



SLRCONSULTING.COM

Municipal Planning Consulting Services

Prepared For:
Western Connecticut Council of Governments

Point of Contact:
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RFP No: 141.P51317.00001

January 19, 2026

SLR INTERNATIONAL CORPORATION



January 19, 2026

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

SLR Project No.: 141.P51317.00001

RE: Municipal Planning Consulting Services

Dear Mr. Pickering,

Providing municipal planning and land use services requires a multi-talented team dedicated to enhancing quality of life and environmental responsibility for the communities where we work. SLR's Community and Mobility Planning Team (CAMP) offers the ideal combination of expertise to meet the requirements outlined in WestCOG's Request for Qualifications. For over 40 years, SLR Connecticut personnel (formerly Milone & MacBroom, Inc.) has served Connecticut municipalities and their respective land use commissions providing a full range of planning services including comprehensive plans, special area studies, preparation of land use regulations, and peer review of development proposals. Our multidisciplinary approach ensures we can address complex challenges providing holistic and effective solutions. Our track record demonstrates our ability to deliver quality results on time and within established budgets.

In reviewing our credentials, please consider why SLR's Connecticut-based team is the right choice for WestCOG's member municipalities.

- We offer integrated expertise to every project, from Plans of Conservation and Development to peer reviews of subdivision and zoning applications.
- We have decades-long collaborative relationships with WestCOG's municipalities. (The Town of Redding was Milone and MacBroom's first municipal client in 1984.)
- As municipal planners, we have extensive experience in guiding complex projects efficiently through review processes while coordinating among multiple boards and agencies.
- Our assigned Project Leads are recognized for their experience in the preparation of long-range plans, project plans for municipal revitalization projects, complete zoning code revisions, and training for land use boards and commissions.
- We know Connecticut – its land use enabling laws, environmental regulations, and the technical standards related to planning and development practices.

As a full-service firm with nearly 600 US professionals, SLR delivers the advantage of comprehensive expertise with the efficiency of a small-firm point of contact. Our One Team culture ensures complete, thoughtful, cost-effective solutions for all municipal planning needs.

We look forward to continuing our relationship with WestCOG and to assist your member municipalities to meet the new challenges of the recently adopted Public Act 25-1 and achieve their land use goals and objectives. Please feel free to contact the undersigned should you have any questions or require additional information about our firm.

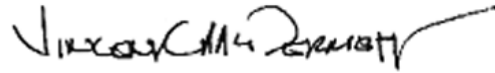
The proposal contained herein will remain valid for a period of ninety (90) days from the submission closing date. David Sullivan, PE, is a representative of SLR with the legal authority to contract on behalf of the firm, and his signature is included below.

Very truly yours,

SLR International Corporation



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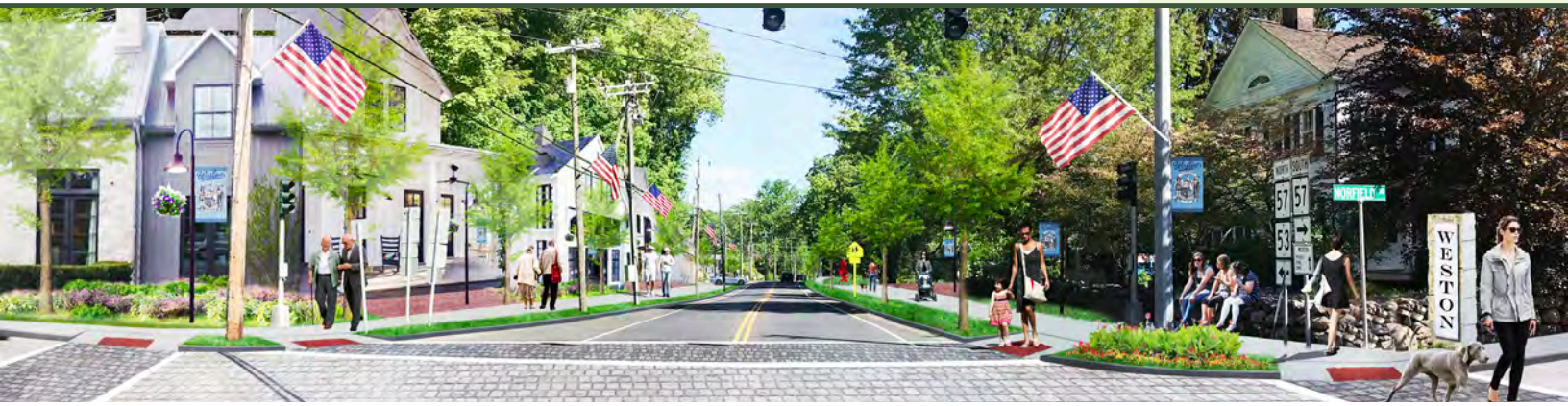
4.0 Conflict of Interest Statement





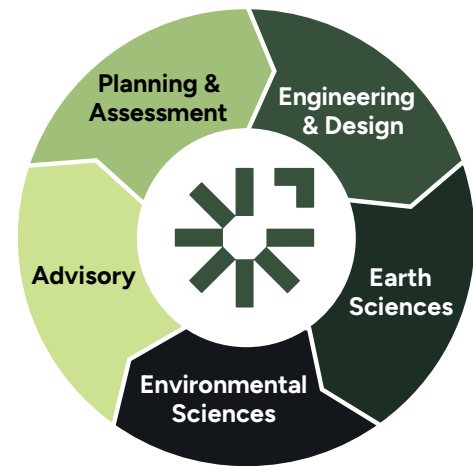
Section 1





Description of Organization

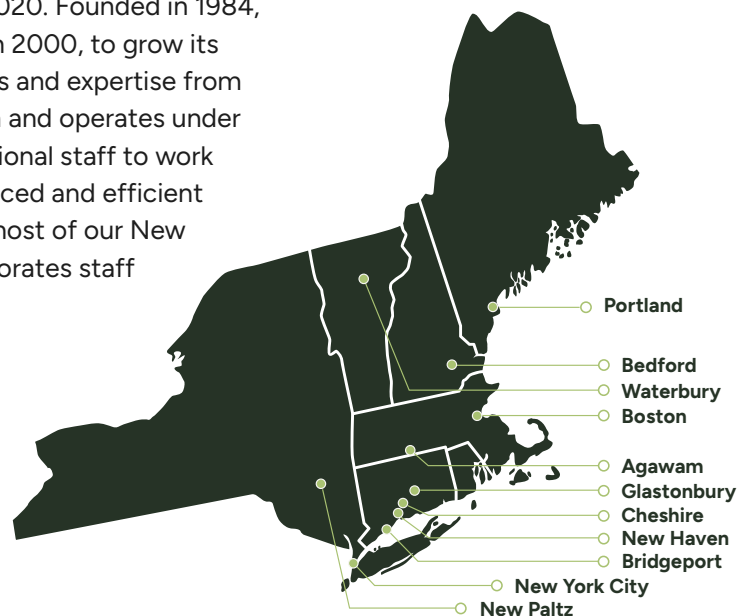
In the US, SLR has over 550 consultants and employees located in 25+ offices that are strategically located to best serve our clients. Our team represents a diverse range of technical consulting services including planning, engineering, landscape architecture, permitting, environmental assessment, and resiliency services. We support our communities through all project stages – from planning and design concepts to permitting and construction. Our Northeast, based in Connecticut team provides niche expertise in the areas of planning, natural resources management, development of complete streets, and climate adaptation, effectively integrating engineering, landscape architecture, environmental science, and community planning. We work with communities to provide successful, creative, and sustainable solutions.



Corporate Background

History – SLR’s Northeast operations are comprised mostly of the former Milone & MacBroom, Inc. (MMI) employees, which was acquired in 2020. Founded in 1984, MMI served as the base for SLR, founded in 2000, to grow its US operations, offering specialized services and expertise from experienced technical staff. SLR has grown and operates under a One Team approach that encourages regional staff to work together to offer clients the most experienced and efficient staff assignments for all projects. In fact, most of our New England and New York project work incorporates staff from offices in two or more states.

Locations – SLR is headquartered in 22118 20th Ave SE, Suite G202, Bothell, WA. The firm holds 25+ offices across 17 states, including 11 offices conveniently located throughout New England and New York. Work for this assignment will be primarily managed out of our Cheshire and New Haven, CT locations.



Years of Operation – SLR has been operating in the US for over 25 years, and over 40 years including the former MMI.

Firm Structure – SLR International Corporation is a private corporation 100% owned by SLR Holdings US Bidco Inc. SLR's Parent Company is SLR Global Limited.

Firm Capacity – SLR is a multidisciplinary firm that has regional offices with sufficient staff to satisfy the project requirements. For this assignment, it is expected that key personnel will be assigned at the outset of the project and will continue to devote whatever time is required to meet project milestones. These individuals will be supported whenever it is necessary by other staff. The present and anticipated workload at each of the firm's offices will not interfere with committing the resources necessary to meet WestCOG's timeline.

Organizational Framework

SLR will be the lead consultant for this agreement. We are capable of performing all tasks listed in the RFP in-house. If translation is requested, SLR will use translation services from Interpreters and Translators, Inc. There are no shared interests between SLR and Interpreters and Translators, Inc.

Taylor Daigle, AICP, will serve as Project Manager for this agreement. She will be responsible for delegating the work and assigning specific tasks, and holding regularly scheduled project meetings to ensure the necessary level of communication. The project manager will also be responsible for ensuring proper staffing and resource allocation. Every SLR project manager has received formal training in project management as well as advanced learning in the areas of our technical expertise.

Our On-Call Approach

Using these criteria as the basis for our service philosophy, we believe we can meet the needs of WestCOG.

Streamlined Approach - We recognize that municipal employees are often pulled in many directions, and we are prepared to ease, rather than exacerbate, the burden of staff.

Responsiveness - Timely development of a scope and execution of work tasks is critical to us. Responsiveness begins at the first phone call the COG places to the primary contact and will continue until each assignment is complete.

Accessibility - To successfully execute the duties required for on-call services, we believe that the Project Manager, as well as other technical staff, must be accessible to WestCOG at all times.

Communication - The success of this contract will depend on effective communication protocols. This will include ongoing coordination with WestCOG staff on all aspects of the project(s). During the course of the contract, the Project Manager would provide, at a minimum, monthly status reports documenting the current status of each project and pending work efforts to be completed over the next month. We are also prepared to attend meetings and present project elements as necessary.

Cost Effective Solutions - SLR will work with COG and municipal staff to evaluate each project as it arises and understand the needs, objectives, and financial constraints.





Section 2



Work History – Our Services & Experience

Community Planning

SLR's team of community-minded professionals provide land use planning services to neighborhoods, villages, towns, and cities, applying a thoughtful approach tailored to each municipality. Our services are grounded in established urban planning best practices augmented with state-of-the-art tools and technology. Community planning is a multidisciplinary field that requires collaborating with landscape architects; GIS and spatial data analysts; ecologists; site/civil and structural engineers; traffic, transportation, and micromobility experts; economists; climate scientists; and architects. SLR's planning services draw on this diverse expertise to create a holistic and comprehensive approach to problem-solving. We prepare comprehensive plans and special area plans, collect and analyze demographic data, draft zoning regulations and design guidelines, prepare economic development and market feasibility analyses, and lead consensus-driven community engagement.

Together with our colleagues and project partners, we collaborate on detailed site planning and construction support services for transit-oriented development plans, redevelopment projects, community centers, and sidewalk and streetscape improvements. We facilitate discussion among diverse stakeholders to balance the needs of different groups while promoting the overall well-being of the community. Our community planning services include:

- Comprehensive Plans
- Zoning Code Review & Amendment
- Special Area Planning
- Climate Adaptation & Resilience Planning
- Community Engagement
- Economic Development
- Fiscal & Economic Impact Analysis
- Geospatial & Data-Based Analysis
- Neighborhood, City, & Regional Planning
- Demographic and Community Data Analysis

Recent Plans of Conservation and Development include:

- Southington, CT
- Stonington, CT
- Woodbridge, CT
- New Canaan, CT
- Prospect, CT
- Beacon Falls, CT
- Cromwell, CT
- Norwich, CT
- Southbury, CT
- New Britain, CT
- Vernon, CT
- Weston, CT
- Wilton, CT
- Redding, CT
- Bethel, CT

Land Use & Zoning Regulations

Zoning regulation assignments have included complete revisions to a community's zoning and subdivision regulations, developing design districts and associated guidelines, drafting inclusionary zoning regulation language to facilitate the development of affordable housing, and drafting illustrative graphics to demonstrate different zoning terms and concepts. We have prepared zoning text amendments that codify low-impact development (LID) principles; model zoning language for reducing the impacts of various land uses and promoting smart growth; and analyze transportation and water supply systems based on land use and zoning characteristics to assess needs at full build out. We have prepared road design regulations as well as assisted with administration of zoning and subdivision permitting functions at the municipal level. SLR has decades of experience working with **municipal land use boards and commissions** including Planning and Zoning Commissions and Zoning Board of Appeals.



