July 1, 2019

Ray Burger, Planning Director
Town of Dryden
93 East Main Street
Dryden, NY 13045

Congratulations to the Town of Dryden on your proactive efforts to update your Comprehensive Plan. It is so important to build consensus around a renewed vision for the Town to reflect the goals and desires of the community. As a Central New York based firm EDR is very familiar with the community. In fact, we are currently working with the Village of Trumansburg on an update to their Comprehensive Plan.

EDR is a Syracuse-based NYS-certified WBE, that has worked with numerous villages and towns in their quest to preserve their unique character while managing growth and development. In addition to Trumansburg we are currently planning consultants to the Town of Henrietta in Monroe County where in 2019 the Town adopted an update to their Comprehensive Plan and local zoning regulations. We have also recently worked with the City of Syracuse to develop a new “user friendly” zoning code. We are well-versed in NYS Department of State initiatives, municipal planning, transportation, environmental assessment, and economic feasibility to better assist in the evaluation, update, and completion of your Plan.

We are skilled facilitators, experienced in working with citizens, staff, appointed and elected officials, and the business and development community, who know their community best, to gain consensus on difficult issues which, for example we successfully dealt with in Henrietta. Most land use regulations we have authored, like in Henrietta have been adopted by their communities. We have also developed and implemented regulations for our own communities. For example, I have served on the Village of Fayetteville Planning Board as Chairperson for two decades. So, I have learned first-hand how to develop products that are clear, well-illustrated, logical, realistic, and easy to use; and how to use those products to encourage and regulate development in my community.

For this project EDR is pleased to team with the Central NY Regional Planning and Development Board to conduct the greenhouse gas inventory and vulnerabilities assessment for Dryden. The CNY RPDB has years of experience with this work, having served as Central New York’s regional coordinator for the NYSDEC’s Climate Smart Communities pilot program from 2012-2015 and through its continued work as the CNY regional coordinator for NYSERDA’s Clean Energy Communities program from 2016-present. To date, the CNY RPDB has assisted in compiling over 20 greenhouse gas inventories and climate action plans (https://www.cnyenergychallenge.org/climate-smart-communities).

Thank you for this opportunity to serve and work alongside the Town of Dryden on this initiative. We truly enjoy this type of work, and enthusiastically look forward to making an important contribution to the future growth and development of your community.

Sincerely,

Jane E. Rice, JD, AICP
Principal-in-Charge, Director of Planning

EDR
TOWN OF DRYDEN – COMPREHENSIVE PLAN UPDATE

PROJECT UNDERSTANDING AND APPROACH

The Town of Dryden is requesting proposals to update its current 2005 Comprehensive Plan. Sections of the Plan have become outdated and need to be revised or newly prepared to address current issues and opportunities in the Town. The updated plan will be based on a renewed vision, goals and objectives for the future of the Town based on information-sharing, education about best practices in community planning, and through engagement of the community with a significant public participation process.

Our approach is based on clear and consistent communication that is vital to an effective and successful planning process. The process is focused on encouraging community participation and stakeholder involvement during each significant phase of the planning process to help manage expectations, gain trust among all involved, reduce apprehension about possible changes, and achieve desired results.

Our approach includes overarching principles that our team of experienced planning professionals will follow in working with Town officials, project stakeholders, business owners and residents. These principles involve keeping people informed about what is happening, opportunities for their involvement, listening to community concerns and ideas, and guiding discussions so that informed decisions are made. This process should be sensitive to, and prepared to manage the political environment knowing that trust in government activities is critical to a well-informed citizenry and decision-making processes. The planning process also needs to reflect the aspirations of the community and not the agenda of the consultants. The process should inspire community leaders to advance a shared vision for the future of the Town that is born of local values. And finally, the process should provide clear direction to officials and other stakeholders as to how to implement the recommendations that result from the planning initiative in ways that benefit the entire community. It is equally important to recognize the character and culture of the community, including the physical characteristics of different areas of the Town as well as the social and physical networks that connect residents and how they see themselves fitting into the larger picture of the Town’s future.

Our planning approach is based on eight important tasks (or phases) of the total planning process. These tasks are discussed in detail under our proposed scope of services. We anticipate that each task will build upon the results of other tasks. Each task will require coordination with the Steering Committee and have a community involvement element with a defined product and achievable outcomes. Ultimately the Update to the Comprehensive Plan will incorporate and summarize each task of the planning process including implementing recommended actions and anticipated outcomes.

We pay close attention to our Client’s planning needs, organizational frameworks and guiding principles expressed through each community’s vision, goals and objectives. As a team we will work with officials, staff, and community stakeholders so they are fully educated and aware of a wide range of planning, zoning and development tools available to them. Our team will help the community select the appropriate tools to encourage, rather than constrain, the type and level of land use development and resource protection that meets the needs and desires of the Town.

As acknowledged in the Town’s RFP, an assessment of the current 2005 Comprehensive Plan indicates that specific planning categories are addressed in some detail while other topics are less detailed. The EDR Team will work with the Town in addressing this imbalance in planning categories with an eye towards providing more detailed background data and discussions of those topics that may be of most significance to the Town. The EDR Team will conduct a thorough review of the 2005 Plan to identify specific sections that may just require some updating while other topics may require considerable research and discussion. For example, natural resources have likely not changed much over the past 15 years. The EDR Team will provide updated GIS parcel data maps that identify natural systems and may summarize current text from the existing plan where little or no change has occurred. Similarly, the EDR Team will update land use maps and illustrate the context of the current built environment by using data tables, graphs, photos and text.
Emphasis will be placed on quality of life issues and issues that are gaining momentum in importance to communities such as: health and safety; economic conditions and employment; education, arts and equity; and climate change and energy. EDR is aware of recent controversy in the Town over some of these latter issues, but is prepared to deal with such controversial topics through an open and transparent planning process that helps educate the community and limit misinformation from derailing an otherwise productive planning process.

