades, hip and gable roofs, and window treatments. Buildings with blank, monotonous facades scored lower.

### Historic Design

Survey takers scored buildings that were more historic in character and design higher than more modern buildings.

### Off-Street Parking

Images that had parking fronting the roadway scored lower than those that did not have visible parking areas.

### Pedestrian Spaces

Environments that accommodate pedestrians and bicyclists and were more walkable in character scored higher than more auto-centric environments.

MORE DESIRABLE



Median Score: 4.0



Median Score: 5.0



Median Score: 3.0



Median Score: 5.0

DESIRABLE



Median Score: 2.0



Median Score: 2.0



Median Score: 2.0

## Project Details

**Client**  
City of Lockport

**Status**  
Completed

# Joint Comprehensive Plan & Zoning Code Update

## Lockport, NY

Our firm was hired by the City of Lockport to prepare an update to the City's 1998 Comprehensive Plan and Zoning Code (originally adopted in 1984). The goal of the project was to craft a decision-making framework that will improve the City's ability to attract investment and accomplish various community development initiatives. In an effort to expedite the completion of the Plan and Code the CED team detailed and executed a process to prepare both documents concurrently. The Plan and Code were adopted in March of 2025. Together the new comprehensive plan and zoning code will continue the momentum that exists in the City due to the success of the downtown revitalization initiative.

*"I highly recommend Colliers Engineering & Design. They had a deep understanding of our City as well as NYS code/law. Their strengths in communication and reaching out to the public to build the best comprehensive plan while coordinating zoning code updates has delivered an outstanding result for the City of Lockport."*

~ Deb Allport



## Project Details

### Client

Town of Westport

### Status

Completed

# Downtown Westport Engagement

## Westport, CT

Our firm led a public engagement process to assist the Town of Westport with the implementation of their downtown plan. The process gleaned specific public feedback for upgrades to downtown parks, waterfront, and pedestrian walkways. The process was designed around two pillars: 1) to provide the greatest amount of high-quality participation opportunities to those who were interested in being involved in the process, and 2) maximizing the opportunities for individual conversations with the community, specifically focusing on those who are most affected by any future changes to public space. This outreach campaign was multifaceted, consisting of interviews with the heads of major institutions which hold stake in the success of these spaces, convening of focus groups of major cross sections of the Westport community with special interests in Downtown, an interactive public open house for the community to come together to share ideas and vision, and a public survey to present a broad-reaching feedback opportunity. We provided a key findings summary which identifies the most common, overarching themes we heard repeatedly from a broad cross-section of the community. These key findings were supported by maps illustrating locations of feedback and detailed summaries of each phase of engagement.

# References

- 1** **City of Hartford**  
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- 2** **Town of East Hartford**  
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- 3** **City of West Haven**  
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- 4** **Town of Newington**  
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- 5** **MetroCOG**  
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Section 2