The following zoning-related assignments have been undertaken by our Planning Group staff:

- Southbury, CT - Comprehensive Review and Update of Zoning Regulations
- Cromwell, CT - Review and Update Zoning Regulations
- Norwich, CT - Review and Update Zoning Regulations
- Stratford, CT - Comprehensive Review and Update of Zoning Regulations
- Avon, CT - Comprehensive Review and Update of Zoning Regulations
- Milford, CT - Comprehensive Revision of Subdivision and Zoning Regulations
- Naugatuck, CT - Comprehensive Revision of Zoning Regulations
- Newtown, CT - Comprehensive Revision of Zoning Regulations
- North Haven, CT - Revision of Sections of Zoning Regulations
- Essex, CT - Regulatory Toolbox for Historic Preservation and Design Review
- Marlborough, CT - Village Center Zoning Regulations
- Winchester, CT - Low-Impact Development Regulations
- Avon, CT - Village Center Zoning Regulations and Low-Impact Development Regulations
- New Britain, CT - Incentive Housing Zone Regulations
- Newtown, CT - Incentive Housing Zone Regulations
- East Windsor, CT - Incentive Housing Zone Regulations

Economic Impact Analyses and Market Studies

SLR's planners and economists have completed market study assignments ranging from a single parcel to community-wide economic development strategies. We identify public, quasi-public, and private financing sources to implement a preferred strategy. The firm is particularly skilled at combining public and private funding programs to the benefit of both public- and private-sector clients. SLR's economists and planners craft custom models to estimate project- and policy-generated economic impacts and communicate these technical findings to diverse audiences in support of local planning and economic development initiatives.



*Brownfield Area Revitalization (BAR) Perspective Board,
New Britain, CT*

Economic impact analyses estimate the costs and benefits of investments, job creation, and changes in policy in terms of direct, indirect, and induced jobs, gross domestic product, labor income, and tax revenue. They can bolster grant applications, zoning board applications, and annual reports or meet the requirements of certain environmental impact studies. Our economists and planners work to understand each project's unique impact on a regional economy and tailor the model to capture it. Our holistic approach to economic impact modeling crafts a compelling narrative that communicates quantitative and qualitative costs and benefits of economic activity.



Harbor Point Redevelopment, Stamford, CT



Community Engagement and Outreach

SLR works very hard at and we take great pride in our ability to collaboratively communicate ideas and concepts through images and designs. We are creative thinkers. Our engineers, scientists, planners, and landscape architects facilitate and lead stakeholder and public information meetings, with presentations that describe technical work in language free of technical jargon. SLR also has experience in all facets of digital communication, including public participation plans, website design, online content, project branding, and social media, as well as the design and implementation of online surveys, including multilingual surveys. We understand that the public participation process needs to be approached and designed purposefully to engage, involve, and excite communities to take a vision and make it into a reality. Our commonly used tools and strategies include:



Engaging the community with design charrettes for the New London, CT Wayfinding project

Digital Strategies

- StoryMaps
- Online Surveys
- Virtual Public Meetings
- Web Polling
- Project Websites and Branding
- Digital Marketing Campaigns
- Interactive Mapping
- Language Translation Services

Traditional Strategies

- Public Workshops
- Design Charrettes
- Community Visioning
- Audience Polling
- Intercept Surveys
- Focus Groups
- Pop-Up Events

Multi-Modal Transportation Planning

SLR offers a broad range of services in the area of multi-modal transportation planning, traffic engineering, and design. Our staff work with state agencies, regional planning agencies, municipalities, and the private sector applying innovative approaches and cutting-edge tools. SLR staff lead multi-



Greenwich Avenue Downtown Area Improvements, Greenwich, CT

modal corridor planning Projects that address the needs of motorized and non-motorized users, complete streets studies, access management studies, bicycle-pedestrian studies, traffic calming projects, transit studies, traffic impact and parking analysis, traffic flow optimization, highway and ramp analyses, congestion mitigation, and safety studies. Additionally, our staff design traffic signal and communication systems, high-intensity activated crosswalk and rapid flashing beacon design as well as intersection geometry, signage, pavement markings, and wayfinding

designs. Our multi-modal projects involve municipal development planning, pedestrian movement and safety, traffic assessment, site design, development in coastal areas, and work within culturally and archeologically-sensitive environments. SLR is also well-versed in the design of multi-modal pedestrian transfer areas, particularly when it comes to designing pickup/drop-off and station area layouts. This includes the design of ground transportation areas accommodating the transfer of pedestrians from personal automobiles, buses, shuttles, and taxis to and from destinations, as well as between multiple modes of transportation additionally including rail and ferry.



As part of the design process, high-detail simulation and modeling can be done to visualize and analyze different layout concepts in order to refine a design. Simulation is also a key method to convey how a design will function to Project Team members, stakeholders, and the general public.

Resilience Planning

SLR has been a leader in hazard mitigation and community resilience planning for three decades, predating the emergence of the climate change field. Our focus has always been on local communities; we understand the authorities, tools, and funding sources available to municipal governments, as well as the limitations in authority, capacity, and political will these governments face in addressing climate change challenges. SLR prides itself on its success in working with communities to incorporate climate resilience and sustainability into existing efforts. We excel in building public and stakeholder support for adaptation and mitigation actions, securing funding for projects, and bringing projects from planning through design to implementation.

SLR has extensive and wide-ranging experience working with communities, regional entities, state agencies, and other stakeholders throughout Connecticut – especially in the Western region – to think about and plan for climate change action. Not only are we particularly well-positioned to incorporate climate change into our planning services for WestCOG municipalities, but in many ways we have already started the necessary data collection and relationship building.



Norwalk Climate Action & Sustainability Plan Workshop

SLR was on the Consultant Team updating the most recent Connecticut State Hazard Mitigation Plan, for which we reviewed local planning documents, facilitated workshops with Council of Government staff and state officials, and helped to identify vulnerabilities, mitigation strategies, and opportunities for state, regional, and local action to reduce hazard risks. SLR also previously completed a Multi-Jurisdictional Hazard Mitigation Plan for WestCOG, covering the Cities of Stamford and Norwalk and the Towns of Darien, Greenwich, New Canaan, Weston, Westport, and Wilton.

SLR was also a lead member of the team supporting the Connecticut Institute for Resilience and Climate Adaptation (CIRCA) with its innovative Resilient Connecticut Program. SLR worked with CIRCA and municipal representatives to compile findings of previous planning efforts (such as HMPs, CRB workshops, Transit Oriented Development plans, and other resilience plans), identify and highlight Resilience Opportunity Areas (ROARs), and identify high-priority resilience projects. SLR also piloted a Climate Change Vulnerability Index for Fairfield and New Haven counties and was then retained by CIRCA to scale the CCVI statewide, improving-upon and enhancing the original process and output. This included evaluating social, economic, public health, and environmental data, as well as measures of access to services and amenities.

Landscape Architecture

The landscape architects at SLR apply artistic principles and technical design standards to enhance the built environment and preserve the natural landscape. Through careful analysis of the inherent functions of the natural landscape and the programmatic needs of our clients, the firm's landscape architects collaborate with planners, engineers, and scientists to develop context-sensitive design solutions.



These solutions are planned and designed to ensure respect for the surrounding land forms, the environment, and our client's needs. Our design capabilities cover the full range of site development including active and passive municipal parks, playgrounds, greenways, streetscapes, city and Town Centers, residential communities, and commercial facilities. The variety in our client base has provided us with a broad range of experience and unique design skills to provide master planning through construction administration services for all project types. These services, as well as our superior quality of product, have gained us national recognition for our work.



Pedestrians & Bicyclists Utilizing the Cheshire, CT Segment of the Farmington Canal Greenway

Streetscape Planning and Design

SLR has been a leader in the planning and execution of Complete Streets projects throughout the East Coast. The firm's projects create public environments that promote the economic vitality of the community while balancing the needs of pedestrians, bicyclists, and motor vehicles. In conjunction with Complete Streets design, or as standalone beautification projects, SLR provides detailed site planning,



Trumbull Street Streetscape - Hartford, CT

design, and construction support services for municipal revitalization projects. These projects range from historic town centers that want to strengthen the visual character of their community, urban neighborhoods seeking revitalization, and industrial communities looking to provide an economic stimulus to the surrounding area. Our design experience includes new granite curbing, brick and concrete sidewalks, street trees, decorative lighting, gateway treatments, pedestrian amenities, historic elements, traffic calming, and utilities.

SLR has been a leader in the planning and execution of streetscape projects not only in Connecticut but throughout the East Coast. The firm's streetscape projects create public environments that promote the economic vitality of the community while balancing the needs of both the pedestrian and motor vehicle. Our Project Team includes a mix of landscape architects, transportation engineers, and planners to ensure we maintain traffic safety and community vision while creating a livable public space that draws users. Among the firm's Complete Streets and streetscape projects are:

- Trumbull Street - Hartford, CT
- Park Street - Hartford, CT
- North Main Street - Hartford, CT
- UConn Health Center Bike/Pedestrian Plan - Farmington, CT
- North End Multi-Modal Study - Meriden, CT
- Windsor Road Diet - Windsor, CT
- West Main Street - Cheshire, CT
- Route 68 Corridor Study - Wallingford, CT
- Lower Route 202 Corridor Study - Brookfield, CT
- Market Street Streetscape - Newington, CT
- Devon Streetscape - Milford, CT
- Wall Street - Madison, CT
- River Street - New Haven, CT
- White Streetscape - Danbury, CT
- Downtown Streetscape - Torrington, CT
- Iranistan Avenue Streetscape - Bridgeport, CT
- Main Street Streetscape - Plymouth, CT
- Moodus Center Streetscape - East Haddam, CT
- Hopmeadow Street Streetscape - Simsbury, CT
- Village Center Streetscape - Bridgewater, CT
- Route 1 Streetscape Improvements - Madison, CT
- Scotts Corners Streetscape - Pound Ridge, NY



Our On-Call Experience

SLR has an extensive history of providing consulting services to local communities' departments and commissions, as well as state agencies, throughout the Northeast on an on-call, prequalified, or "as needed" basis. Our current and recent on-call clients include:

- Connecticut Municipal Development Authority (MDA), CT
- South Central Regional Council of Governments (CT)
- Capitol Region Council of Governments (CT)
- Naugatuck Valley Council of Governments (CT)
- Metropolitan Council of Governments (CT)
- City of Danbury, CT
- City of Derby, CT (1994-2013)
- City of Hartford, CT
- City of Meriden, CT
- City of New Britain, CT
- City of Rochester, NH
- City of Springfield, MA
- City of Torrington, CT
- Town of Gorham, ME
- Town of Scarborough, ME
- Town of Hampton, NH
- Town of Beacon Falls, CT
- Town of Bloomfield, CT
- Town of East Hartford, CT
- Town of Enfield, CT
- Town of Goshen, CT
- Town of Greenwich, CT
- Town of Hampton, NH
- Town of Madison, CT
- Town of Morris, CT
- Town of New Milford, CT
- Town of Redding, CT (since 1984)
- Town of Ridgefield, CT
- Town of Salem, NH
- Town of Scarborough, ME
- Town of Shandaken, NY
- Town of Southbury, CT (since 1985)
- Town of Trumbull, CT
- Town of West Springfield, MA
- Town of York, ME
- Androscoggin Transportation Resource Center (ME)
- Portland Area Comprehensive Transportation System (ME)
- CT Dept. of Construction Services
- CT Dept. of Transportation
- Greater New Haven WPCA
- MA Dept. of Conservation & Development
- ME Dept. of Transportation
- MA Dept. of Ecological Restoration
- MA Dept. of Transportation
- Materials Innovation & Recycling Authority
- Metropolitan District Commission
- Norwich Public Utilities (CT)
- NYC Dept. of Environmental Protection
- NYS Office of General Services
- University of Connecticut
- VT Dept. of Natural Resources
- VT Agency of Transportation (VTrans)



Our Western Connecticut Municipal Planning Experience

The list below features a selection of SLR's recent planning work with WestCOG Towns and Cities.

Town of Bethel

- Bethel POCD

Town of Brookfield

- Brookfield Comprehensive Zoning Regulation Revision

Town of Greenwich

- Greenwich Avenue Streetscape Improvements
- Greenwich Waterfront Business Zone Review

Town of New Canaan

- New Canaan POCD

Town of New Milford

- New Milford Housing Workshop

City of Norwalk

- Norwalk Climate Action & Sustainability Plan

Town of Redding

- Redding POCD

City of Stamford

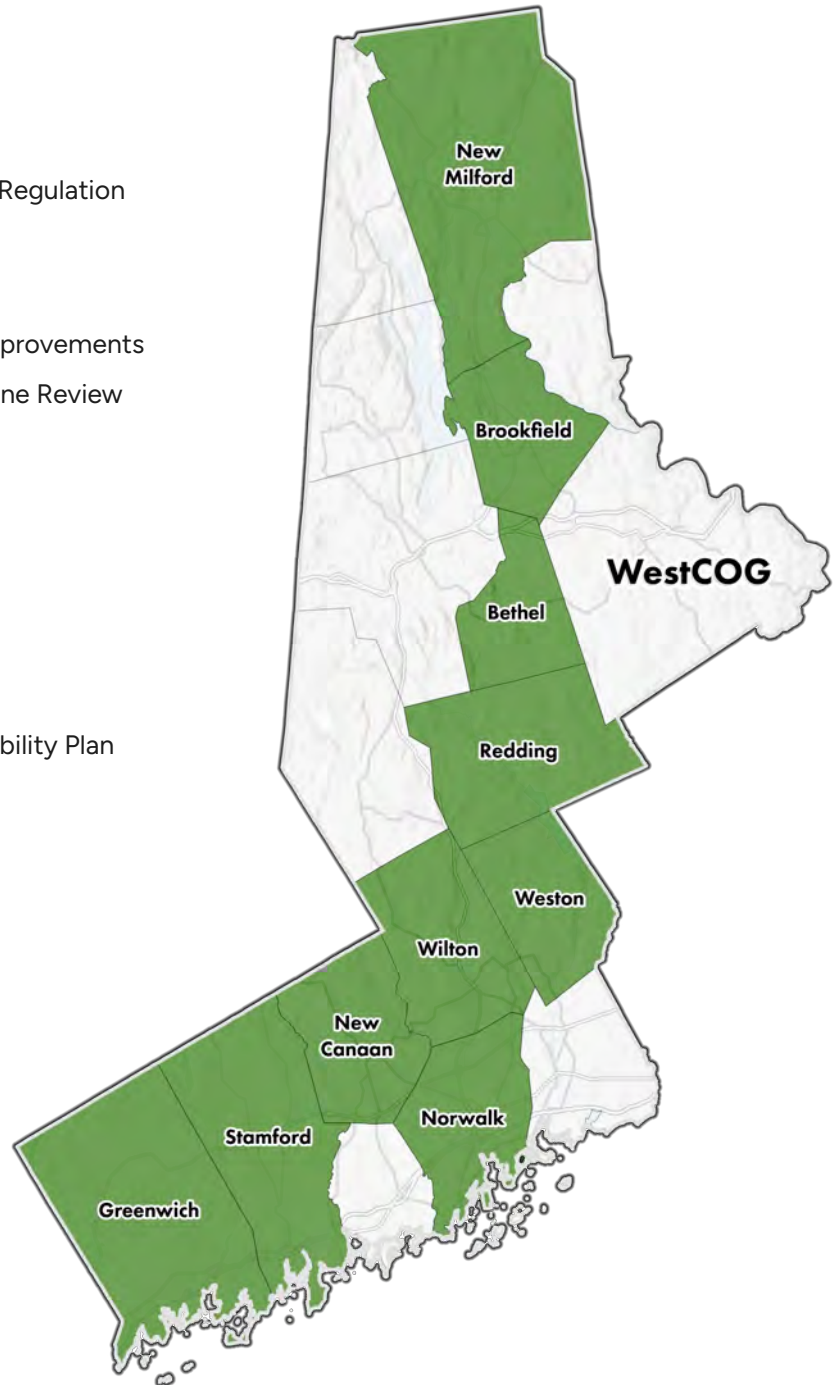
- Summer Street Pedestrian Safety Improvements