We anticipate a two-year comprehensive planning process that will include a significant public outreach component and a series of analyses that establishes reliable information on existing conditions. The Comprehensive Plan will identify recommendations for local officials with the support of the community to make rational decisions about economic development, housing, agriculture, open space, transportation, and infrastructure in a manner intended to make efficient use of land and natural resources, and as needed through analysis reduce greenhouse gas emissions and vulnerability to adverse changes in climate.

The following scope of services identifies our proposed tasks and deliverables for Dryden’s comprehensive plan update. These proposed tasks and associated fees are flexible, and we welcome an opportunity for a more detailed discussion with the Town to make sure we meet your expectations and needs.
SCOPE OF WORK

This proposed scope of services by the EDR Team responds to the Town of Dryden’s Request for Proposal dated May 31, 2019 to prepare an update to the Town’s 2005 Comprehensive Plan based on a 25-year planning horizon. The updated plan will reflect the community’s present-day vision for growth, development and enhancement of quality of life. Generally speaking, the EDR Team services will include:

- Working in close consultation with Town officials including the Planning Board which will serve as a Steering Committee.
- Incorporation of substantive input from the community through an updated resident survey and a well-documented interactive, transparent, and participatory community engagement process.
- Opportunities for educating the community on current planning research topics and best practices that are applicable to the Town of Dryden.
- Facilitation of Steering Committee meetings, public information meetings, workshops and presentations to local elected and appointed officials.
- Preparation of an updated comprehensive plan by certified community planners with decades of experience in preparing local plans, stakeholder outreach and land use regulations.

We are open to amending any aspect of our proposed scope of services identified below to better serve the Town of Dryden. All hard copy and digital deliverables will be prepared in the required format as set forth in the Request for Proposals.

TASK 1: PROJECT COORDINATION, STEERING COMMITTEE AND KICK-OFF MEETINGS

The EDR Team will participate in a project kick-off meeting with Town officials and Steering Committee members and other stakeholders to be identified by the Town as appropriate. The purpose of this meeting will be to review project requirements; discuss details of EDR’s proposed scope of work; identify existing conditions information sources; verify a schedule of milestones and deliverables; and address roles and responsibilities. We will prepare and distribute a brief meeting summary afterwards that clearly indicates the agreements/understandings reached at the meeting.

The EDR Team is very strong in project management and Client coordination and so will work closely with the Town Planning Director and Steering Committee to ensure continuous communication throughout the project. We will facilitate scheduled Committee meetings and/or conference calls, as needed, to assist in providing relevant project review of information and status updates to ensure continuous progress on each task under this scope of services. Information with Committee members will also be shared via emails and/or information-sharing portals. We anticipate facilitating up to ten Committee meetings over the course of this project, but this number is somewhat flexible depending on project needs.

**Deliverables:** EDR anticipates up to ten Steering Committee meetings including a project kick-off meeting during the project. Additional coordination will be via conference calls and information sharing portals. Meetings will be attended by senior level EDR Team members and other staff as required, for example to assist during public meetings. EDR will prepare meeting agendas, meeting notes and handout materials approximately one week in advance of each scheduled meeting.
TOWN OF DRYDEN – COMPREHENSIVE PLAN UPDATE

TASK 2: PREPARATION OF A COMMUNITY OUTREACH PLAN

Public engagement is an essential and very rewarding part of any planning process. Our team prides itself on a strong public involvement track record. We are excellent communicators, meeting facilitators, and educators, capable of building public support for comprehensive planning and regulatory land-use changes, even on controversial issues. While we attribute our public outreach success to a general and preferred approach that we have developed over many years, we will take the time to carefully craft and implement a public participation strategy with the Town. An integral part of our outreach strategy involves working with the committee that informs the process by providing essential input and feedback. We will gather input via social media (Facebook, Twitter, etc.), email list-serves, and public meetings. In addition to public engagement we will employ an educational element that will facilitate dialogue between the team, officials, staff, and stakeholders in an exchange of information about issues, challenges, and local priorities. This is particularly important for long-term implementation of zoning regulations and development techniques.

Public outreach will include meetings designed to engage the public and specific stakeholders, relay information between the community and the project team, and generate discourse about the future of the Town. Outreach should also include a webpage with topics of interest relevant to this process, including a “click to comment” feature; press coverage of the project goals, scope, and timetables. Throughout the process we will be receiving information and educating specific stakeholders and residents in general about issues and opportunities.

Public outreach should be a fluid sharing of information, ideas, concerns, and solutions among Town officials, the EDR Team, and the community in general while developing the updated comprehensive plan. To achieve this, we anticipate employing various communication tools to access a variety of forums providing multiple opportunities for the community to learn and voice ideas, issues and opportunities. We anticipate working closely with the Steering Committee to develop and implement a Community Outreach Plan (COP) shortly after the project kick-off meeting (see Task 1). The COP will include identification of the members of the Steering Committee, a list of stakeholders to be specifically invited to participate in the process, a mailing list that will continue to evolve throughout the project, and target milestone dates as well as details regarding each of the agreed upon workshops, public meetings, and stakeholder interviews/focus groups.

All public meetings should be publicized in the community through press releases, announcements, individual mailings, and any other appropriate means. EDR will assist the Town in preparing these materials. A summary of each public outreach session will be made available in written form and through other appropriate means, such as posting to the Town’s website. We recommend an outreach effort for this planning initiative that may include some or all of the following:

Public Steering Committee meetings (anticipate EDR facilitating up to three public information meetings). Although we anticipate up to 10 Steering Committee meetings as work sessions open to the public we suggest that up to three of these committee meetings be open to public discussion. The purpose for these meetings will be to review and discuss project related information, such as up to date information on existing conditions. Feedback from the public will help in confirming information or identifying gaps in data.