# Qualifications

# Staffing Plan

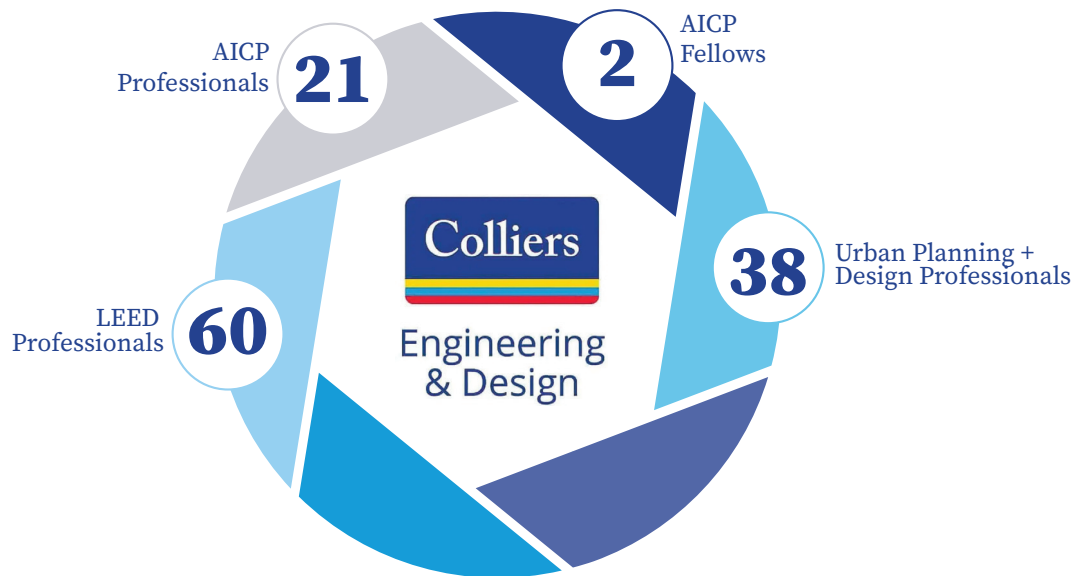
## Project Management

Projects awarded will be led by Jacob Robison and Molly Gaudioso, with support as needed from Planning Principal, John Steinmetz, and Planning Discipline Leader, Kimberly Baptiste. Jacob & Molly will serve as the primary point of contact and will be directly involved in all stages of each project. Throughout the project process, she will work with directly with the municipality to keep things on track and ensure our team is responsive to specific issues and opportunities that may come up along the way.

The organizational chart at right identifies key personnel we feel are particularly well-suited to fulfill the variety of planning and zoning services requested. This team includes specialists in long-range planning and visioning, urban design, landscape architecture, public engagement, GIS mapping and analysis, and development review.

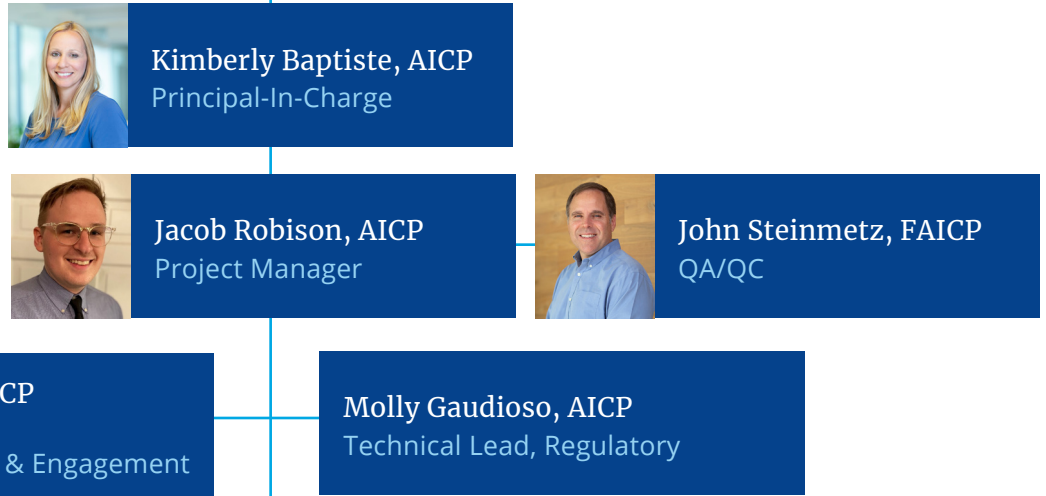
For projects that may require a more interdisciplinary approach, we are able to bring in additional expertise from other CED disciplines, such as transportation, engineering, and architecture. These in-house resources allow us to readily engage experts, keeping projects on time and on task.

With 21 certified planners on staff, we have an extended capacity to complete the project in a timely and efficient manner. Our team works seamlessly to ensure consistency of personnel and expertise in every project.



# Organizational Chart

The organizational chart identifies the team members who would support projects as they arise under the WestCOG municipal planning services agreement.



## KEY TEAM MEMBERS

Public Meeting Facilitation and Engagement	Development & Update of Zoning Regulations	Training Workshops for Boards and Commissions	
Kimberly Baptiste, AICP Jacob Robison, AICP Bridget Snover, RLA Jacqueline Fernandez, AICP	John Steinmetz, FAICP Molly Gaudio, AICP Nicholas Dickerson, PP, AICP, CFM Katie Darcy, AICP	John Steinmetz, FAICP Molly Gaudio, AICP Jacob Robison, AICP Nicholas Dickerson, PP, AICP, CFM	
Scenario Planning & Visualizations	Development of Local Plans	Technical Memos and Reports	Determinations of Consistency
Jacob Robison, AICP Bridget Snover, RLA Jacqueline Fernandez, AICP Jeanette Petti, AICP	Kimberly Baptiste, AICP Jacob Robison, AICP Nicholas Dickerson, PP, AICP, CFM Katie Darcy, AICP	John Steinmetz, FAICP Molly Gaudio, AICP Nicholas Dickerson, PP, AICP, CFM Jeanette Petti, AICP	Jacob Robison, AICP Nicholas Dickerson, PP, AICP, CFM Bridget Snover, RLA Katie Darcy, AICP