Town of Weston

- Weston Affordable Housing Plan
- Weston POCD & Weston Center Master Plan

Town of Wilton

- Wilton POCD



The following pages include detailed examples of similar or relevant past projects in the WestCOG region and throughout the State. References are located at the end of the section.



SCRCOG On-Call Planning Consultants

SOUTH CENTRAL REGION, CT

CLIENT

**SCRCOG Member Communities
(Bethany, Branford, East Haven,
Guilford, Hamden, Madison,
Meriden, Milford, New Haven,
North Branford, North Haven,
Orange, Wallingford, West
Haven & Woodbridge)**

SERVICES

- Planning, Land Use & Zoning Analyses
- Landscape, Streetscape & Urban Design
- Multi-Use Trail Design
- Grant & Funding Opportunity
- Market Analyses
- Traffic, Transportation & Active Mobility / Micromobility



SLR's Community and Mobility Planning Team (CAMP) has been selected as a pre-approved vendor to provide professional planning and zoning services to South Central Regional Council of Government (SCRCOG) member municipalities. Under this 5-year on-call contract, CAMP will support SCRCOG's fifteen member municipalities with projects of varying scope and duration.

SLR's services will encompass a comprehensive range of planning and development activities, including drafting zoning code amendments and conducting peer reviews, preparing transportation and traffic analyses, as well as site / civil, landscape, streetscape, and roadway improvement projects.

SLR will also provide active and micromobility design, climate adaptation and resilience planning, and economic development and business support. Additionally, SLR will assist with grant applications to secure funding for priority municipal projects.



Plan of Conservation & Development (POCD)

NEW CANAAN, CT

CLIENT

Town of New Canaan, CT

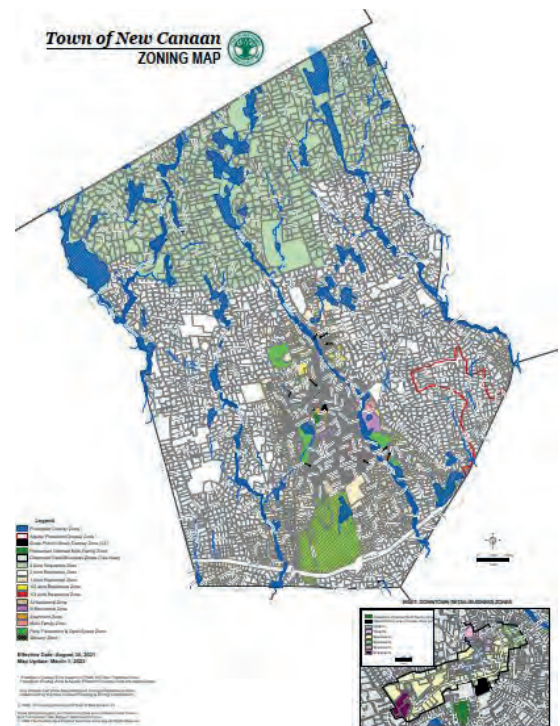
SERVICES

- Plan of Conservation & Development
- Community Engagement



SLR partnered with the Town of New Canaan to update their Plan of Conservation and Development (POCD). In addition to updating data and community information; ensuring consistency with Connecticut State statutes; and preparing a vision, goals, strategies, policies, and actions, SLR implemented a variety of innovative community engagement initiatives that included a project StoryMap (website), online surveys, meeting facilitation, and community open houses. Town staff also conducted a series of community dialogues on a variety of subjects. The final

Plan built upon significant work already completed by the Town, focused on specific recommendations for zoning regulation updates, targeted housing and development opportunities in downtown adjacent to the Metro North Railroad station, and preparing for increased resilience to changing climate and environmental conditions. An implementation table was also included to guide the POCD's progress over the next decade.



2020-2030 Plan of Conservation & Development and Weston Center Study

WESTON, CT

CLIENT

Town of Weston, CT

SERVICES

- Plan of Conservation & Development
- Public Participation
- Special Study: Weston Center



- 1 RECONFIGURATION OF TOWN SHOPPING CENTER TO INCLUDE (5) TWO-STORY BUILDINGS WITH APPROX. 26,150 SF OF COMMERCIAL SPACE. 2ND STORY CAN ACCOMMODATE RESIDENTIAL OR OFFICE. INTERIOR SIDEWALKS CONNECT OUTDOOR PLAZAS TO THE SCULPTURE PARK ACROSS WESTON ROAD.
- 2 MAINTAIN THE EXISTING CROSSING AND INCLUDE DESTINATION PLAZAS. PROVIDE PAINTED 'SHARROWS' ALONG WESTON ROAD AND CONSTRUCT NEW SIDEWALKS AND INSTALL STREET TREES AND LIGHTING.
- 3 DECORATIVE CROSSWALKS AND INTERSECTION STREET PRINT.
- 4 CONVERT EXISTING COLONIAL HOME INTO COMMERCIAL SPACE AND CONSTRUCT (3) NEW SMALL COMMERCIAL BUILDINGS OF APPROX. 14,000 SF.
- 5 REMOVE EXISTING HOME AND CONSTRUCT A SERIES OF (3) INTERCONNECTED BUILDINGS OF APPROX. 11,000 SF.
- 6 MAINTAIN OVERFLOW PARKING ON CHURCH SITE AND CONSTRUCT NEW SIDEWALKS ALONG NORFOLK ROAD THAT CONNECT TO TOWN AMENITIES.
- 7 CONVERT EXISTING COLONIAL HOME INTO COMMERCIAL SPACE AND ADD (3) NEW BUILDINGS OF APPROX. 7,500 SF. CONSIDER OFFICE OR RESIDENTIAL ON 2ND FLOOR AND PROVIDE DEDICATED PARKING.
- 8 POTENTIAL LOCATION FOR RELOCATED ONION BARN AS A GATEWAY STATEMENT.
- 9 CONVERT EXISTING COLONIAL HOME INTO COMMERCIAL SPACE WITH DEDICATED PARKING.
- 10 RELOCATE ONION BARN AND CONSTRUCT (2) TWO-STORY MUNICIPAL OR COMMERCIAL BUILDINGS (10,300 SF) AND ADD DEDICATED PARKING.
- 11 EXPAND EXISTING TOWN HALL PARKING LOT.
- 12 FUTURE MEMORIAL WALK/ TOWN GREEN PROJECT.
- 13 OPEN LAWN, LINEAR SCULPTURE PARK LINKS THE SCHOOLS AND SENIOR CENTER TO THE TOWN CENTER CORE. INSTALL 4' HT. MASONRY WALL OR FENCE, A VEGETATIVE BUFFER, SCULPTURES AND LANDSCAPING ALONG PATHWAYS.
- 14 CONVERT BUS DEPOT BUILDING INTO A COMMUNITY/ ART CENTER WITH ASSOCIATED PARKING AND OUTDOOR EVENT SPACE AND RELOCATE BUS DEPOT FACILITY.
- 15 DEDICATED PICK-UP/ DROP OFF AREA - DOUBLES AS FOOD TRUCK PARKING AREA.

The Town of Weston Planning & Zoning Commission contracted with SLR to prepare the 2020 update to the Town Plan of Conservation and Development, which is required to be updated with current information on the Town's conditions and goals on a 10-year basis. The Project Team developed detailed analyses of the status of demographics and housing, transportation, land uses and regulations, community facilities, natural resources and open space, economic circumstances and development opportunities, and sustainability.

SLR analyzed the data from a community-wide online survey to gain feedback on what residents love or are concerned about in Weston. The Project Team also assisted

in leading outreach activities and inquiring about a variety of neighborhood and community issues and opportunities. These outreach activities were conducted in three community workshops.

Two were focused on the Town Center. The first engaged the participants in a community conversation about the desired future for this area, and the second presented possible development options for Weston Center. Through this community-led design process, a vision and recommendations were developed for strengthening the public realm and design elements, as well as revamping the zoning regime.



WORKSHOP EXERCISES

Housing: What we know

- 98.5% of housing units are single family detached.
- 21 new housing units have been built since 2010.
- Many Weston's residents are looking to downsize into smaller housing units over the coming decade.
- Housing in Weston is more expensive than most of its neighboring towns.
- Affordability is a challenge for many residents. About 34% of all households pay more than 30% of their income towards housing.
- The average senior household in Weston can afford to buy 6% of owner-occupied units in town.

WHAT TYPE OF HOUSING DO YOU SEE YOURSELF LIVING IN 10 YEARS FROM NOW?



Affordability of Housing by Town, 2016



Greenwich Avenue Improvement Project

GREENWICH, CT

CLIENT

Town of Greenwich, CT

SERVICES

- Site/Civil Engineering
- Landscape Architecture
- Transportation & Traffic Engineering
- Public Outreach



SLR worked with the Town of Greenwich on a comprehensive infrastructure and special area plan for Greenwich Avenue, the commercial/retail, civic and historical center of the Town.

The project included the review of past reports from the 1940's to present, analysis of existing conditions, the design of vehicular and pedestrian facilities that will improve the retail shopping experience, a master wayfinding program, parking study, and a robust stakeholder and public engagement process. As part of this project, SLR provided conceptual alternatives within the public realm that will change and

improve the user experience. Removing on street parking to widen sidewalks for placemaking opportunities and outdoor dining, designating drop-off areas for Uber and municipal valet services, and understanding the utility infrastructure upgrades necessary to potentially increase the housing density along Greenwich Avenue that encourages night and day use of the corridor.



DOWNTOWN GREENWICH SIGN KIOSK DESIGN CONCEPTS



Norwalk Climate Action and Sustainability Plan

NORWALK, CT

CLIENT

City of Norwalk, CT

SERVICES

- Operations Management
- Municipal Capacity Building
- Gap Analysis
- Action Roadmap Development
- Public & Stakeholder Engagement
- Facilitation
- Municipal Emissions Inventory
- Emissions Reduction Planning



SLR collaborated with the Norwalk Redevelopment Agency to develop a Sustainability and Resilience Plan (SRP) that will guide Norwalk to become a model “Green City.” SLR developed a unique scope of work that built on the City’s past efforts and focused on administrative and operational changes to advance sustainability and resilience. Our focus was to understand not only climate vulnerabilities and preferred mitigation and adaptation actions, but also how the City operates and what opportunities there are to improve administrative and operational capacity.

The SLR team reviewed over 15 documents, extracting findings about climate vulnerabilities and sustainability and resilience recommendations and barriers. We performed a gap analysis to identify potential next steps.

SLR engaged with municipal staff and officials, stakeholders, and community members through workshops, focus groups, and public meetings.

The SLR team also prepared a greenhouse gas (GHG) “baseline” inventory to quantify current emissions and help prioritize actions.

SLR took the list of recommendations extracted from previous efforts, the findings of our gap analysis, and the feedback collected through public engagement, to create a comprehensive list of sustainability and resilience actions for Norwalk. We then consolidated similar strategies; refined actions to be measurable, achievable, and time-bound; identified intermediate steps; and prioritized the list. Our team

Sustainability and Resilience Priorities in Norwalk

Mitigating the urban heat island effect across the City, in particular with regards to public health.	Reducing risks from coastal flooding to the community, utilities, and government services.
Reducing stormwater runoff to reduce flooding and prevent untreated runoff from entering waterways.	Improving access to open space and parks, especially in underserved areas and urban areas.
Maintaining and enhancing public waterfront access through open space and parks, and within new development or redevelopment.	Preserving and restoring coastal habitats and ecological systems, including through remediation of industrial waterfront land.
Promoting environmental justice (EJ), especially in South Norwalk (SoNo), where flood and heat risks affect socially vulnerable people.	Educating and engaging with municipal staff and community members about the impacts of climate change.
Focusing on infill, redevelopment, and transit-oriented development (TOD), and maintenance of industrial waterfront character.	Having zoning protect areas of flood risk, promote mixed-use and transit-oriented development, conserve open space, & promote working waterfront.

estimated GHG reduction benefits of each action, and described how each action aligns with municipal priorities and grant sources.