Visioning Workshops (anticipate facilitating three public workshops). These workshops (see Task 5) will be designed to accomplish two objectives: first, to inform the community of the purpose of this planning initiative and encourage their continued involvement; second, to gather meaningful input regarding the community’s vision, goals and objectives for the future of the Town. The community will learn about the planning process and will be encouraged to contribute to the ongoing efforts necessary for plan implementation.

Added Value Outreach effort – Targeted Stakeholder Interviews (anticipate up to three focus group/stakeholder interview sessions). Stakeholders can be drawn from various community and regionally based organizations/agencies as well as business owners, property owners, landlords and residents.

Social Media: A project website (linked to the Town’s website), Facebook page, Instagram and/or Twitter accounts may be valuable and efficient platforms for communicating progress and announcing meetings.
Mailing List: We will maintain a master mailing list which will continue to grow during the project. This list will allow us to send meeting notifications via email blasts as well as via the U.S. postal service. This information will also be used to conduct a community survey.

Public Hearing (we anticipate one public hearing). This public hearing will be designed to inform the community of the proposed strategies and recommendations being proposed in the Draft Comprehensive Plan to provide members of the public an opportunity to provide comments before the Town Board before any further action on the Draft Plan is taken. The hearing may be part of the SEQRA process prior to adoption of the updated comprehensive plan.

**Deliverables:** One (1) Community Outreach Plan: three (3) publicly announced steering committee/public information meetings; three (3) visioning workshops; a comprehensive mailing list; three (3) stakeholder focus group/interview sessions; meeting notes; content for posting on social media platforms; and a summary of all outreach efforts to be included in the comprehensive plan. The EDR Team will prepare all materials, which may include display boards, PowerPoint slides or similar presentations, sign-in sheets, agendas, and informational materials for public meetings and a public hearing. We will take photographs during the meetings to properly record the event and we will set up and take down all materials and equipment for each meeting.

**TASK 3: PLAN INTRODUCTION, REVIEW OF EXISTING PLANS AND INITIATIVES**

To understand the issues of the municipality and neighboring communities, the EDR Team will review all relevant existing planning documents, including those initiatives identified in the RFP (see below). This review will help in identifying critical issues and opportunities common to the Town and its population centers and surrounding neighbors. We will summarize these plans and incorporate the summaries into the introduction (Chapter 1) of the updated comprehensive plan:

- The 2005 Comprehensive Plan including the Varna Community Development Plan
- The 2018 Agriculture and Farmland Protection Plan
- The 2011 Recreation Master Plan
- The 2003 Open Space Inventory
- The 2017 Natural Resources Conservation Plan
- The 2015 Tompkins County Comprehensive Plan which includes Dryden
- The 2008 Route 13/366 Corridor Management Plan and the current update
- The 2017 Town of Dryden Water and Sewer District Consolidation Study

EDR understands that additional information will need to be included in the introductory sections of the plan including, but not necessarily limited to, a summary of the NY Rural Water Association Source Water Protection Plan (in progress) as well as a summary of other significant events/projects as identified in the RFP including participation in the NYS Climate Smart Communities program. Although the RFP indicates that Chapter 1 include an Executive Summary of the new Comprehensive Plan, we suggest as an alternative that a separate Executive Summary be prepared that could also be formatted as a stand-alone section and, if needed, be used in lieu of the full document, for example as a quick reference guide for meetings, grant applications and other uses.

**Deliverables:** Written summaries of local and regional planning initiatives with identification of preliminary issues and opportunities to be incorporated into the introduction to the updated plan. This task includes preparation of an Executive Summary that could be incorporated into the Plan in Chapter 1 and used as a separate stand-alone section at the beginning of the plan.
TASK 4: INVENTORY AND ANALYSIS

Based on the review of existing planning documents, meetings with the Steering Committee and community leaders, and additional research and analysis, the EDR Team will develop an inventory and analysis of existing conditions, including narratives, maps, graphic illustrations, tables, and relevant data. This inventory will also be used to assist in the identification of issues and opportunities. Based on preliminary findings and the inventory and analysis, we will design the proposed workshop activities and prepare materials needed to conduct the community visioning meetings and community survey (see Task 2).

Information contained in the 2005 Plan will be reviewed with the Steering Committee to determine if it remains valid or needs to be updated. In addition mapping will be reviewed. We suggest updating maps to be consistent in format using the most recent data available. We propose preparing new GIS parcel-based mapping of existing land use on a Town-wide scale, as well as mapping of community facilities, natural resources, transportation facilities and public infrastructure.

The updated inventory and analysis of existing conditions may also include, but is not limited to, the following:

- Demographics and socioeconomic data will be obtained using the most recent available information from the U.S Census Bureau, American Community Survey (ACS) data, and County population projections. Information can be formatted for easy editing for inclusion of 2020 Census data once that becomes available. EDR will also research population trends and projected changes in population characteristics.
- Land use, zoning, and other relevant local land use and development regulations will be summarized, including an analysis of building permits and local development trends.
- Transportation and infrastructure will be mapped and discussed (i.e. water supply, sewage disposal, solid waste disposal, stormwater management, green infrastructure, broadband availability, and transportation systems including public transit, pedestrian safety, walkability, biking and traffic conditions along key roadways and corridors, such as NYS Route 13).
- Housing data and neighborhood characteristics will be updated.
- Natural and environmental resources will be mapped and updated as needed.
- Public facilities, parks, and recreation areas will be mapped and updated as needed.
- Historic, cultural, social, and educational resources will be mapped and updated as needed.
- Municipal services and fiscal conditions, including tax base, budget expenditures and revenue sources will be discussed in general terms.
- A greenhouse gas inventory for the Town and an inventory of Town vulnerabilities to a changing climate will be conducted.