## Kimberly Baptiste, AICP

Planning Discipline Leader

Ms. Baptiste has focused her career on supporting municipal clients. With a diverse background in planning, urban revitalization, site development and open space planning, Ms. Baptiste brings a unique perspective to every project. A significant amount of her work involves utilizing unique approaches to gather information, educate stakeholders and build consensus around multifaceted projects with a focus on transportation, urban revitalization, placemaking and trail planning. She regularly uses planning tools to evaluate the social, economic and development implications of land use and design alternatives. Ms. Baptiste specializes in managing large-scale, multi-disciplinary projects and offers significant experience coordinating various agencies and stakeholders to reach consensus on project direction.

### Education

MS, Urban Planning,  
University at Buffalo

BA, Environmental Design,  
University at Buffalo

### Affiliations or Memberships

American Institute of Certified  
Planners (AICP)

American Planning  
Association (APA)

National Trust for Historic  
Preservation

Genesee Finger Lakes  
Chapter, APA

Western Erie Canal Alliance,  
President, Board of Directors

### Key Projects

#### Plan of Conservation and Development 2036

*Town of Wallingford, CT*

#### Metropolitan Region Council of Governments (MetroCOG) Regional POCD

*MetroCOG Region*

#### West Haven Municipal Development Plan

*West Haven, CT*

#### Town Center Master Plan

*Newington, CT*

#### Homestead Avenue Corridor Redevelopment Plan

*Hartford, CT*

#### Comprehensive Plan – Housing & Land Use

*Whitemarsh Township, PA*

#### Site Reuse & Planning Study for Bridgeport Harbor Station

*Bridgeport, CT*

#### Canandaigua Active Transportation Plan

*Canandaigua, NY*

#### Johnson City Rail Trail

*Johnson City, NY*

#### Niagara Falls Parks Master Plan

*Niagara Falls, NY*



## John Steinmetz, FAICP

Planning Principal

Mr. Steinmetz, FAICP is a certified community planner with over 25 years of experience. John was born and raised in Upstate New York and is an avid cyclist. He has worked on a wide range of planning and community development projects including but not limited to comprehensive plans, regulatory updates, farmland protection plans, active transportation studies, and waterfront and downtown revitalization efforts. His planning and zoning experience has provided him with an understanding of the issues facing towns, villages, and cities of various sizes. His expertise in public participation ensures a process and a product that reflects the values of local residents and business owners. In 2020, Mr. Steinmetz was inducted into the College of Fellows by the National Chapter of the American Planning Association. This is the highest honor that can be bestowed on a planning professional.

### Education

Bachelors, City Planning,  
University of Virginia

Main Street Institute, National  
Trust for Historic Preservation

### Affiliations & Memberships

College of Fellows, American  
Institute of Certified Planners  
(FAICP)

American Institute of Certified  
Planners (AICP)

American Planning  
Association (APA)

NY Upstate Chapter (APA)

*"John and Molly, you were a steady hand throughout the comprehensive plan and code update process. You kept us moving. You weren't afraid to give an unpopular opinion if you felt we were going the wrong way. You kept at it. You were thorough and positive. So, thank you. You're total pros."*

Dan Keating, Village of  
Pittsford Trustee

## Key Projects

### Concurrent Comprehensive Plan & Code Updates

*City of Lockport, Town of Cicero, & Village of Pittsford, NY*

### Joint Comprehensive Plans

*Town of Riga & Village of Churchville, NY*

*Town of East Bloomfield & Village of Bloomfield, NY*

*Town of Manchester, Villages of Manchester, Shortsville & Clifton Springs, NY*

### Comprehensive Plans

*Cities of Rochester, Oswego, Fulton, & Amsterdam, NY; Villages of Avon, Honeoye Falls, & Penn Yan, Sherman, & LeRoy NY; Towns of Avon, Brighton, Clarence, Clarkson, Hume, LeRoy, Ogden, Greece, Niagara, Penfield, & Webster, Springwater, West Seneca, NY*