Finally, SLR used our findings and best-practices to recommend changes to Norwalk’s administrative structure that will help the city pursue the sustainability and resilience roadmap described above.

Plan of Conservation and Development (POCD) WOODBIDGE, CT

CLIENT

Town of Woodbridge, CT

SERVICES

- Plan of Conservation & Development
- Community Engagement

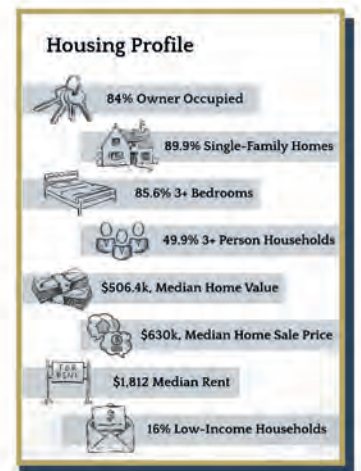


SLR partnered with the Town of Woodbridge in 2015 and again in 2025 to update the Town's Plan of Conservation and Development (POCD).

For both projects, the SLR team began the process by reviewing relevant planning documents and preparing a comprehensive Community Profile and Existing Conditions report to assess changing conditions and identify emerging trends. Throughout the project, the SLR team engaged regularly with the Town Plan and Zoning Commission (TPZ) and the community. Specific community engagement events and activities included a community-wide survey, two (2) community open houses / workshops, and an interactive project website.

The 2025 POCD update includes a Community Vision Statement and three Theme Areas:

- Pursuing Responsible Growth & Housing Diversity
- Embracing Sustainability & Resiliency
- Promoting a Welcoming Community



Norwich Plan of Conservation and Development & Zoning Code Update

NORWICH, CT

CLIENT

City of Norwich, CT

SERVICES

- Community Profile & Data Analysis
- Assistance with Plan of Conservation & Development Update
- Zoning Regulations Review & Update



CITY OF NORWICH
PLAN OF CONSERVATION AND DEVELOPMENT



AUGUST 15, 2023



The City of Norwich retained SLR to prepare the City's Plan of Conservation and Development. Following the POCD adoption, the City further contracted with SLR to review and update the City's Zoning Regulations with a primary focus on action items from the POCD. As presented in the POCD, the City of Norwich celebrates its diversity by prioritizing equitable access to housing for

all income levels, supporting economic development, varied transportation options, access to passive and active recreation opportunities and ensuring dependable municipal services. To achieve this vision, Envision 06360 spotlights five core planning themes: Live, Play, Connect, Grow, and Renew, organized into two categories—Quality of Life (Live, Play, and

Connect) and Framework (Grow and Renew). Designed with input from residents, elected officials, City staff, businesses, and stakeholders, the POCD presents actionable implementation items that balance progress with sustainability while protecting the characteristics that make Norwich unique.



Left: Historic Downtown Norwich; Right: Traffic Roundabout on Route 82

Derby Zoning Regulations & Design District Zones

DERBY, CT

CLIENT

City of Derby, CT

SERVICES

- Draft Zoning Regulations

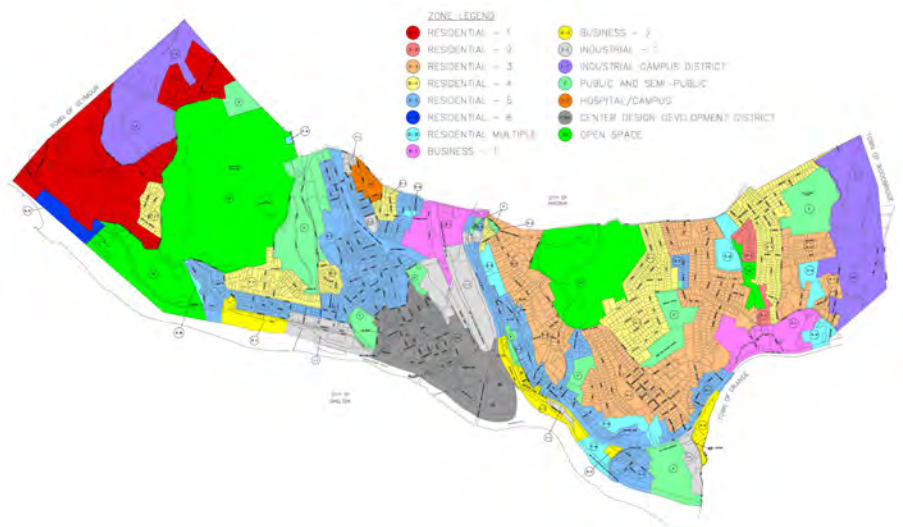


The City of Derby contracted with SLR to provide regulatory concepts and write new zoning regulations to replace the Center Design District zone with appropriate zones to encourage redevelopment and reuse of historic assets in Derby's traditional downtown core and key industrial areas along Route 34.

The regulations intersect with the City's Plan of Conservation and Development Update, as well as ongoing redevelopment efforts targeted at underutilized industrial lands between Derby's existing downtown and the Housatonic River. The project team provided data analysis of existing land uses and regulatory approaches to guide city staff and Commissioners in formulating a new regulatory strategy to support these efforts.

The draft zoning regulations provide greater clarity towards what uses and building forms are allowed in the downtown area, reducing developer uncertainty and focusing redevelopment towards the core of Derby's historic downtown. They also anticipate the implementation

of design standards to encourage historic reuse and compatibility with the downtown's existing character. Outside the downtown core, a specialized Mill Redevelopment District encourages the reuse of underutilized riverfront industrial buildings.



Madison Bike / Walk Master Plan

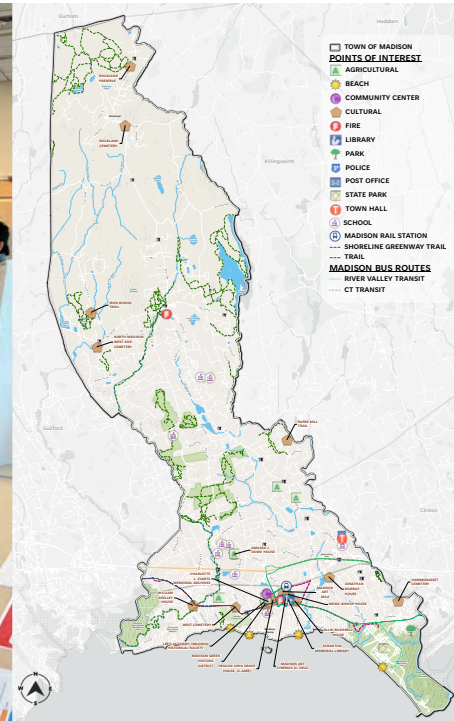
MADISON, CT

CLIENT

Town of Madison, CT

SERVICES

- Community Engagement & Outreach
- Data Analysis & Mapping
- Transportation Planning & Design
- Traffic Engineering
- Context Sensitive Green Streets & Complete Streets Designs
- Transportation Equity
- Bicycle & Pedestrian Safety
- Shared Use Paths



The Town of Madison has engaged SLR to develop a comprehensive Bicycle and Pedestrian Master Plan that seamlessly integrates with regional initiatives, including SCRCOG's Vision-Zero program.

In a highly collaborative planning process, SLR is working hand in hand with Madison's Bicycle and Pedestrian Access Committee (BPAC) and Town staff to prepare a strategic implementation roadmap that prioritizes short and long-term interventions based on impact potential, available resources, and community needs. SLR is gathering real data, analyzing traffic patterns, conducting online preference surveys, and collecting information on how people currently walk and bike, and where safety improvements are needed.

The project includes designing and implementing demonstration projects, such as dedicated bike lanes, enhanced pedestrian pathways, and improved crossing infrastructure to test innovative solutions before making permanent changes. All this work will lead to a practical action plan that lays out what to tackle first and what can wait for later, helping Madison create a connected, accessible, and safety-focused transportation network, where people of all ages can easily and safely choose to walk or bike.



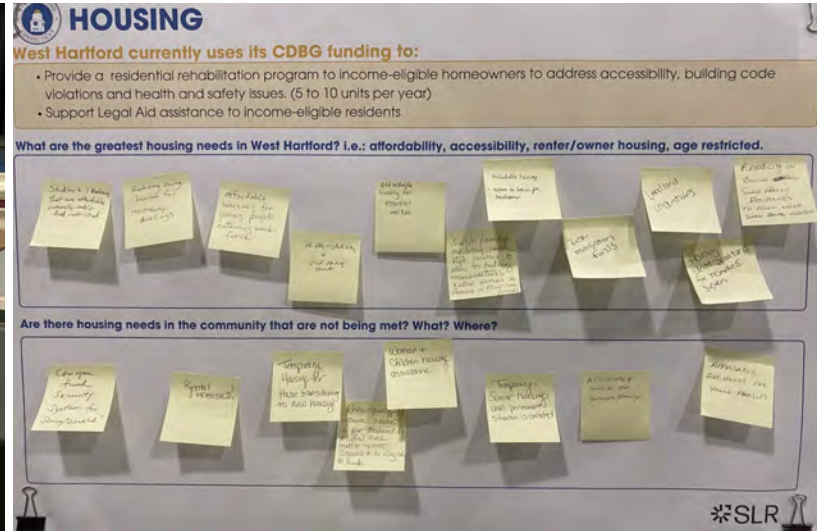
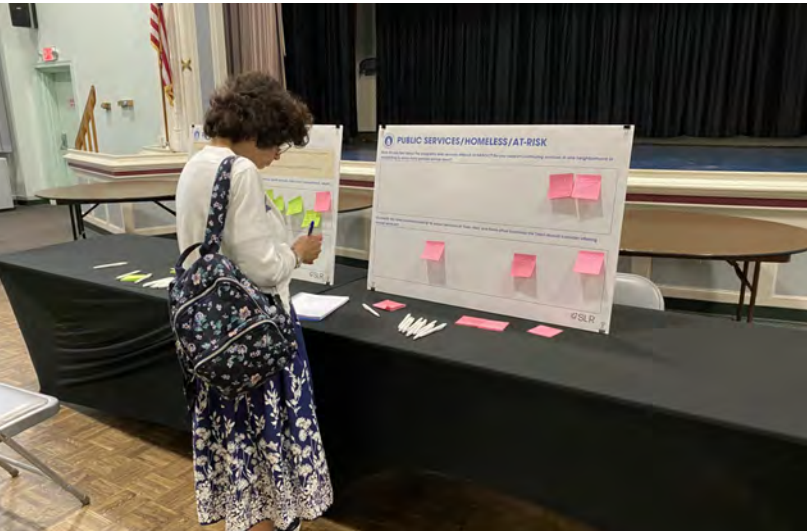
Take our BPAC Survey to help shape a more connected and pedestrian-friendly town. Whether you walk, bike, or drive, your input matters. Scan the QR code to take the survey and help build a better Madison! Or go to our website www.bikewalkmadisonct.org to access the survey there. Let's do this together!

Where would you like to walk or bike to?



2025-2029 Consolidated Plan for Housing and Community Development

WEST HARTFORD, CT



CLIENT

Town of West Hartford, CT

SERVICES

- Needs and Market Analysis
- Public Engagement
- Strategy Development

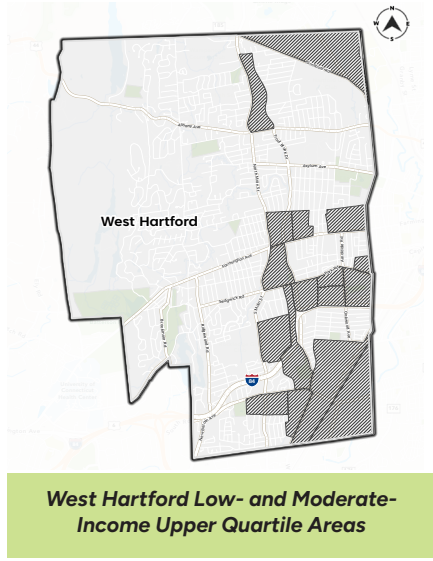
The Consolidated Plan is designed to help communities assess their affordable housing and community development needs, identify current community and market conditions, and make data-driven, place-based investment decisions. Communities receiving annual funding from the U.S. Department of Housing and Urban Development (HUD) are required to prepare a full Consolidated Plan every five years.

SLR conducted a comprehensive needs and market analysis using data from the U.S. Census American Community Survey, Comprehensive Housing Affordability Strategy, and other local and regional sources. To supplement the data-driven analysis and better define community needs, SLR engaged in community outreach and consultation with stakeholders

and service providers. This included hosting an open house-style community meeting and two topical workshops to gather input from the public and service providers.

The information collected through the needs analysis and community outreach informed the strategy development. In collaboration with Town of West Hartford staff, SLR developed a five-year strategy which identified funding priorities and goals.

In addition to the five-year strategy, SLR developed an Annual Action Plan, which outlines the annual allocation of funds to specific programs for the next fiscal year. SLR worked closely with Town staff to ensure a timely submission to HUD through their online submission system, IDIS.