We understand from the RFP that Climate Change and Energy are new topics to be addressed in the Comprehensive Plan. These topics will be described and discussed during the community workshops and posed as questions in the community survey to inform local officials about how the community wants to address and deal with the often controversial topics of climate change mitigation and reduction of greenhouse gas emissions as well as promoting alternative renewable energy resources. The EDR Team is well-versed in these topic areas and has enlisted the assistance of the CNY Regional Planning and Development Board (CNY RPDB) in conducting a greenhouse gas inventory and vulnerability assessment.

The CNY RPDB will assist EDR to compile a greenhouse gas inventory and environmental vulnerability assessment for the Town of Dryden. The CNY RPDB has years of experience with this work, having served as Central New York’s regional coordinator for the Department of Environmental Conservation’s Climate Smart Communities (CSC) pilot program from 2012-2015 and through its continued work as the CNY regional coordinator for the New York State Energy Research and Development Authority’s (NYSERDA) Clean Energy Communities program from 2016-present.
To date, the CNY RPDB has assisted in compiling over twenty greenhouse gas inventories and climate action plans (for a full list of inventories and climate action plans compiled with links to reports and more, please visit https://www.cnyenergychallenge.org/climate-smart-communities). The CNY RPDB’s approach is typically to combine municipal operations greenhouse gas inventories with community greenhouse gas inventories into one report per municipality which will help municipalities earn CSC Certification points for both the PE2: Government Operations GHG Inventory and PE2: Community GHG Inventory actions. The greenhouse gas inventory reports are meant to serve as a baseline for climate action plans and to help guide future climate action and CSC Certification work moving forward.

To carry out the greenhouse gas inventory work, staff at the CNY RPDB will utilize ICLEI’s Local Government Operations Protocol and ClearPath tool. Staff will work with the Town of Dryden to gather all municipal energy use and vehicle fleet data necessary to compile a government operations greenhouse gas inventory, and will utilize the Utility Energy Registry, local landfill data, NYS Department of Transportation’s Traffic Data Viewer, and GIS data to compile the community greenhouse gas inventory. Census data will also be used for the community inventory, including information from the American Community Survey. Upon completion of the inventories, the CNY RPDB will provide a report as well as a presentation to the Town Board at a public meeting, if desired. The greenhouse gas inventory should take between three and six months, depending on how long it takes to gather information from the Town for the municipal operations inventory.

For the vulnerability assessment, the CNY RPDB will work with EDR to identify, analyze, and prioritize the effects of climate hazards on the Town of Dryden. CNY RPDB and EDR will work through the CSC Certification requirements for this action and utilize resources as noted by DEC in the CSC Certification portal, including the Climate Smart Resiliency Planning Evaluation Tool, as well as any locally available hazard mitigation or similar reports. The vulnerability assessment is expected to take approximately six to eight months, with approximately four in-person meetings to work through the Climate Smart Resiliency Planning Evaluation tool.

**Deliverables:** The Inventory and Analysis, including written narratives, GIS parcel-based maps and relevant data and information will be incorporated into Chapter 2 of the Updated Plan. This information will be used in community meetings as handouts, display boards, and/or slide presentations. This task also includes a greenhouse gas inventory for the Town and an inventory of Town vulnerabilities to a changing climate.

**TASK 5: COMMUNITY VISIONING WORKSHOPS AND SURVEY**

Understanding the community’s vision, goals and objectives for the Town is critical to the long-term success of the comprehensive plan. One of our strengths is to help each client community visualize its future. Through creative workshops we will guide the Dryden community through three visioning workshops so that in the end, the community has a strong vision for its future. We propose working closely with the Steering Committee in developing interactive visioning workshops which we will conduct in at least three different locations and times in the Town with the goal of being available to as many members of the community as possible. These community visioning workshops will include graphics illustrating the current state of the Town and identifying preliminary issues and opportunities. We will incorporate creative and interactive stations/exercises to solicit the public’s input on the quality/quantity of existing resources; what defines the community’s character (what makes Dryden - Dryden); and opportunities to manage sustainable growth and change. These workshops will be conducted after the stakeholder interviews and will be included as one of several methods intended to engage the community as described in Task 2.

Working with the Steering Committee we will determine the best technique(s) for conducting a survey of the community. This may include using one survey instrument, such as Survey Monkey online, or a combination of techniques to survey the community and improve response rates. For example, it may be most efficient to gather information from a survey that is provided on-line (possibly using a dedicated website) and in hardcopy format that can be distributed throughout the community including project meetings.
The EDR Team will work closely with the Steering Committee to compile and incorporate the results and outcomes of Tasks 1 through 5 into a workable matrix format that summarizes updated goals, objectives, issues and opportunities identified during the planning process to this point. This will include information obtained from previous meetings with the steering committee, public meetings, the community survey and the results of the inventory and analysis.

**Deliverables:** Three Community Visioning Workshops and a community survey instrument will be provided by the EDR Team including all meeting materials and a written summary of each workshop. Survey results will be assessed and summarized in graphic and narrative formats and included in an appendix to the plan. The workshops and survey will be used as the basis for modifying and updating, as necessary, the community’s vision statement, goals and objectives first identified in 2005. The workshops may also include a SWOT exercise to facilitate discussions as well as a review of what has been accomplished by the Town since preparation of the 2005 Plan. This information will be compiled in Chapter 3 of the Plan.