### Zoning Code Updates

*Cities of Cortland, Ithaca, & Dunkirk, NY; Towns of Bethlehem, Manchester, Geneseo, Perinton, Pittsford, Reading, Tonawanda, & West Seneca, NY; Villages of Attica, Avon, Bergen, Churchville, Hamburg, Honeoye Falls, East Aurora, LeRoy, Scottsville, & Watkins Glen, NY*

### Other Relevant Experience

*Town of Amherst, NY | Suburban Agriculture District Assessment & Alternatives*

*Town of Chili, NY | Bicycle & Pedestrian Master Plan*

*Town of Canandaigua, NY | Uptown Mixed Use & Transportation Corridor Study*

*Monroe County, NY | Multi-Modal Freight Initiative*



## Jacob Robison, AICP

Project Manager

Mr. Robison has over 10 years of experience in municipal planning project management spanning a wide variety of planning and city-building disciplines. He has worked on citywide master plans for multiple cities as well as sector plans for complete streets, food policy, and waterfront improvement. Mr. Robison is experienced in project design and implementation of greenways, streetscapes, and public space improvements. Often tasked with managing the engagement portions of this work, Mr. Robison is a talented public speaker and convener, especially in the context of diverse communities. He approaches the planning process with equity and implementation in mind at each stage, leading to feasible outcomes with demonstrated quality of life improvements. Mr. Robison has previously worked for the New Haven City Plan department.

### Education

BA, Environmental Studies,  
Policy Focus, Binghamton  
University

### Affiliations & Memberships

American Institute of Certified  
Planners (AICP)

American Planning  
Association (APA)

## Key Projects

### Plan of Conservation and Development 2036

*Town of Wallingford, CT*

### New Haven Vision 2035 (POCD)

*New Haven, CT*

### Downtown Municipal Development Plan

*West Haven, CT*

### Regional Plan of Conservation and Development

*MetroCOG Region, CT*

### Plan Bridgeport (POCD)

*Bridgeport, CT*

### Site Reuse & Planning Study for Bridgeport Harbor Station

*Bridgeport, CT*

### Homestead Avenue Corridor Plan

*Hartford, CT*

### Town Center Master Plan

*Newington, CT*

### Greenway Project Management

*Bridgeport, CT*

### Municipal Planning Board Services

*Various Locations, NJ*



## Molly Gaudioso, AICP

Project Manager/Geographic Discipline Leader

Ms. Gaudioso is a planning, zoning, and public engagement specialist, and member of the American Institute of Certified Planners. She focuses her expertise on planning and zoning for communities throughout the Midwest and Northeast United States. Ms. Gaudioso's experience in both the public and private sector has provided her with an understanding of best planning practices and effectiveness in application. Because of this, she has found her passion working with local decision-makers and administrators to develop creative, implementable planning tools that are effective in helping to achieve a community's long-term vision and goals.

### Education

Master of City and Regional Planning, Ohio State University

BS, Business Administration, SUNY Geneseo

### Affiliations & Memberships

American Planning Association (APA)

American Institute of Certified Planners (AICP)

APA NY Upstate Chapter & FAICP Advisory Committee

APA Planning & Law Division

City of Rochester, Planning Commission (2017-2019)

Village of Brockport, Planning & Zoning Board Chair (2023-present)

### Presentations & Publications

APA 2023 National Conference "The Planner's Bar: Legal Risk Aversion & Planning Best Practice"

APA NY Upstate Conference | "Zany Zoning Codes"

## Key Projects

### Concurrent Comprehensive Plan & Code Updates

*City of Lockport, Town of Cicero, & Village of Pittsford, NY*

### Joint Comprehensive Plans

*Town of Riga & Village of Churchville, NY*

*Town of East Bloomfield & Village of Bloomfield, NY*

*Town of Manchester, Villages of Manchester, Shortsville & Clifton Springs, NY*

### Comprehensive Plans

*Cities of Fulton & Amsterdam, NY; Villages of Avon, Honeoye Falls, & Penn Yan, NY; Towns of Avon, Brighton, Clarence, Greece, Niagara, & Webster, West Seneca, NY*

### Zoning Code Updates

*Cities of Cortland, Ithaca, & Dunkirk, NY; Towns of Amherst, Bethlehem, Manchester, Geneseo, Perinton, Tonawanda, & West Seneca, NY; Villages of Attica, Avon, Bergen, Churchville, Hamburg, Honeoye Falls, East Aurora, Scottsville, & Watkins Glen, NY; Oxford, PA; Westerville, OH*