Plan of Conservation & Development (POCD)

BETHEL, CT

CLIENT

Town of Bethel, CT

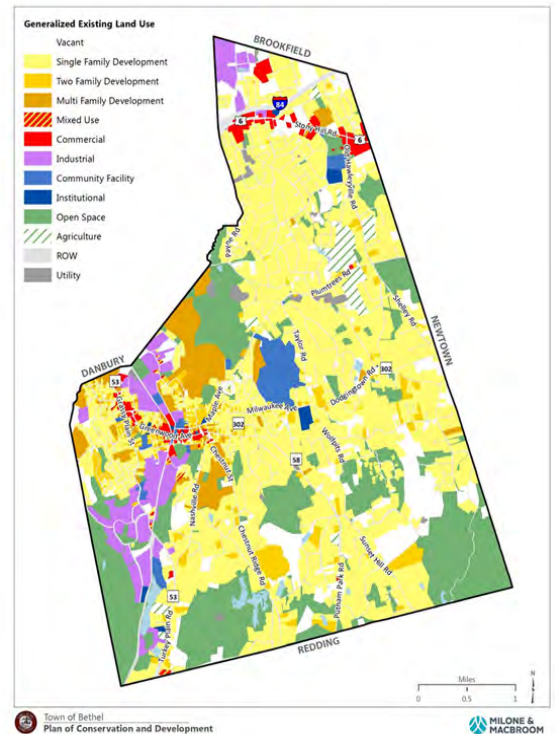
SERVICES

- Plan of Conservation & Development
- Public Participation

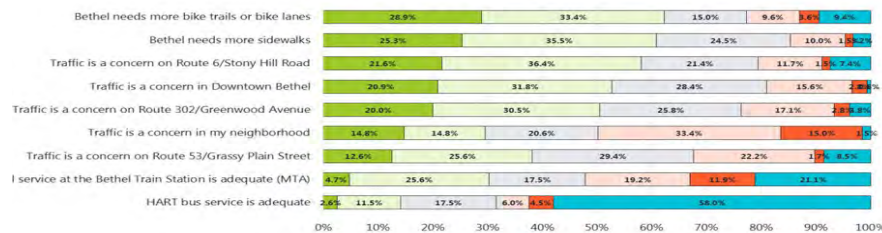


The Town of Bethel engaged SLR to update the town's Plan of Conservation and Development. The planning process consisted of data and land use inventory updates, a buildout analysis, and significant public outreach to ascertain the community's concerns, vision and direction for the next decade. We conducted pop up workshops at community events, fielded online survey and held community workshops in order to assist the Commission in understanding the community's thoughts and ideas on key issues and objectives for the

future. Following the information gathering and analysis phase, we worked with the Commission to develop a set of goals, objectives and actions as part of the final plan. The POCD also contained a robust housing assessment and strategies to serve as the Town's Affordable Housing Plan. Concurrent with the POCD, we completed Bethel's Parks & Recreation Master Plan. By working on these plans simultaneously, the data and documents were better able to support each other and align the Town's future goals.



TRANSPORTATION



Plan of Conservation & Development Outreach

REDDING, CT

CLIENT

Town of Redding, CT

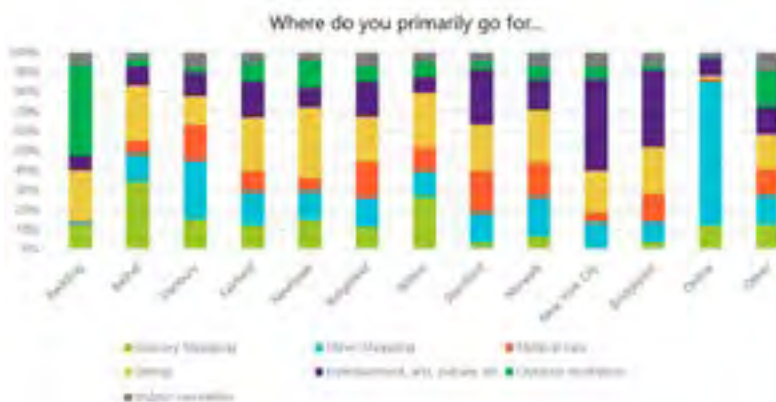
SERVICES

- Visioning
- Online Survey
- Community Workshops



The Town of Redding engaged SLR to assist in the outreach and visioning for the update of its Plan of Conservation and Development. SLR used its technical expertise and extensive community outreach experience to conduct a pop-up workshop at a community event, field

an online survey, and hold community workshops in order to assist the Board of Selectmen in understanding the community's thoughts and ideas on key issues and for the future. We worked with the Town to identify areas of the Plan in which to incorporate the outreach findings.



Brookfield Comprehensive Zoning Regulation Revision

BROOKFIELD, CT

CLIENT

Town of Brookfield, CT

SERVICES

- Zoning Regulations Update

Comprehensive Zoning Revision

Town of Brookfield

February 2017

What is the Comprehensive Zoning Update?

The Zoning Regulation Rewrite Ad Hoc Committee, including representatives of the Board of Selectmen, Planning & Zoning Commissions, Zoning Board of Appeals, and Land Use Department Staff was formed to revise the Brookfield Zoning Regulations, which govern the types of land uses and buildings permitted, and should reflect the community's land use goals—from protecting residential neighborhoods to promoting beneficial economic development in areas like the Federal Road corridor. The Town has contracted with Milone & MacBroom, Inc. to conduct the technical work relating to the zoning overhaul.



Why revise the regulations?

While many changes have been made to these regulations over the years, the regulations have not been reviewed and overhauled in a comprehensive manner in more than 50 years. The goals of this comprehensive revision are to:

How will the revisions be made?

The update process is expected to take until the fall of 2017, and will include a review of existing plans and regulations; outreach with stakeholders particularly impacted and decision-makers; community input; and preparation of drafts and final

SLR was contracted to provide a comprehensive revision of the Town of Brookfield's existing zoning ordinance in order to streamline, clarify, and modernize the regulations to address current challenges, attract higher-quality development, and pursue goals recommended in the Town's Plan of Conservation and Development.

The project team conducted a thorough review of the structure of the regulations and identified problematic regulations and opportunities to implement current best practices. The team led community engagement efforts with the local business, development and resident communities to gather local knowledge and input on issues and opportunities.

The project team drafted a new zoning code and map, which completely restructured the existing code, established new zoning districts and a tiered permitting process; incorporated design guidelines; and encouraged more low-impact development techniques. The Brookfield Planning & Zoning Commission subsequently adopted the new regulations and map.

Multi-Jurisdiction Hazard Mitigation Plan Completion

SOUTHWEST REGION, CT

CLIENT

Western Connecticut Council of Governments (WestCOG)

SERVICES

- Hazard Mitigation Planning
- HAZUS Analysis
- Public Outreach & Survey
- FEMA Review



Natural Hazard Mitigation Plan
2016-2021 Update for the South Western Region

Prepared by the Western Connecticut Council of Governments (WCCOG)
February 2016

SLR was retained by the Western Connecticut Council of Governments (WestCOG) to incorporate comments from FEMA on a draft Multi-Jurisdictional HMP covering the eight municipalities in the southern portion of the WestCOG region. These municipalities are Darien, Greenwich, New Canaan, Norwalk, Stamford, Weston, Westport, and Wilton. These had previously been part of the Southwestern Regional Planning Authority (SWRPA), which was dissolved by the state. SWRPA had initiated the update, but at the time was no longer operational. SLR reviewed and addressed the FEMA comments and tracked the revisions to facilitate final approval.

Revisions of the plan included amending details to hazard magnitudes, likelihoods, and extents; clarifying timeframes and responsible agencies for mitigation actions; outlining specific methods whereby the Hazard Mitigation Plan had been integrated into other municipal planning mechanisms, and a variety of other significant additions and revisions.

The final Plan Update was approved by FEMA and adopted locally.

References

- 1. New Canaan POCD**
Name: Sarah Carey, CZEO, Town Planner and Senior Enforcement Officer
Employer: Town of New Canaan | **Role:** Project Manager
Phone: (203) 594-3043 | **Email:** sarah.carey@newcanaanct.gov
- 2. Greenwich Avenue Streetscape Improvements**
Name: James Michel, Commissioner for Greenwich DPW
Employer: Town of Greenwich | **Role:** Project Manager
Phone: (203) 618-3001 | **Email:** jmichel@greenwichct.org
- 3. Weston Affordable Housing Plan & POCD**
Name: Tracy Kulikowski, AICP, former Weston Land Use Director, now Greenwich Deputy Director Planning & Zoning/Assistant Town Planner
Employer: Town of Weston (former) | **Role:** Project Manager
Phone: (203) 622-7894 | **Email:** tracy.kulikowski@greenwichct.org
- 4. Norwalk Climate Action & Sustainability Plan**
Name: Jodi Trendler, MA, ALM, Director of Sustainability and Resilience
Employer: City of Norwalk | **Role:** Project Manager
Phone: (203) 854-7292 | **Email:** jtrendler@norwalkct.gov
- 5. Woodbridge POCD**
Name: Kristine Sullivan, Land Use Analyst
Employer: Town of Woodbridge | **Role:** Project Manager
Phone: (203) 389-3400 | **Email:** ksullivan@woodbridgect.org
- 6. Norwich POCD & Zoning Regulations**
Name: Deanna Rhodes, AICP, Director of Planning & Neighborhood Services
Employer: City of Norwich | **Role:** Project Manager
Phone: (860) 823-3767 | **Email:** drhodes@cityofnorwich.org
- 7. Derby Planning & Zoning Reviews**
Name: Linda Fusco, Chief of Staff
Employer: City of Derby | **Role:** Project Manager
Phone: (203) 736-1496 | **Email:** lfusco@derbyct.gov
- 8. Madison Bicycle & Pedestrian Plan**
Name: Erin Mannix, AICP, CZEO, Town Planner
Employer: Town of Madison | **Role:** Project Manager
Phone: (203) 245-5633 | **Email:** mannixe@madisonct.org





Section 3



SLR Project Team



David Sullivan, PE, Principal-in-Charge, is US Manager of Community & Mobility Planning. Dave has supervised numerous traffic engineering and transportation planning studies and improvement plans for new developments, corridors, and campus settings. Integral to these efforts were multimodal evaluations and complete streets solutions. He has also supervised countless traffic impact studies for a variety of uses, including educational facilities, industrial plants, superblocks, shopping centers, residential developments, and office / business parks. Dave has significant experience related to parking studies.



Taylor Daigle, AICP, Project Manager, is an Associate Planner with a background in Natural Resources and Environmental and Resource Economics. She has direct experience providing support to a local city planning department in New Hampshire including updating long-range planning documents, reviewing permits for regulatory compliance, and providing various environmental monitoring and testing services. In addition, Taylor has provided consultation services regarding green real estate as well as completed projects involving the review of community plans and data, and developing subsequent recommendations for improvements and future planning efforts.



Vincent McDermott, FASLA, AICP, Senior Advisor, is a Senior Principal with over 50 years of experience in planning, engineering, and land development firms, as well as governmental and academic institutions. He is the firm's planning and zoning expert and has provided technical training for land use commissions. He is responsible for technical oversight on such projects as streetscape improvements, land use planning, parks and recreational facilities, bikeways and greenways, community and master planning, and site development for commercial and residential facilities. Vince is routinely involved in community development and public outreach programs.



Julia Fiore, AICP, is a Senior Economist and Planner with a decade of experience analyzing fiscal, economic, and demographic data to assist with strategic planning and decision making for projects and policies, including economic and fiscal impacts reports, feasibility studies, affordable housing studies, development reviews, equity reports, revitalization plans, and comprehensive plans. Julia has conducted economic analysis for a variety of projects including mixed-use transit-oriented developments, community and cultural facilities, major infrastructure projects, and renewable energy projects. Julia is skilled at developing analysis methodologies and gathering data from a variety of sources to answer tough questions and provide valuable information to the public and decision-makers.



Chanel Lobdell, NCI, is a Project Planner with a background in economic development and public policy process. Her areas of expertise include economic impact analysis, data analysis, public engagement, research, and policy analysis. Chanel has experience conducting an economic impact analysis for a Business Improvement Organization in Massachusetts, providing recommendations to the organization for enhancing their arts and cultural base. She has also conducted a Downtown Marketing Study for the Village of Sleepy Hollow, providing an existing conditions analysis and actionable recommendations for improving the commercial corridor.



John Hersey, AICP, LEED AP ND, Principal Active Transportation Lead, is a seasoned urban planner and educator with experience advancing data-driven and tailored solutions across the public, private, and academic sectors. He brings deep expertise in mobility infrastructure, housing policy, and land use planning. His career spans leadership roles where he led initiatives that integrated transportation, development, and climate goals. A published researcher and frequent speaker, John is recognized for his innovative work in parking reform, equitable TOD, and community engagement.





Jason Williams, PLA, NCI, is a Principal Landscape Architect who provides visioning at project initiation, works to engage the public, and reimagines new spaces, from city blocks to small courtyards. His collection of work spans from regional and community master planning and conceptual site design to detailed construction plans. His projects include downtown revitalization plans, coastal resiliency / riverine restoration, multimodal / transit-oriented development plans, corporate campuses, educational facilities, parks, and linear greenways.



Noah Slovin, AICP, CFM, is a Senior Resilience Planner with experience working with communities to understand the best approaches for implementing sustainability and building climate resilience based on the uniquely local needs and experiences of residents, businesses, and policy-makers. Noah uses his deep understanding of policy frameworks, climate science, hazard mitigation best practices, and the realities of local government limitations to engage communities in collaborative planning processes to identify practical, applicable, fundable actions that can be taken to reduce risks and increase resilience and sustainability.



Meghan McGaffin is the U.S. GIS Technical Discipline Manager with over 20 years of experience. Meghan has served on numerous local, regional, and state GIS committees and organizations intent on fostering the improvement of GIS. She brings a holistic, interdisciplinary approach to executing successful projects across multiple disciplines. She has significant expertise with the ESRI suite of GIS software products for data development & management, spatial analysis, and map creation. Meghan has experience with ArcGIS Pro, ArcGIS Online, ArcGIS Enterprise, and a wide range of additional software products.