**TASK 6: STRATEGIES AND RECOMMENDATIONS**

The review of information compiled from Tasks 1 through 5 will be the basis for identifying strategies and recommendations that will be addressed under specific community topics in Chapter 4 of the Plan. Based on the RFP we understand these topic areas will include, but may not be limited to those listed below in no particular order of priority at this time. Additional topics may be addressed depending on the types of information we learn from the planning and outreach processes. At a minimum, topics to be addressed include:

- Affordable Housing
- Transportation and Infrastructure
- Walkable Communities
- Development in the Conservation and Agricultural Zones
- Economic Development
- Climate Change and Energy

Strategies and recommendations may require, for example, modification of the Town’s Zoning Ordinance, subdivision, site plan, and special use permitting procedures as well as consideration of other local land use regulations. For example, local regulations may be required to manage further development along NYS Route 13 corridor which is currently being studied by Tompkins County. These regulations might need to address dimensional requirements, such as setbacks or other means to improve access management along the highway.

Other strategies and recommendations may require graphic illustrations or maps to convey information. The EDR Team highly recommends that the Town consider preparation of a Future Land Use Map to illustrate how land use should continue to evolve in the Town that is consistent with the updated vision and goals for the community. The Future Land Use Map also provides a valid basis for future zoning amendments and other land use regulations. The Future Land Use Map can also be annotated with the location and descriptions of key projects that the Town plans to undertake. This effort will also prove to be valuable if the Town pursues different grant and other funding opportunities by indicating to the funding agencies that projects have been agreed to within the community via the Comprehensive Plan.

Strategies and recommendations will include an implementation plan developed in consultation with the Steering Committee and possibly other stakeholders (involved agencies) that will help prioritize actions to be undertaken. The implementation plan will include prioritized timeframes for each significant action as well as identification of responsible boards or agencies, opportunities for funding assistance, and a summary of specific tasks needed to implement the recommendations. Some recommendations, for example zoning modifications, may include draft language that should be considered in amending local regulations.
**Deliverables:** The strategies and recommendations developed through the planning process will form the basis of Chapter 4 of the Draft Comprehensive Plan. Chapter 4 will include an implementation section that prioritizes actions that need to be undertaken and identifies responsible parties, timeframes, and possible funding sources.

**TASK 7: DRAFT COMPREHENSIVE PLAN**

The EDR Team will prepare a preliminary draft of the Town’s Comprehensive Plan for review and comment by the Steering Committee. The preliminary draft Plan will incorporate the results of each project task into updated chapters that will contain narratives, graphics and mapping. The exact format of the document will be decided upon in consultation with the Steering Committee.

After the Steering Committee has reviewed and commented on the Preliminary Draft Plan the EDR Team will review those comments and revise the document as needed. We assume up to two rounds of revisions of the Preliminary Draft before preparing a Draft Plan for further review by project stakeholders including the Steering Committee and others that need to provide a final review and approval of the Draft Plan prior to making that Draft available for public review and comment. The EDR Team will submit the Draft Comprehensive Plan to the Town Board for review, comments, and recommendations prior to finalizing a Draft.

The Draft Comprehensive Plan will be made available for public review on the Town’s website prior to a public hearing by either or both the Planning Board and/or Town Board. The Town Board will have ultimate authority to adopt the Plan.

**Deliverables:** The EDR Team will provide a Preliminary Draft Comprehensive Plan and upon its review by the Town a revision by EDR in preparing a Draft Comprehensive Plan for further review and comment prior to making the Draft available for public review. The Preliminary and final Draft Comprehensive Plan will be provided in electronic (pdf) formats. Printed copies of the Preliminary or Draft Comprehensive Plan will be provided upon request as a reimbursable expense and cost per copy.

**TASK 8: FINAL COMPREHENSIVE PLAN AND TOWN BOARD ADOPTION**

The EDR Team will work in cooperation with the Steering Committee to ensure the Draft Plan is submitted to the Tompkins County Planning Board for review and recommendations pursuant to Section 239-m of the New York State General Municipal Law. This needs to occur once the Draft Plan has become available for public review. We will undertake one set of revisions of the Draft Plan based on comments received from the County Planning Board.

The EDR Team will provide information and relevant data to assist the Town Planning Director or others who may be responsible for preparing a Full Environmental Assessment Form in compliance with the State Environmental Quality Review Act (SEQRA), 6 NYCRR Part 617. SEQRA must be completed prior to formal adoption of the Final Plan.

The EDR Team will prepare the Final Comprehensive Plan which incorporates revisions based on all substantive comments and recommendations received from the public, the Town Board, Tompkins County Planning Board, and the Steering Committee. We anticipate this Final Comprehensive Plan will be formally submitted to the Town Board for adoption.

**Deliverables:** Draft Plan will be referred to the Tompkins County Planning Board. One set of revisions based on comments from the County Planning Board will be provided. EDR will assist in the preparation of Part 1 of the Full Environmental Assessment Form for SEQRA compliance prior to Plan adoption.
## SCHEDULE

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<th>Town of Dryden Preliminary Project Schedule</th>
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<td>2019</td>
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<td>1.</td>
<td>Project kick-off mtg</td>
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<td>2.</td>
<td>Community outreach</td>
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<td>Stakeholder mtgs.</td>
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<td>3.</td>
<td>Review plans/meetings</td>
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<td>Inventory and analysis</td>
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<td>Draft goals/strategies</td>
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<td>6.</td>
<td>Future land use planning</td>
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<td>7.</td>
<td>Recommended actions</td>
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<td>8.</td>
<td>Draft comp plan prep</td>
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<td>9.</td>
<td>Final draft comp plan</td>
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- ➤ = Preparation period and draft chapters
- ⭐ = Draft and Final Plan submittal
- ⬤ = Tentative meetings
COST PROPOSAL & BILLING RATES

The EDR and CNYRPDB Team proposed fee is $91,100 with estimated reimbursable expenses of $2,750 for mileage and printing costs. The cost proposal by project tasks and billing rates has been broken down as follows:

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<th>Task</th>
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<td>Facilitate up to 3 Steering Committee/Public meetings</td>
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<td>Prepare for/Facilitate public informational meetings (3 workshops)</td>
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<td>Prepare for/Facilitate Focus Group meetings (up to 3 FG meetings)</td>
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<td>Chapter 3 Vision, Goals and Objectives Preparation</td>
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<td>Strategies and Recommendations</td>
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<td>Draft Comprehensive Plan</td>
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<td>Preparation of Preliminary Draft and Final Draft</td>
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<td>1.8.1</td>
<td>Preparation of Final Comprehensive Plan and Adoption</td>
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<td>Labor</td>
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TOWN OF DRYDEN – COMPREHENSIVE PLAN UPDATE

ROLES & RESUMES

TOWN OF DRYDEN

Jane E. Rice, JD, AICP
Principal-in-Charge of Planning, Project Manager
*PRINCIPAL POINT OF CONTACT

Central New York Regional Planning and Development Board
Chris Carrick, Program Manager
Amanda Mazzoni, Senior Planner

Walt Kalina, AICP
Sam Gordon, AICP
Senior Project Managers

Erica Tauzer, AICP
Senior Project Planner

Lizette Lewis, Kalyna Paraszczak
Project Planners

Supported by an in-house multi-disciplinary team of Planners, Landscape Architects, Geographic Information Systems Analysts, Environmental Scientists, Civil & Municipal Wastewater Engineers, Visualization Specialists, and Graphic Designers
JANE E. RICE, JD, AICP, PRINCIPAL-IN-CHARGE OF PLANNING, PROJECT MANAGER

Jane Rice is a Principal and Director of Planning services at EDR. She is also a certified planner and licensed attorney with more than 25 years’ professional experience in project management, community and land use planning, smart growth management and analysis, zoning, community engagement and outreach, economic development, and redevelopment/revitalization planning. She leads a team of planning professionals who coordinate with in-house cultural resources management and historic preservation specialists, graphic artists, geographic information systems analysts, and landscape architects to develop comprehensive planning initiatives. Jane earned a Master of Landscape Architecture degree from the State University College of Environmental Science & Forestry, a Juris Doctor from Albany Law School, and a Bachelor of Arts in Political Science degree from Creighton University. Jane is also a sought-after lecturer in topics related to Sustainable Land Use Planning & Design, Environmental Integrity, Form-Based Zoning Code, Community Character, and Community Engagement. She is currently a member of the of the American Planning Association, New York Planning Federation Board of Directors, and New York State Bar Association; and has also served as Chair of the Village of Fayetteville Planning Board for two decades.

As Principal-in-Charge for this project, Jane is contractually responsible for the EDR Team to ensure that quality of deliverables exceed your expectations, and that goals for budget and schedule are met. She will also serve as the day-to-day contact person; remaining hands-on throughout the project, doing much of the planning work, while overseeing and coordinating assistance from the team as needed.

- **Comprehensive Plan Update, Town of Canandaigua, NY** - Directed the team that researched existing conditions, and analyzed economic and demographic changes over time. Worked with local advisory committee to craft goals and recommended actions for plan implementation. Managed team that development of Natural Resources Inventory for examination of development proposals by local Environmental Conservation Board.

- **Lakefront Regulating Plan & Zoning Code Revisions, City of Syracuse, NY** - Managed and worked alongside the EDR team assigned to ensure that improvements to the 1,200-acre Onondaga Lakefront would be developed using the principles of New Urbanism. EDR applied Form-Based Code techniques to revise the zoning for this area. The new code emphasized the character of the streets and other public spaces, and a mixture of land uses including retail, office, technology, light industry, waterfront recreation, and residential. EDR provided extensive community outreach. Hybrid code was adopted and integrated into the existing zoning code.

- **Sackets Harbor Zoning, Sackets Harbor, Jefferson County, NY** - Directed the EDR team that was retained along with Joel Russell, Esq. to assist the Village of Sackets Harbor in rewriting their zoning regulations to foster the village’s growth with a sensitivity towards its cultural resources and its traditional village core and rural edge. EDR completed a community buildout visualization to assist villagers envision its future growth under the then-existing zoning regulations. The potential loss of natural and cultural resources prompted the village to undertake the development of a new hybrid zoning code that applies a form-based structure. The new zoning law provides development regulations that address site layout, architectural treatments, and landscape standards that preserve the natural resources within the community. The new zoning law utilizes graphics and tables to provide clarity and improve readability.
WALT KALINA, AICP, SENIOR PROJECT MANAGER / TECHNICAL ADVISOR

Walt is a Senior Project Manager at EDR. He is also a certified planner with more than 35 years of professional consulting experience in land use planning, environmental permitting, and regulatory compliance projects. He has master’s degrees in Landscape Architecture from SUNY College of Environmental Science and Forestry and Public Administration from Syracuse University’s Maxwell School of Citizenship, and is a member of the American Planning Association, Upstate New York Chapter. Walt’s project experience and areas of expertise include land use studies and comprehensive plans, drafting zoning regulations and local ordinances, site design, New York State Environmental Quality Review Act (SEQRA) and National Environmental Policy Act (NEPA) environmental impact statements and mitigation planning, public participation, and grant writing.

- **Montgomery County Agricultural & Farmland Protection Plan Update, Montgomery County, NY** - Managed the preparation of the Agricultural and Farmland Protection Plan that identified key issues facing agriculture in the community, recommended strategies for capitalizing on advantages and overcoming barriers, and advanced the viability of farming as an enterprise and a way of life on behalf of Montgomery County. The purpose of the planning for agriculture is to maintain the quality and accessibility of the sector’s primary natural and economic resources.

- **Town of Henrietta, NY** - Project Manager and Lead Planner working with an Advisory Committee of local officials and residents in preparation of an update to the Town’s Comprehensive Plan, as well as significant amendments to the Town’s Zoning Ordinance adopted in 2019. Zoning amendments included establishment of overlay zoning districts to promote mixed-use development, preparation of a Design and Development Guide, and SEQRA compliance. The planning process included an in-depth review and analysis of existing land use plans and regulations which led to hybrid code zoning amendments related to establishing three mixed-use overlay zones with development standards and design guidelines for redevelopment of areas to protect community character and guide growth where it can be supported.