### Other Relevant Experience

*West Haven, CT | Municipal Development Plan*

*Town of Chili, NY | Bicycle & Pedestrian Master Plan*

*Town of Canandaigua, NY | Uptown Mixed Use & Transportation Corridor Study*

*Monroe County, NY | Climate Action Plan*

*Monroe County, NY | Community Rating System (CRS) Program Guidance & Municipal Toolkit*



## Nicholas Dickerson, PP, AICP, CFM

Planning/Senior Associate

Mr. Dickerson's planning career includes experience in the public, private, and non-profit sectors. These diverse perspectives enable him to provide clients and colleagues with sound and innovative approaches to address their needs. As a result, Mr. Dickerson has been selected to present at several statewide planning and governing conferences across the Northeast. As a Professional Planner Mr. Dickerson manages and prepares master plan reexamination reports, redevelopment and rehabilitation studies, site-specific and corridor-oriented redevelopment plans, neighborhood plans, resiliency plans, user-friendly GIS applications, planning reports, rail trail feasibility studies, and master plan amendments for municipal and regional entities. He prepares updates to municipal zoning ordinances that would improve opportunities for economic development and quality of life by providing flexibility to changing markets and economic norms.

### Education

MCP, University of Cincinnati: College of Design, Architecture, Art and Planning

BA, Environmental Policy, Minor in American History, Middlebury College

### Professional Registrations

Professional Planner (PP)  
New Jersey

Certified Floodplain Manager (CFM)

### Affiliations & Memberships

New Jersey Chapter of the American Planning Association (APA)

Association of State Floodplain Managers

Senior Fellow, Environmental Leadership Program-Eastern Regional Chapter

### Awards

2021 APANJ Distinguished Emerging Planner Award

2021 New Jersey Planning Officials' Achievement in Planning Award for the Union Township, Union County, Master Plan

## Key Projects

### Four Shore Coastal Resiliency Plan

*Towns of Clinton, Westbrook, Old Saybrook, Borough of Fenwick, CT*

### Point Pleasant Beach Master Plan Reexamination and Amendments

*Point Pleasant Beach, NJ*

### Bergen County Master Plan

*Bergen County, NJ*

### Pike County Office of Community Planning, Community and Natural Resource Planner

*Shohola, PA*

### Climate Change-Related Hazard Vulnerability Assessment and Resilience Action Plan

*Upper Township, NJ*

### Post-Sandy Resiliency Plans

*Various Locations, NJ*

### Master Plan Elements/Reexamination Reports

*Various Locations, NJ*

### Redevelopment Planning Projects

*Various Locations, NJ*



## Katie Darcy, AICP

Senior Planner

Ms. Darcy is a community planner who lives and works in the City of Rochester, NY. Her primary role is to assist with all planning and zoning related projects, including but not limited to, comprehensive plans, zoning codes, transportation plans, farmland plans, municipal assistance, and grant writing. In the fulfillment of this role Ms. Darcy helps to draft and edit plan material, research and analyze community data, create interpretive maps and graphics, assess local land use regulations, and co-facilitate public engagement efforts. Among the many skills Ms. Darcy brings to her work is her strength in written and verbal communication, knowledge of GIS tools, and attention to detail. She is passionate about the nexus of community design and public health and seeks to enhance this relationship in all her projects.

### Education

MRP, City and Regional Planning, Cornell University

BA, Environmental Design University at Buffalo

### Affiliations & Memberships

American Planning Association (APA)

American Institute of Certified Planners (AICP)

## Key Projects

### Town Comprehensive Plans

*Clarkson, Greece, LaFayette, Marcellus, & Cicero, NY*

### Town Zoning Code Updates

*Clarkson, Cicero, Bethlehem, Amherst, & Manchester, NY*

### Village and City Comprehensive Plans

*Pittsford, Lockport, & Fulton, NY*

### Village and City Zoning Updates

*Watkins Glen, Lockport, Hamburg, & Pittsford, NY*

### Village of Webster | Reimagine Webster Initiative

*Webster, NY*

### Other Relevant Planning Experience

*Town of Amherst | Suburban Agriculture District Assessment & Alternatives*

*Village of Sodus Point, NY | Local Waterfront Revitalization Program*

*Village of Sodus Point, NY | Active Transportation Plan*

*Cayuga County | Sterling Fair Haven Trail Project*

*Monroe County, NY | Countywide Active Transportation Plan*

*City of Ithaca, NY | Route 13 Corridor Study*

*NYS Parks | Genesee Valley Greenway Trail Extension Study*

*Town of Canandaigua, NY | Sidewalks Envisionment Map & Report*

*Watertown – Jefferson County Transportation Council | Bicycle & Pedestrian Connectivity Study*