Danny Goodman is a Senior Consultant in the GIS division. He is an experienced GIS specialist and technical editor with a demonstrated history of success working in data-driven and editorial environments. He has extensive expertise with many GIS software products and Adobe Creative Suite for data creation and management, spatial analysis, and mapping and cartography, as well as editing, writing, report layout and design, and workflow management. With over a decade of industry experience specializing in the environmental review process, he brings his diverse proficiencies to projects at the federal, state, and local levels.



Neil Olinski, PTP, is a Principal Transportation Planner responsible for transportation planning and traffic engineering. His efforts largely involve working towards sustainable multimodal mobility, access, and safety. His experience includes traffic studies; parking performance planning and analysis; roadway safety assessments; complete streets, safe streets, context sensitive street, intersection, and roadway design; comprehensive downtown and corridor transportation planning; traffic operations engineering; and assistance in traffic signal design.



Fiona Flynn is an Associate Transportation Engineer whose experience primarily involves researching and planning traffic studies, including traffic modeling and data collection on roadway construction, traffic, land development, and traffic signals. She has experience in modeling techniques using Synchro and HCS, as well as organization and presentation utilizing ArcGIS, AutoCAD, and the Adobe Suite.



Ryan McEvoy, PE, is a Principal Civil Engineer with over 20 years of experience including the design and inspection of sewers and roadways; stormwater design and remediation; culvert design; and municipal reviews. **Matthew Sanford, MS, SPWS, RSS**, is the US Manager of Ecology with experience in the areas of natural resources and specific expertise in vegetation management, invasive species



control, GPS resource mapping, GIS modeling, biological inventories, water quality monitoring, watershed planning, vernal pool surveys, wetland delineation, wetland impact mitigation, and peer review services.





As US Manager of Community & Mobility Planning, Dave has supervised numerous traffic engineering and transportation planning studies and improvement plans for new developments, corridors, and campus settings. Integral to these efforts were multi-modal evaluations and complete streets solutions. He has also supervised countless traffic impact studies for a variety of uses, including educational facilities, industrial plants, superblocks, shopping centers, residential developments, and office / business parks. Dave has significant experience related to parking studies.

This includes evaluation of multiple facilities within town / city centers; individual multi-use projects where shared parking demand by users was evaluated; and operational evaluation of various parking strategies and on-street dynamic parking studies.

Years of Experience

37 years with the firm | 5 years with other firms

Professional Registrations

- Professional Engineer - CT

Education

- BS, Civil Engineering, University of Connecticut

Project Experience

Summer Street Pedestrian Safety Improvements (State Project No. 135-340), Stamford, CT

Provided senior oversight for the design of pedestrian improvements along Summer Street in downtown Stamford at four key intersections; Hoyt Street, North Street, Broad Street, and Main Street. Proposed improvements provide increased pedestrian visibility to motorists, provide larger areas of refuge at intersection corners, and reduces the traveled distance within crosswalks. The project designs include reconstruction of intersection corners for compliance with federal Americans with Disabilities Act requirements, installation of new curb geometry for "bump-outs", streetscape architectural materials, colored thermoplastic crosswalks, and modification of existing drainage.

U.S. Route 1 (West Main Street) at West Avenue (LOTICIP Project No. L135-002), Stamford, CT

Project Director for the design of intersection improvements and traffic signal replacement at U.S. Route 1 at West Avenue in Stamford. The improvements provide improved pedestrian accommodations as well as widening for new turn lanes and design of intersection improvements. The City's latest equipment needs with interconnection to the master system operations center were incorporated into the signal design.

Transit Oriented Development District Analysis, Norwalk, CT

As part of a larger project team, assisted in identifying challenges and opportunities within a proposed Transit Oriented Development (TOD) area based upon identification and evaluation of existing conditions. Improvement strategies were developed for the overall transportation system and the separate modes of travel within and through the study area resulting in a comprehensive profile of pedestrian, bicycle, and vehicular travel patterns in the area. An assessment of connectivity between separate travel modes and for improved overall connectivity within the transportation system was made.

Ridgefield Center Traffic Study, Ridgefield, CT

A study was conducted of the Main Street area in Ridgefield to evaluate existing parking conditions, vehicular and pedestrian circulation systems, and wayfinding techniques. The study included an update of the previous parking and traffic studies, review of existing parking conditions, traffic volumes during the peak periods of use, and pedestrian and vehicular circulation operations. The study recommended the conversion of narrow streets into pedestrian routes and the construction of new streets to create a more urbanized area.

Route 57 at School Road Intersection Study, Weston, CT

Undertook an intersection improvement study at Route 57 and School Road in Weston for SWRPA. Traffic operations, traffic circulation, and safety needs at the study intersection and the Hurlburt Elementary School located off School Road were undertaken. Based on the evaluation, a set of near-term and long-term traffic operation / circulation and pedestrian-friendly improvement strategies for the study area were developed.



Taylor Daigle is an Associate Planner with a background in Natural Resources and Environmental and Resource Economics. She has direct experience providing support to a local city planning department in New Hampshire including updating long-range planning documents, reviewing permits for regulatory compliance, and providing various environmental monitoring and testing services. In addition, Taylor has provided consultation services regarding green real estate as well as completed projects involving the review of community plans and data, and developing subsequent recommendations for improvements and future planning efforts.

Years of Experience

3 years with the firm | 1 year with other firms

Professional Registrations

- Certified Planner, American Institute of Certified Planners (AICP)

Education

- MS, Natural Resources, University of New Hampshire
- BS, Environmental and Resource Economics, University of New Hampshire

Project Experience

Town of Avon Zoning Regulations Update, Avon CT

Project Planner for the comprehensive update to the Town's Zoning Regulations. Assisted the project team with analysis of the existing regulations and preparation of a baseline review report. Conducted research for content updates and for potential new zoning trends to be considered. Developed new regulation sections and content and tracked the relocation of existing regulations based on the annotated outline.

Town of Stratford Zoning Regulations Update, Stratford, CT

Assisted in the comprehensive update to the Town's zoning regulations. Work included compiling a comprehensive baseline review of the regulations existing organization, content, and connections to other planning regulations. Responsible for analyzing existing content for the development of an annotated outline. Involved in the public engagement element of the project, including preparing materials and attending open houses / workshops.

Town of New Canaan Plan of Conservation and Development, New Canaan, CT

Assisted with data collection and analysis related to the Town's community profile, existing conditions inventory, and climate resiliency and sustainability review. Worked on development of the Community Survey and responsible for monitoring its progress and processing results. Responsible for maintaining and updating the Project StoryMap. Involved in the public engagement element of the project, including preparing materials and attending open houses / workshops.

Town of Stonington Plan of Conservation and Development Update, Stonington, CT

Currently assisting in the Town's Plan of Conservation and Development update. Responsible for development of a comprehensive community profile and existing conditions inventory, addressing population, housing, land use, and economic trends within the community, among other topics, like coastal and natural resources and open space. Also administered a community-wide survey and supporting open house / workshop planning efforts, and responsible for managing the Plan's StoryMap / website to share and gather information with the public. Development of the Plan's goals, strategies, policies, and actions to follow, along with final text and implementation plan development.

Town of Cromwell Plan of Conservation and Development & Zoning Regulations Update, Cromwell, CT

As part of the SLR team, assisted with data collection and analysis; community survey administration; and GIS mapping and analysis. Responsible for research on special planning topics for both the POCD update and for new regulations to be included in the Zoning Regulation update. The project included other public engagement components and focused on updating both the Plan and the Regulations to be consistent with each other and incorporating important Town sustainable and resilient goals and strategies.



Vincent McDermott has over 50 years of experience with planning, engineering, and land development firms, as well as with governmental and academic institutions. He is the firm's planning and zoning expert and has provided technical training for land use commissions. He is responsible for technical oversight on such projects as streetscape improvements, land use planning, parks and recreational facilities, bikeways and greenways, community and master planning, and site development for commercial and residential facilities. He is routinely involved in community development and public outreach programs. Vince has contributed to the recognition and advancement of landscape architecture

through his extensive service on the Connecticut Board of Landscape Architects and his leadership and involvement as President of the Council of Landscape Architecture Registration Board. He was elected a Fellow of the American Society of Landscape Architects in 1997. He was presented the Lifetime Achievement Award from the State of Connecticut Greenways Council in 2018.

Years of Experience

37 years with the firm | 18 years with other firms

Professional Registrations

- Landscape Architect - CT, MA, SC
- Certified Planner, American Institute of Certified Planners

Education

- MLA, Landscape Architecture, University of Massachusetts
- BS, Plant Science, University of Connecticut

Project Experience

Comprehensive Zoning Regulations Update, Avon CT

Senior Advisor for the comprehensive update to the Town's Zoning Regulations. The Town's Regulations dated from the 1950s and had been amended multiple times resulting in inconsistencies, duplications, and redundancies. Focus was on legal issues, changes required per state statute, and overall technical review.

Comprehensive Plan and Zoning Regulatory Update, Derby, CT

Principal Planner for amending plans and zoning regulations including implementing the Downtown Revitalization Plan and developing special development districts, flood management regulations, and marijuana land use regulations for the City of Derby.

Comprehensive Zoning Regulatory Update, Weston, CT

Project Director to prepare updated and amended zoning regulations to include village district standards and site development standards for the Town of Weston.

Comprehensive Zoning Regulatory Update, Mansfield, CT

Project Director to review zoning regulations to identify opportunities to clarify, modernize, and update them to respond to current land use issues, provide for desirable development opportunities and goals, and ensure compliance with recent case law for the Town of Mansfield.

Mansfield Tomorrow Plan of Conservation and Development, Mansfield, CT

As part of a team of consultants, functioned as Senior Advisor in the development of the Town's 2015 Mansfield Tomorrow – Plan of Conservation and Development. SLR was responsible for conducting an assessment of the development permitting process, assisting with data collection, and participating in the public participation components of the project.

Cos Cob Park Master Plan, Greenwich, CT

Principal-in-Charge overseeing the master planning, preparation of site plans, and detailing for regulatory-level and construction-level remediation area drawings. Concepts were developed providing for both active and passive recreation.



Julia Fiore is a Senior Economist and Planner with a decade of experience analyzing fiscal, economic, and demographic data to assist with strategic planning and decision making for projects and policies, including economic and fiscal impacts reports, feasibility studies, affordable housing studies, development reviews, equity reports, revitalization plans, and comprehensive plans. Julia has conducted economic analysis for a variety of projects including mixed-use transit-oriented developments, community and cultural facilities, major infrastructure projects, and renewable energy projects. Julia is skilled at developing analysis methodologies and gathering data from a variety of sources to answer tough questions and provide valuable information to the public and decision-makers.

Years of Experience

2 years with the firm | 9 years with other firms

Professional Registrations

- American Institute of Certified Planners (AICP)

Education

- MUP, Hunter College, City University of New York
- BS, Biology and Society, Minor in Natural Resources, Cornell University
- CALS Exchange Program, Center for Environment and Development Studies, Uppsala University

Project Experience

Town of New Canaan Plan of Conservation and Development, New Canaan, CT

SLR partnered with the Town of New Canaan to update their Plan of Conservation and Development. In addition to updating the Town's demographics; ensuring consistency with Connecticut State statutes; and preparing a vision, goals, and objectives, SLR implemented innovative community engagement initiatives including a project StoryMap, project branding, social media, online surveys, (including multilingual surveys), meeting facilitation, and design charrettes. The Plan builds upon significant work already completed by the Town, focused on specific recommendations, and prepared actionable strategies for implementation. Julia assisted with project management, including client communications, attendance and presentations at Town meetings, public outreach events, and plan development.

Tariffville Neighborhood Plan, Simsbury, CT

The Town of Simsbury Planning & Zoning Commission contracted with SLR to prepare a Neighborhood Plan for the Village of Tariffville. As Senior Economist, Julia led the development of a detailed analysis of economic and market data to identify community assets and Tariffville's potential as a recreational destination. SLR combined this research with community input to identify constraints and opportunities within the Village. Recommendations for the Village are in development, but will emphasize maintaining the Village's historic charm, enhancing connectivity and safety, and capitalizing on its natural resources like the Farmington River and Tariffville Park to create a dynamic recreational community.

Consolidated Housing and Community Development Plan, West Hartford, CT

SLR is assisting the Town of West Hartford in the preparation of the Five-Year Consolidated Plan, which included a comprehensive Community Needs Assessment, extensive community engagement, and development of a strategy for the use of U.S. Housing and Urban Development funds for community development.

Town of Stratford Zoning Regulations Update, Stratford, CT

SLR has been retained by the Town of Stratford to rewrite the Town's Zoning Code with the goal of revising and modernizing the Code to fit the Town's evolving preservation, development, and design. Julia completed a baseline review of the existing zoning code and developed recommendations to improve site development standards.



Chanel Lobdell is a Project Planner specializing in public engagement, with a strong foundation in community development and public policy. She has played a key role in the development of several bike and pedestrian master plans and a safety action plan, helping communities envision and implement safer, more accessible transportation networks. Chanel is skilled in designing and leading inclusive, equitable outreach strategies that foster meaningful community participation and inform planning decisions. She has contributed to a wide range of projects, including comprehensive plans, downtown marketing studies, and transportation initiatives. She is also a graduate of the National Charrette Institute Complete Charrette System™ Training, equipping her with advanced tools for collaborative, stakeholder-driven planning processes.

Years of Experience

1 year with the firm | 5 years with other firms

Professional Registrations

- National Charrette Institute (NCI)

Education

- MRP, specialization in Economic Development, University of Massachusetts Amherst
- BS, Public Health, specialization in Public Policy and Social Change, University of Tampa

Project Experience

Madison Bike / Walk Master Plan, Madison, CT

SLR was hired by the Town of Madison to assist the Bicycle and Pedestrian Advisory Committee (BPAC) in developing the Bike/Walk Master Plan. Chanel conducted a detailed analysis of previous plans and studies completed in the town. Additionally, Chanel developed and executed an engaging public outreach strategy to gather feedback on gaps and opportunities for the bicycle and pedestrian network by conducting an online survey and hosting an open house community meeting. Chanel will analyze the results from these engagement activities to help inform the final plan.