- **Village of Trumansburg, NY** - Project Manager working with an Advisory Committee on an update to the Village’s existing Comprehensive Plan. The update includes visioning, goal setting, and addressing residential growth, infrastructure needs and potential amendments to the Village’s zoning ordinance and project review procedures.
SAM GORDON, AICP, SENIOR PROJECT MANAGER

Sam is a Senior Project Manager joining EDR in July 2019 and is a certified planner. Sam has over 19 years of experience in the Planning and Sustainability fields with a diverse background including neighborhood revitalization, greenway planning, sustainability planning, and mobility planning; and has worked in both the public and private sector; as well as internationally. Sam has managed and/or provided consulting expertise on a variety of projects from greenway planning, energy conservation and renewable energy deployment, to neighborhood revitalization and alternative mobility projects. Sam received a Fellowship in 2005 to work with the Center for Environmental Studies in Vitoria-Gasteiz, Spain, which was selected as the European Green Capital for 2012.

- **Director of Planning and Zoning, Town of DeWitt, NY** - Department manager for Planning and Zoning functions for the Town of DeWitt inclusive of Code Enforcement with a budget of approximately $1 million. Responsible for the implementation of the Town Comprehensive Plan, coordinating site plan review, Town code revisions, grant writing and administration, GIS mapping, project development and administration.

- **Senior Planner, Central New York Regional Planning and Development Board, NY** - Coordination of the Central New York Climate Change Innovation Program (C2IP), funded through the US EPA Climate Showcase Communities Program. Supervised the development of greenhouse gas inventories, climate action plans, and clean energy demonstration projects for 7 municipalities.

ERICA TAUZER, AICP, SENIOR PROJECT PLANNER

Erica Tauzer is a certified senior planner with EDR. In this role, her responsibilities include technical research, writing, and report and document preparation. She is also proficient in examining land use and development considerations, along with landside and waterfront resources. She often coordinates and leads project-related community outreach meetings and events. After extensive travel for health/risk management research and educational missions throughout South America, Erica became fluent in Spanish, often serving as a translator to encourage and ensure meaningful outreach and public participation. Erica earned a Master of Science in Environmental Studies degree from the State University of New York College of Environmental Science & Forestry, a Bachelor of Arts in Biology & Spanish degree from Albion College, Albion, MI; participated in advanced studies in the Department of Anthropology at the Universidad Autonoma de Yucatan; and also earned a Certificate of Advanced Studies in Conflict Resolution from the Program for Advancement of Research on Conflict & Coordination at Syracuse University. Erica has conducted research in Community-Based Research Ethics with the Northeast Ethics Education Partnership at Brown University, and Asset-Based Community Development for the Public Allies of the Twin Cities Organization. Erica is a member of the American Planning Association.

- **Smart Growth Update and Implementation Project, Town of Marcy, NY** - Analyzed land use change and development within this first-ring suburb since the adoption of its existing Master Plan, funded through a grant from the NYSERDA Cleaner Greener Communities program. Assessed development potential of land
throughout residential and commercial areas using ArcGIS, and recommended methods for protection of rural character in outlying areas.

- **Comprehensive Plan, Town of Ovid, NY** - Served as Community Planner for team that researched existing conditions and analyzed economic and demographic changes over time. Worked with local advisory committee to craft goals and recommended actions for plan implementation. Designed interactive activities and staffed community workshop to gather local perspectives at each stage of the planning process.

- **Hazard Mitigation Plan, Onondaga County, NY** - Served as Community Planner for team that researched local hazard data for several municipalities across Onondaga County. Staffed and coordinated workshop with local municipal leaders designed to finalize profiles describing local vulnerabilities and preparedness, response, and recovery systems. Worked with local officials to craft hazard mitigation project descriptions. Assisted project team with the preparation of final report.

LIZETTE LEWIS, PROJECT PLANNER

Lizette is a planner with EDR specializing in community outreach, public speaking and report writing. Lizette earned a Master of Regional Planning, Urban and Regional Planning from the University of Albany in 2018; and a Bachelor of Science in Communications & Rhetorical Studies degree (with Minor in African American Studies) from Syracuse University. Prior to joining EDR, Lizette served as an administrative assistant at The Greater Syracuse Land Bank in which she served as the main point of contact for interested Land Bank applicants and assisted them with the Land Bank application process. Lizette was responsible for maintaining the Land Bank social media platforms as well as coordinating Land Bank workshops and events. Lizette also worked for Capital Carshare, a non-profit car share organization based in Albany, NY. Lizette served as the Member Services Director and assisted the Executive Director by managing external partnerships and oversaw all aspects of developing and maintaining the organization membership network. Currently, Lizette is an AICP Pilot Candidate, an APA Ambassador, and a 2019 Nourishing Tomorrow's Leader participant. Lizette is a member of the American Planning Association.

- **Hazard Mitigation Plan, Onondaga County, NY** - Assisted client with updating the 2012 Multi-Jurisdictional Hazard Mitigation Plan that involved collaboration with Onondaga County and all 37 municipalities within the county. Lizette aided on a summary review of all local, county, and regional plans and ordinances relevant to hazard mitigation to update the capability assessment section of the 2013 Onondaga County Multi-Jurisdictional Hazard Mitigation Plan. Furthermore, assisted in the collection of data and information for each community annex and communicated with local municipalities for any additional hazard mitigation needed to successfully prepare the Plan.