## Bridget Snover, <sup>RLA</sup> Landscape Architect/GIS Specialist

Ms. Snover has over five years of professional experience in the field of landscape architecture. With a background in both public and private sectors, she consistently fosters collaboration among stakeholders, resulting in streamlined and successful project outcomes. From conceptualization to the completion of construction documentation and implementation, she has the expertise required to bring a project through every stage. She values the quality relationships she has built with those involved in projects she has worked on and is eager for each new challenge. Employing strategic planning and design principles, her projects integrate people and place, enhanced by graphic communication using software such as SketchUp, Adobe Creative Suite, Civil 3D, and ArcGIS.

### Education

BLA, SUNY College of Environmental Science and Forestry

### Professional Registrations

Registered Landscape Architect (RLA)  
New York

## Key Projects

### Plan of Conservation and Development 2036

*Town of Wallingford, CT*

### Site Reuse & Planning Study for Bridgeport Harbor Station

*Bridgeport, CT*

### Four Shore Coastal Resiliency Plan

*Towns of Clinton, Westbrook, Old Saybrook, Borough of Fenwick, CT*

### Areawide Master Plan

*Valley Falls, NY*

### Erie Canalway Trail Improvements and Connectivity Master Plan

*Cayuga County, NY*

### Infrastructure Analysis

*Albany County, NY*

### Areawide Master Plan

*Dolgeville, NY*



## Jeanette Petti, AICP

Senior Planner/Landscape Designer/GIS Specialist

Ms. Petti is involved in all aspects of plan preparation, from public engagement to document development. She has experience writing plans and grant applications, analyzing existing conditions and data, and creating maps, infographics, and other deliverables. Her eye for design and her proficiency in the Adobe Creative Suite enables her to create graphic and engaging plans that present information in a clear and thorough manner.

### Education

MRP, Masters of Regional Planning, Cornell University

MLA, Master of Landscape Architecture, Cornell University

BS, Urban and Regional Planning, Cornell University

### Affiliations & Memberships

American Institute of Certified Planners (AICP)

American Planning Association (APA)

## Key Projects

### Town Comprehensive Plans

*Perinton, Pittsford, NY*

### City Comprehensive Plans

*Rochester, North Tonawanda, Amsterdam, NY*

### Comprehensive Plan

*Whitemarsh Township, PA*

### NY Forward Projects

*Macedon, Webster, Geneseo, NY*

### Master Plan

*Lyon Falls, NY*

### City of Rome Planning Efforts

*Downtown Master Plan*

*Brownfield Master Plan*

*Boulevard Brownfield Master Plan*

### NYS Department of State | DRI / NY Forward Program Guidebook

*New York State*



## Jacqueline Fernandez, AICP

Senior Planner

Ms. Fernandez is a certified Urban and Regional Planner with dedicated experience in zoning and redevelopment. She is well versed in community engagement, park planning, and the site plan review process. Ms. Fernandez is fluent in Spanish and is proficient with Adobe InDesign and ArcGIS.

### Education

BA, Growth and Structure of Cities, Bryn Mawr College

Masters of City Planning, University of Pennsylvania,

### Affiliations & Memberships

American Institute of Certified Planners (AICP)

## Key Projects

### Plan of Conservation and Development 2036

*Town of Wallingford, CT*

### Metropolitan Region Council of Governments (MetroCOG) Regional POCD

*MetroCOG Region*

### West Haven Municipal Development Plan

*West Haven, CT*

### Comprehensive Plans

*Various Locations, TX, NY, NJ, NC, PA | Planner*

### Borough of Bath | Comprehensive Recreation, Park, and Open Space Plan 1

*Borough of Bath, PA*

### Redevelopment Plans

*Various Locations, NJ*

### Form Based Code

*Union Township, NJ*

### Style Guide

*Borough of Point Pleasant Beach, NJ*

### Area in Need of Redevelopment Study

*Various Locations, NJ*

### Community Impact and Fiscal Impact Analysis

*Various Locations, NJ*

### Parks and Open Space Plans

*Various Locations, PA*

## Section 3

# Description of Organization



## FIRM OVERVIEW

For over 40 years, we have been dedicated to serving our clients by continuously expanding and diversifying our services. Today, we are proud to operate as a nationally recognized firm, delivering innovative solutions across multiple industries.