Tariffville Neighborhood Plan, Simsbury, CT

The Town of Simsbury Planning & Zoning Commission contracted with SLR to prepare a Neighborhood Plan for the Village of Tariffville. Chanel conducted a detailed analysis of economic and market data to identify community assets and Tariffville's potential as a recreational destination. SLR combined this research with community input to identify constraints and opportunities within the Village. Recommendations for the Village are in development, but will emphasize maintaining the Village's historic charm, enhancing connectivity and safety, and capitalizing on its natural resources like the Farmington River and Tariffville Park to create a dynamic recreational community.

Consolidated Housing and Community Development Plan, West Hartford, CT

SLR is developing the 2025-2029 Consolidated Plan, a strategic planning document required by HUD to assess housing and community development needs, for the Town of West Hartford. The project involves conducting a comprehensive needs assessment to identify community priorities, collaborating with various stakeholders including local government agencies, non-profits, and community members, and preparing detailed reports and documentation to meet HUD requirements and deadlines, resulting in the successful approval of the plan. As lead analyst, Chanel is working with Town Staff to conduct the market and needs assessment and has developed engaging public outreach materials and advertisements to gather input from community members on the plan.

City of Hudson Comprehensive Plan, Hudson, NY

Assisted with data collection and analysis related to the City's community profile, existing conditions inventory, and economic development plans. Worked on development of the existing conditions report that explained the City's current economic base, industry clusters, and market growth.



John Hersey, Principal Active Transportation Lead, is a seasoned urban planner and educator with experience advancing data-driven and tailored solutions across the public, private, and academic sectors. As Founding Principal of Sustainable Urban Planning Advisors, LLC and former Assistant Teaching Professor at the University of Colorado Boulder, John brings deep expertise in mobility infrastructure, transportation policy, and land use planning. His career spans leadership roles at the MBTA, RTD, and Enterprise Community Partners, where he led initiatives that integrated transportation, development, and climate goals. A published researcher and frequent speaker, John is recognized for his innovative work in parking reform, equitable TOD, and community engagement.

Years of Experience

<1 year with the firm | 24 years with other firms

Professional Registrations

- American Institute of Certified Planners (AICP)
- LEED AP for Neighborhood Development

Education

- Master of Real Estate Development (MRED), University of Maryland - College Park
- Master of Regional Planning (MRP), University of Massachusetts - Amherst
- BA, Sustainable Urban Planning, Public Policy, University of Massachusetts - Amherst

Project Experience

Bicycle & Pedestrian Improvements in Six Urban Centers, Central Transportation Planning Staff**

As staff to the Boston Region Metropolitan Planning Organization (MPO), John led community audits of six urban centers, facilitated discussions about the centers' strengths and weaknesses, and co-authored a report summarizing community feedback and proposing capital and programmatic improvements to enhance multi-modal safety as well as community development, economic development, and access to jobs and services. The MPO relied on this report to inform project selection in successive rounds of funding in its transportation improvement program.

Colorado Housing & Land Use Implementation Project, State of Colorado**

Developed policies and procedures in line with transit-oriented communities (TOC) law, evaluated proposed TOC plans, and developed a template for local governments to comply with parking-reform law.

Colorado Parking Reform Study, Southwest Energy Efficiency Project**

Examined the impact of local parking mandates on housing, transportation, and climate; researched best practices on parking policy; and developed recommendations to inform state and local land use policy.

Residential Parking in Station Areas, RTD**

Evaluated parking demand and transportation demand management strategies at station-area multi-family properties to inform right-sized parking supply at future development.

Sign Ordinance Update, City of Beverly, MA**

Reviewed client and model sign ordinances; engaged municipal, business, and community stakeholders; and proposed updated sign ordinance that clarified and expedited commercial sign review and approval.

Low-Income Housing Tax Credit Program Parking Studies, Miscellaneous Developers**

Studied parking supply and peak-hour demand at comparable properties in Metro Denver to recommend parking supply at four proposed affordable housing properties.

Best Practices in Parking Management Strategies for Colorado Communities, State of Colorado**

Reviewed parking-management best practices, engaged community and industry stakeholders, and recommended municipal codes and programs to satisfy state-wide parking reform requirements.

**Denotes experience completed at another firm



Jason Williams is a Principal Landscape Architect who provides visioning at project initiation, works to engage the public, and reimagines new spaces, from city blocks to small courtyards. His collection of work spans from regional and community master planning and conceptual site design to detailed construction plans. His projects include downtown revitalization plans, coastal resiliency / riverine restoration, multimodal / transit-oriented development plans, corporate campuses, educational facilities, parks, and linear greenways.

Years of Experience

20 years with the firm | 5 years with other firms

Professional Registrations

- Landscape Architect - CT
- National Charrette Institute (NCI)

Education

- MA, Ecological Design, Conway School of Landscape Design - Program in Sustainable Landscape Planning & Design
- BA, Cultural Anthropology, University of Montana

Project Experience

Greenwich Avenue Improvement Project, Greenwich, CT

Provided landscape architecture services for a comprehensive infrastructure and streetscape plan for Greenwich Avenue, the commercial / retail, civic and historical center of the Town. The project includes the review of past reports from the 1940s to present, analysis of existing conditions including utility coordination, the design of vehicular and pedestrian facilities that improve the retail shopping experience, and a robust stakeholder and public engagement process that includes walking tours, a three day onsite charrette, intercept surveys, interviews and questionnaires, and social media content.

West Avenue Streetscape Master Plan, Norwalk, CT

Developed plans for pedestrian amenities associated with a complete streets program. Amenities included intersection plaza spaces, planted medians, sculptural elements along the West Avenue corridor and colorful seasonal lighting of the I-95 overpass to provide inviting gateway for visitors to this developing area. Coordinated with CTDOT for approvals.

Connectivity & Wayfinding Plan, Stamford, CT

Project Manager for this program of wayfinding, connectivity, and branding for Stamford Downtown and Harbor Point, both of which comprise the recently created Innovation District. Led a team to identify key entry points, travel paths, and decision points to create an inventive wayfinding program resulting in an intuitive and memorable experience for all modes of travel. The wayfinding project provides the City with a comprehensive signage program that links key attractions and destinations into a cohesive, dynamic, and inviting downtown and waterfront district.

Woodbridge Business District Connectivity Study, Woodbridge, CT

Worked with the Town of Woodbridge to develop a Pedestrian Connectivity and Placemaking Master Plan. The project aimed to create safe, reliable, and activated multi-mobility connections throughout the business district. Developed a phasing plan and cost estimates for the proposed improvements that assisted the Town in prioritizing funding allocation to construct the recommended improvements.

Greenwich Waterfront Business Zone Review, Greenwich, CT

Prepared illustrations for zoning regulation amendments including viewsheds, public realm, and coastal access requirements as well as participated in the public outreach workshops.



Noah Slovin is a Senior Resilience Planner with experience working with communities to understand the best approaches for implementing sustainability and building climate resilience based on the uniquely local needs and experiences of residents, businesses, and policymakers. In his current position, Noah uses his deep understanding of policy frameworks, climate science, hazard mitigation best practices, and the realities of local government limitations to engage communities in collaborative planning processes to identify practical, applicable, fundable actions that can be taken to reduce risks and increase resilience and sustainability. Noah is skilled in public and stakeholder engagement, municipal planning, GIS analysis, and data-driven vulnerability analysis. He is particularly interested in using collaborative planning to achieve sustainable and equitable outcomes.

Years of Experience

10 years with the firm

Professional Registrations

- Certified Planner, American Institute of Certified Planners (AICP)
- Certified Floodplain Manager (CFM)

Education

- Certificate of Advanced Graduate Studies, Urban & Environmental Policy & Planning, Tufts University
- MS, Geosciences, University of Massachusetts at Amherst
- BS, Science of Earth Systems, Cornell University

Project Experience

Municipal Hazard Mitigation Plan (HMP) Development, CT

Developed or updated single- and multi-jurisdiction hazard mitigation plans for communities throughout Connecticut as both an analyst and project manager. Areas covered include eight of the nine COGs in the state with Naugatuck Valley COG, Western Connecticut COG, and Northwest Hills COG as the most recent examples. Plans address a variety of natural hazards, including flooding, high wind, and snow. Development includes meeting with municipal and regional staff and officials, analyzing hazard risks and estimating annualized losses, evaluating capabilities, and identifying mitigation strategies. Mitigation strategies include prevention and planning, structural projects, public communication, and natural resource protection.

Norwalk Climate Action and Sustainability Plan, Norwalk, CT

Project Manager for initiative to build administrative capacity of Norwalk to implement climate resilience and sustainability actions identified through previous and ongoing planning efforts. Project includes gap-analysis of City's existing efforts and operations, significant engagement with municipal staff and elected officials, and development of department-specific and citywide action roadmaps. Capacity-building tasks will include trainings, operational and organizational recommendations, and creating a public education framework.

Resilience Code Review, Chatham County, GA

Project Manager overseeing assessment and recommendation of updates for City of Savannah and Unincorporated Chatham County codes and ordinances. In partnership with the County, the City, and the GA Department of Natural Resources, worked to evaluate gaps and identify opportunities and approaches to update codes to: effectively address climate impacts; promote sustainable development including low-impact development, nature-based solutions, green infrastructure and stormwater management practices, floodplain restrictions, urban heat island mitigation; and facilitate integration of climate goals into new projects and retrofits.

Resiliency Planning for the Connecticut State Historic Preservation Plan, Coastal Counties, CT

Reviewed municipal documents including HMPs, Municipal Codes, and Zoning Regulations to determine regulatory and planning gaps with regards to preparing and protecting historic and cultural resources against natural disasters. Assisted with facilitation of discussions with municipal staff about best practices for incorporating historic and cultural resource protection from natural hazards into plans and regulations.



Meghan McGaffin is the US GIS Technical Discipline Manager with over 20 years of experience working in GIS, having started her career in the field mapping out the sewer network for a local municipality. Since then, she has continued to build networks between people, projects, and of course data. Meghan has served on numerous local, regional, and state GIS committees and organizations intent on fostering the improvement of GIS. She brings a holistic, interdisciplinary approach to executing successful projects across multiple disciplines. Meghan has significant expertise with the ESRI suite of GIS software products for data development & management, spatial analysis, and map creation. She

has experience with ArcGIS Pro, ArcGIS Online, ArcGIS Enterprise, and a wide range of additional software products. Meghan leads SLR's United States GIS User Group, providing news, training, and best practices to over 60 GIS staff across the county. She also developed and leads SLR's Bi-Annual Innovation and Technology Week, a company-wide event promoting and highlighting technological and social innovations to provide education and networking opportunities to staff across the United States.

Years of Experience

8 years with the firm | 14 years with other firms

Education

- MA, Urban Studies, Southern Connecticut State University
- BS, Geography, Southern Connecticut State University

Project Experience

Resilient Connecticut, Connecticut Institute for Resilience & Climate Adaptation (CIRCA), Fairfield and New Haven Counties, CT

Covering over 50 Connecticut towns within WestCOG, NVCOG, MetroCOG, and SCRCOG, this project looked to address climate challenges by analyzing dozens of climate, social, and adaptive data sources to develop resiliency strategies for communities at risk due to the effects of climate change.

Climate Change Vulnerability Index 2.0, CIRCA, CT

Primary GIS Coordinator for this project which assembled and analyzed over 60 statewide data sources to develop a climate change vulnerability index. The goal of this project is to create a tool to help decision makers and stakeholders plan for future investments with an eye toward resiliency, risk management, social and environmental sensitivity.

Wilton Plan of Conservation & Development, Wilton, CT

Primary GIS Coordinator for the Town's 2018 Plan of Conservation and Development. Mapping efforts include, but are not limited to, Bicycle Suitability Map, Community Facilities, Zoning, and Land Use Mapping.

Chester Plan of Conservation & Development, Chester, CT

Primary GIS Coordinator for the Town's 2018 Plan of Conservation and Development. Mapping efforts include, but are not limited to, Community Resources, FEMA Flood Zones, Zoning, and Soils.

City of Long Beach Comprehensive Plan Update, Long Beach, NY

Primary GIS Coordinator for the City's 2023 Plan of Conservation and Development. Worked with City staff to develop the future land use plan, update zoning, and perform spatial analysis tasks.

Holyoke Impervious Surface Mitigation Plan, Holyoke, MA

GIS Coordinator for development of maps, data, and analysis to study the impact of impervious surfaces and assist with developing mitigation strategies for the community. Conducted field work and performed GIS analysis tasks for the City of Holyoke's Impervious Surface Mitigation Plan. Worked with the project team to research and develop analytical metrics to study how impervious surfaces affect and are affected by flooding, urban heat, water quality, combined sewer overflows, and air quality. Developed a report, a community survey, as well as interactive StoryMaps to present and share the project with the community.



Danny Goodman is a Senior Consultant specializing in GIS analysis and cartography, design, and technical editing / writing. With a demonstrated history of success working in data-driven and editorial environments throughout his career, Danny has helped manage projects and workflow, as well as prepared deliverables (e.g., maps, graphics, outreach materials, environmental impact statements, Plans of Conservation and Development, Comprehensive Plans, and other reports and documents) and developed effective communication tools to reach diverse audiences for a variety of public and private clients.