Throughout our history, we have consistently earned national recognition, including being named a Top 500 Design Firm by Engineering News-Record and securing a spot on Zweig Group's Hot Firm List of the fastest-growing companies.

Guided by our commitment to enhancing the built environment, our team takes pride in delivering the highest standards of customer service. With full-service, in-house expertise, cutting-edge technologies, and a proven project management approach, we ensure that our clients have access to the resources and strategies needed to maximize their project's success.

Our comprehensive range of services includes **Buildings, Civil/Site, Geo-Environmental, Governmental, Infrastructure, Project & Program Management, Survey/Geospatial, Telecommunications and Utilities.**



80+

Offices Nationwide



3000+

Professionals



8

Divisions



32<sup>nd</sup>

ENR Top 500 Design Firm Ranking

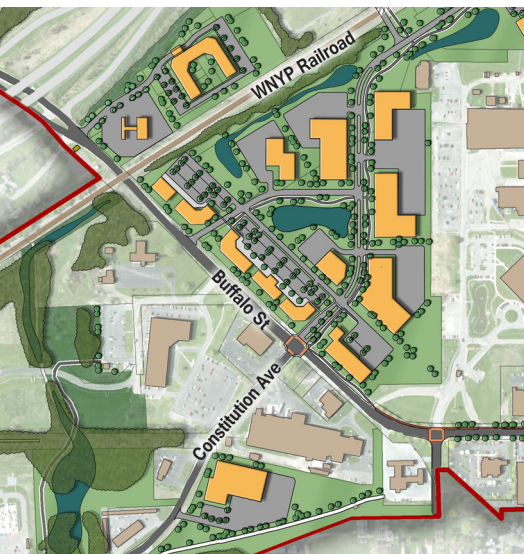


Engineering & Design



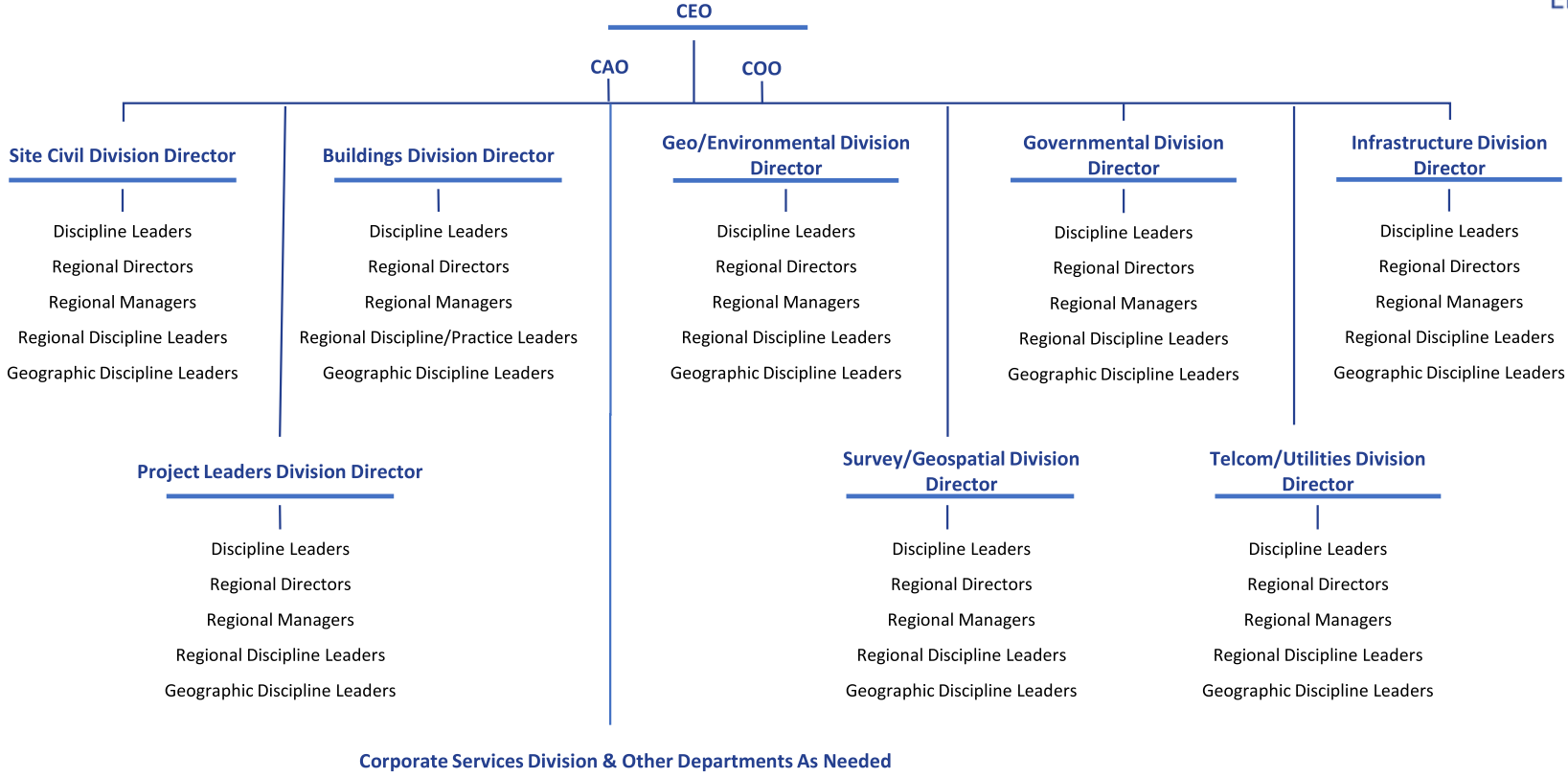
# Firm Advantages

Colliers Engineering & Design has assisted a vast array of public and private clients in developing and implementing plans for their project sites and communities for over three decades. Our award-winning, nationally-recognized team of professional planners, landscape architects, civic engagement specialists, GIS analysts and environmental scientists works with communities to develop plans and designs that are creative, well-rounded, thoughtful and realistic.



- Our planning professionals connect with the community to understand long-term goals and capture potential opportunities that result in enduring solutions.
- In-house expertise to provide Master Plan preparation, zoning ordinance amendments, site plan application review, planning and zoning board representation, land use planning, and sustainable best practices.
- A full staff of planning experts, most of whom are licensed Professional Planners with AICP credentials, who are available to accommodate meetings and responsive to your concerns.
- Our landscape architects deliver innovative design solutions that bring vibrancy and excitement into the public realm.
- Planners thoroughly familiar with land use law and environmental regulations.