With over a decade of industry experience in collecting and managing data, collaborating with and supporting various agencies and municipalities, leading communications outreach that inspires engagement, and specializing in the environmental review process, Danny brings his diverse proficiencies to projects at the federal, state, and local levels.

Years of Experience

3 years with the firm | 13 years with other firms

Education

- Advanced Certificate, Spatial Analysis and Design, Pratt Institute
- MFA, Creative Writing (Honors), University of New Orleans
- MA, English Language and Literature, Lancaster University
- BA, English / Creative Writing (Honors), University of Central Florida

Project Experience

Resilient Connecticut Phase II, Connecticut Institute for Resilience & Climate Adaptation (CIRCA), CT
SLR led a multi-faceted project to develop a regional vulnerability and risk assessment for Fairfield and New Haven Counties and select regionally significant, complex adaptation and resilient pilot projects located among the four COGs. The project included a full public engagement process, significant GIS mapping products related to climate and social vulnerability, and multiple publications. Danny provided editorial support, including document editing and report layout in InDesign, for updates to the Phase II Final Report.

Plans of Conservation and Development, Various Locations, CT

As part of the several Plans of Conservation and Development (including Town of New Canaan, Town of Cromwell, City of Norwich, Town of Prospect, Town of Beacon Falls, and Town of Southbury), Danny helps manage the projects by contributing to content writing and editing, as well as implementing the full layout and design of the Plan. He serves as GIS lead in developing and finalizing all maps and graphics included in the Plan, as well as focusing on in-depth data research, curation and management, and analysis.

City of Hudson Comprehensive Plan, Hudson, NY

Together with Public Works Partners, SLR was retained by the City of Hudson to develop a forward-thinking equity-focused Comprehensive Plan. An existing conditions analysis focused on understanding the driving factors for recent demographic changes. Danny is contributing both as an editor, including report layout and editing in InDesign, and GIS specialist, focused on in-depth data research, curation and management, and analysis, as well as developing and finalizing all maps and graphics. Danny is Deputy Project Manager.

City of Long Beach Comprehensive Plan Update, Long Beach, NY

SLR was retained by the City of Long Beach to update its Comprehensive Plan and establish a guiding framework for future sustainable development, economic growth, and natural resource preservation. Danny helped guide and manage the project; collected and analyzed population, demographic, economic and housing trend data; prepared all project mapping, including evaluating risk associated with climate change; and assisted with writing content and preparing the graphic layout of the Plan.

Avon Bicycle and Pedestrian Master Plan, Avon, CT

SLR provided on-call planning and zoning consulting services to the Town of Avon. Danny provided GIS and mapping support, both for the preparation of the Town of Avon Bicycle and Pedestrian Master Plan in the form of data research, management, and analysis, and public outreach, by designing and maintaining a project website, via ArcGIS StoryMaps.



Neil Olinski is a Principal Transportation Planner whose primary responsibilities include transportation planning and traffic engineering. His efforts largely involve working towards sustainable multimodal mobility, access, and safety. His experience includes traffic studies; parking performance planning and analysis; roadway safety assessments (RSA); complete streets, safe streets, and context-sensitive street, intersection, and roadway design; comprehensive downtown and corridor transportation planning; traffic operations engineering; and assistance in traffic signal design.

Years of Experience

20 years with the firm | 2 years with other firms

Professional Registrations

- Professional Transportation Planner

Education

- MS, Civil Engineering, Concentration in Transportation & Urban Engineering, University of Connecticut
- BS, Environmental Design, Urban Studies (Cum Laude), University of Massachusetts

Project Experience

Greenwich Downtown Parking Study, Greenwich, CT

Parking study of the primary commercial corridor of Greenwich Avenue, as well as surrounding side streets and major off-street parking areas, in Greenwich's downtown. Several rounds of parking utilization and turnover counts were conducted to develop profiles for weekdays and Saturdays throughout the year. SLR also conducted an analysis of zoning parking requirements in the study area, which included an inventory of businesses in the downtown, to determine how much unnecessary parking supply would be required if all the uses were mutually exclusive in a hypothetical suburban area. The zoning parking requirements were then compared the existing parking counts and to industry data in order to right size the minimum parking requirements for the downtown. Numerous other parking recommendations were made to improve operations and management of the public parking.

New Milford Parking Study, New Milford, CT

Project Manager for the recent Downtown New Milford Parking Study, which consisted of detailed field reconnaissance, collection of extensive parking count data, future development planning, and preparation of numerous recommendations to address current and future needs. Recommendations included revisions to parking time limits, fees, and zoning ordinance modifications to right size minimum parking requirements, increase shared-parking, and improve connectivity between parking areas to create more of a park-once environment downtown.

Route 806 (Newtown Road) Corridor Study, Danbury, CT

Study for a major corridor leading from I-84 exit 8 toward downtown Danbury. Performed intersection capacity analyses, data assessment, reports with improvement recommendations, conceptual improvement drawings, and access management recommendations for this corridor study. This study has led to state projects that are in design to improve traffic operations, access management, and safety along Route 806.

441 Canal Street Mixed-Use Development, Stamford, CT

Undertook traffic, transportation and parking study for this large TOD development in Stamford's South End. This job also included the creation of a detailed Transportation Demand Management (TDM) Plan and Parking Management Plan for the site and adjacent on-street parking. Moreover, provided design assistance to the site design team including internal site parking layout design and as the primary designer of the road diet redesign of Canal Street and adjacent off-site pedestrian safety curb-extension improvements. City and CTDOT OSTA approvals were secured.



Fiona Flynn is an Associate Transportation Engineer whose experience primarily involves researching and planning traffic studies, including traffic modeling and data collection on roadway construction, traffic, land development, and traffic signals. She has experience in modeling techniques using Synchro and HCS, as well as organization and presentation utilizing ArcGIS, AutoCAD, and the Adobe Suite.

Years of Experience

6 years with the firm

Education

- BS, Civil Engineering, Rensselaer Polytechnic Institute

Project Experience

Downtown Greenwich Parking Study, Greenwich, CT

Developed comprehensive parking study to understand existing parking inventory, utilization, turnover, and future demands and develop parking management recommendations specific to downtown Greenwich. Created inventory of existing conditions, including a collection of a block-by-block inventory of on-street parking spaces and off-street parking lots, developing a profile of existing businesses, compiling hourly parking counts of the on- and off-street parking areas, collecting license plate turnover counts for the on-street parking areas, and developing a profile of existing businesses within the study area. Assessed areas where parking may be underutilized or overutilized, estimated existing and future parking capacity within the study area based on existing business profile and future occupancy of vacant commercial spaces, and provided actionable strategies to improve parking management downtown. Created graphical figures using the Adobe Suite to illustrate parking inventory, utilization of on-street and off-street parking facilities, and parking turnover.

Woodbridge Pedestrian Connectivity Study, Woodbridge, CT

Led the data assembly of State roadway improvement projects, traffic volume data, and collision data and organized supplemental pedestrian and bicycle counts. Created graphical figures using the Adobe Suite to illustrate vehicular volumes, pedestrian volumes, and collision patterns within the study area. Reviewed and evaluated bicycle and pedestrian accommodations at intersections.

Traffic Analysis and Intersection Improvement, Madison, CT

Analyzed traffic impact of two-phase mixed-use development in Madison. Identified collision patterns at adjacent study intersection and developed a conceptual plan illustrating realignment and restriping of the intersection to improve safety and operations. Summarized analysis, data collection, and recommendations in a traffic study for each phase of the development.

K-8 School Traffic Studies, North Haven, Cheshire, Cromwell, Simsbury, & Ellington, CT

Analyzed future school operations for both new and renovated elementary and middle schools throughout the State. Analysis included evaluation of parent pick-up and drop-off, review of existing and proposed traffic circulation patterns, and development of signage and pavement marking plans for the schools.

Darien Playhouse Parking Study, Darien, CT

Assessed new parking demands associated with redevelopment and land use change at the Darien Playhouse. Analyzed proposed development plans, existing shared parking agreements, past parking studies, parking counts, and Darien Zoning Regulations to determine the future parking profile of the Playhouse lot and the anticipated potential impact on surrounding lots.

Wall Street Place North Development, Norwalk, CT

Led the data collection and field reconnaissance for the mixed-use development in Norwalk.



Ryan McEvoy is a Principal Civil Engineer with over 20 years of experience including the design and inspection of sewers and roadways; stormwater design and remediation; culvert design; and municipal reviews.

Years of Experience

23 years with the firm | 1 year with other firms

Professional Registrations

- Professional Engineer - CT

Education

- BS, Civil & Environmental Engineering, University of Connecticut

Project Experience

Inland Wetlands Commission & Planning & Zoning Commission, New Milford, CT

Assisted in representing SLR in its capacity as an on-call Engineer for the Town of New Milford. Since 2017, Ryan has been responsible for providing technical support for the Town, including the Inland Wetlands Commission, and the Planning and Zoning Commission for several applications on an as-needed basis. He has reviewed plans, specifications, and reports for the Wetlands Agency and Planning & Zoning Commission, and the First Selectman's Office and provided comments for the applicant's and the Town's consideration.

Inland Wetlands Agency & Planning & Zoning Commission, Derby, CT

Assisted in representing SLR in its capacity as Mayor-appointed City Engineer for the City of Derby. Since 2009, Ryan has been responsible for providing technical support for various agencies within the city, including the Office of the Mayor, Office of Development and Administration, Inland Wetlands and Watercourses Agency, and the Planning and Zoning Commission. He has reviewed plans, specifications, and reports for the Wetlands Agency and Planning & Zoning Commission. He also provided services with the preparation of construction documents for various projects involving the City of Derby, including drainage improvements on Gilbert and Crescent Streets.

Hamden Residence Inn, Hamden, CT

Coordinated the regulatory permitting and design associated with the demolition of an old lumber yard and construction of a new Residence Inn, physical therapy building, and restaurant on three separate and adjacent parcels. The permitting included complex analysis of form based zoning code with challenging site constraints in the center of Hamden.

Greens Farms Academy K-12 Private School, Westport, CT

Site engineering and construction services associated with the phased expansion of the private K-12 school. Services included analysis and expansion of the subsurface sewage disposal system, drainage analysis, and construction reviews.

Schanz Farm, Northford, CT

Provided engineering services for a 30-lot residential subdivision. The project included the design of a 4,200 foot town road and soil testing/design for individual subsurface sewage disposal. Roadway design included preliminary design of a 70 foot long bridge spanning the floodway of the Farm River, in an environmentally sensitive public water supply district.

Orchard View Subdivision, Cheshire, CT

Provided engineering, site planning and local permitting services for a 21-lot residential subdivision. The project included the design of 2,500 feet of town roadways and soil testing/design for individual subsurface sewage disposal. Roadway design included off-site and on-site drainage improvements.



Matthew Sanford is the firm's Manager of Ecology with experience in the areas of natural resources and specific expertise in vegetation management, invasive species control, GPS resource mapping, GIS modeling, biological inventories, water quality monitoring, watershed planning, vernal pool surveys; wetland delineation, assessment, and functions; inland wetland and tidal wetland impact mitigation; and peer review services. Matt's project experience includes computer modeling and design in ArcGIS and TR-20. He is a Senior Professional Wetland Scientist (SPWS) and is a Registered Soil Scientist (RSS). He has expertise in United States Army Corps of Engineer (USACE) wetland delineations and has conducted USACE delineations in New York, Connecticut, Vermont, and Massachusetts. He served as Vice President and President of the Connecticut Association of Wetland Scientists (CAWS).

Years of Experience

24 years with the firm | 1 year with other firms

Professional Registrations

- Certified ACOE Wetland Delineator
- Senior Professional Wetland Scientist
- Registered Soil Scientist

Education

- MS, Wetland Biology, Southern Connecticut State University
- BS, Natural Resource Management, University of Connecticut

Project Experience

Independent Third Party Peer Review Services, New Milford, CT

Serves as the Town's technical expert professional wetland scientist and registered soil scientist for specific projects that are submitted for approval through the inland wetlands and watercourse commission. Specific tasks may include wetland boundary verification, intermittent watercourse determinations, comprehensive plan reviews, preparation of technical peer review comment letters, and presentation of findings at inland wetland and watercourse commission meetings.

Municipal Inland Wetland Agencies, Statewide, CT

Technical Peer Reviews for the Towns of Westport, Middletown, Redding, Easton, Newington, Wilton, and others.

Newtown Natural Resource Inventory, Newtown, CT

Performed extensive evaluation of existing natural resources in the Town of Newtown including wetlands, watercourse, wildlife corridors, soils, vernal pools, endangered and threatened species, APA areas, vistas, and night sky resources. Data was compiled and summarized for the Town for use in future Plan of Conservation and Development Planning.

I-84 Danbury Project - Environmental Document (CTDOT Project No. 34-349), Danbury, CT

Technical Leader for natural resource investigations including inland wetland and watercourse delineations and function and value assessments, listed flora and fauna species surveys and reporting to CTDEEP NDDDB program, public presentations, preparation of the environmental sections of the NEPA and CEPA document for this 8 mile expressway corridor. Also responsible for field identification and flagging of wetlands and watercourses for 8.5 miles of project corridor; developing summary document chapters; and for conducting natural resources impact assessments for a range of highway improvement alternatives.

New Milford Greenway Trail, New Milford, CT

Completed feasibility study and potential trail alignment. Identified natural resource constraints and permitting strategy. Following the study, inland wetland and watercourse resources were delineated and listed species surveys for sensitive flora and fauna species were completed.



Section 4



Organization Conflict of Interest Statement

SLR does not have any known conflicts of interest or appearance of impropriety relating to other current clients of the firm. If any future conflicts arise, SLR will notify WestCOG and provide procedures on how to resolve such conflicts.





Making Sustainability Happen

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