- Our expert team of GIS developers, GIS analysts and 3D design specialists offer a highly technical and unique skill set.
- We specialize in all facets of public engagement and develop a specific approach to participation for each community to ensure the planning process is driven by consensus.

# Company Structure



## Company Capacity to Carry out a Project

Our management staff carefully allocates the firm’s resources to address the constantly shifting market demand for projects. We promote a management philosophy that supports the cross-training our staff to make them available to the various disciplines that need to respond to the active market sectors. This enables Colliers Engineering & Design to maintain optimum utilization of highly trained individuals who provide resources for “Fast-Track” project completion. This approach has enabled us to maintain a steady stream of projects, while enabling us to allocate adequate resources to immediately respond to new project requests.

Section 4

Signatures



# Authorized Signatories

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**Vice President**

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**Discipline Leader | Planning**

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Section 5

# Conflict of Interest

# Conflict of Interest

There exists no potential conflicts of interest that may prevent the firm from performing Planning Consultant services for the Western Connecticut Council of Governments (WestGOG), and the firm has no principals and/or relatives employed by the WestCOG or elected official of the WestCOG. This statement warrants that there are no relevant facts or circumstances that can arise to organizational conflicts of interest.



Colliers Engineering & Design is a leading, multi-discipline engineering and architecture, design and consulting firm servicing public and private sector clients nationwide.

For a full listing of our office locations, please visit [colliersengineering.com](http://colliersengineering.com)

1 877 627 3772



Engineers • Architects • Planners • Surveyors • Inspectors • Interior Designers  
Landscape Architects • Environmental Scientists • Project Managers