- **Village of Saranac Lake DRI, Village of Saranac Lake, NY** - Assisted main consultant with community engagement by identifying and facilitating a community engagement approach that was fitted to the assigned community and developed a community outreach plan in alignment with the community engagement approach as part of the Downtown Revitalization Initiative (DRI). In addition, collaborated with community partners to conduct outreach by using existing databases and leveraging existing events. Furthermore, assisted the main consultant with the development of an assessment and profile of the downtown area, and helped create a series of revitalization strategies and projects to achieve the goals developed for the community.
KALYNA PARASZCZAK, PROJECT PLANNER

Kalyna is a planner with EDR. She graduated in 2017 from University of Buffalo with a Bachelors in Environmental Design. While undertaking her education, she studied abroad in Estonia focusing on community planning for Tartu, Estonia. She worked with an international team which consisted of Estonian and USA students to complete a proposal for urban regeneration. Kalyna brings with her experience in concept planning, GIS data analysis, and community planning. She has experience in GIS, Adobe Suite, and various 2D & 3D modeling softwares.

- **Town & Village of Cape Vincent, NY** - Created a variety of visual maps for existing conditions and future land use planning. These maps include identification and representation of proposed boundaries, existing water uses and harbor management areas, existing land use and zoning, wetlands and floodplains, recreation sites and facilities, historic and cultural resources, and proposed projects.

- **Village of Trumansburg, NY** - Created detailed land use maps with subcategories for each land use. Created a combined land use map highlighting vacant parcels over state and federal wetlands to identify possible development restrictions/areas.

- **Mohawk Solar Project, Montgomery County, NY** - Conducted land use analysis and prepared the Exhibit 4 regarding current zoning restrictions/allowances for submittal to New York State Board on Electric Generation Siting and the Environment under the auspices of Article 10 of the Public Service Law.
PROFESSIONAL EXPERIENCE

ENERGY PROGRAM MANAGER, SYRACUSE, NY (since 2008)
CENTRAL NEW YORK REGIONAL PLANNING AND DEVELOPMENT BOARD
PUBLIC AGENCY SERVING ONONDAGA, OSWEGO, MADISON, CORTLAND AND CAYUGA COUNTIES

ADMINISTRATION & MANAGEMENT

- Tripled program’s annual budget to $800,000 and increased staff from one to five planners.
- Managed or supported feasibility studies for major clean energy projects including a microgrid serving several critical community facilities in Syracuse, a community-based wind farm in the Town of Fabius, and a regional lake source district energy project.

POLICY & PROGRAM INITIATIVES

- Played a leading or advisory role in major planning and policy initiatives including the Vision CNY Regional Sustainability Plan and more than a dozen municipal energy and sustainability plans such as the Onondaga County Sustainable Development Plan, City of Syracuse Sustainability Plan, City of Syracuse Energy Master Plan and City of Syracuse ReZone project.
- Leading an innovative cooperative solar PV procurement program to reduce project soft costs with more than twenty participating municipalities and 70 MW of total capacity including 45 MW of community solar development.
- Directing the Western Territory team for the NYSERDA Clean Energy Communities Program, which has resulted in more than $5 million in funding for municipal clean energy projects.
- Developed and supported innovative clean energy finance programs including a $1.2 million regional revolving loan fund capitalized with U.S. Department of Energy grants and several commercial Property Assessed Clean Energy (PACE) programs including Madison County, Cayuga County, the City of Cortland, City of Oswego and City of Oneida.
- Provided financial and technical assistance to large commercial, municipal and non-profit customers including more than $1.2 million in state incentives for St. Joseph’s Hospital $220 million expansion project in Syracuse.

COMMUNITY OUTREACH & PARTNERSHIPS

- Created the Solarize Madison County, Solarize Syracuse and Solarize CNY campaigns, customer aggregation programs which resulted in more than 300 solar PV installations with total capacity of 3.5 MW.
- Developed leading-edge educational and behavior change programs for homeowners and for middle school students in partnership with NYSERDA, the NYS Pollution Prevention Institute and the Central New York Community Foundation.
- Directing the HeatSmart CNY outreach campaign to animate the regional market for clean heating and cooling technologies.

PROFESSIONAL EVENTS & COMMUNICATION

- Invited speaker to major conferences, workshops, and symposia including the 2014 United Nations World Urban Forum in Medellin, Colombia, Governor Andrew Cuomo’s Sustainable Development and Collaborative Governance Conference, the Climate Leadership Conference, and the Energy in the 21st Century Symposium.
- Organized dozens of public meetings and forums including the 2014 Central New York Solar Summit and 2016 Central New York Community Solar Forum, attended by 300 public officials, planners and professionals.

EXPERTISE

- Environmental policy
- Clean energy
- Sustainable development
- Public-private partnerships

SKILLS

- Project, staff, contract and budget management
- Innovation and strategy
- Collaboration and negotiation
- Strong written and verbal communication

CHRIS CARRICK
504 Crawford Avenue
Syracuse, New York 13224
tccarrick@gmail.com
315.439.7748

www.linkedin.com/in/chris-carrick-b270a5a/
@ccarrickenergy
**PROFESSIONAL EXPERIENCE, continued**

**Mellon Associate for Community-Based Research, Lewiston, ME (2005 to 2008)**

Harvard Center for Community Partnerships at Bates College

- Developed campus-community partnerships, facilitated student thesis and course-based research projects, and trained students in quantitative and qualitative research methods including surveys, focus group and individual interviews, and participant observation.

**Urban Planning Consultant, Waterville, ME (2003 to 2005)**

Waterville Main Street

- Developed urban design guidelines for historic downtown and neighborhood commercial district.

**Neighborhood Planner, Syracuse, NY (2001 to 2003)**

Eastside Neighbors in Partnership ( Americorps VISTA)

Non-Profit Community Development Corporation

- Created the “Action Eastside” participatory neighborhood planning initiative and organized partnerships of residents, community-based organizations, the City of Syracuse, the Syracuse Neighborhood Initiative, the Program for Advancement of Research on Conflict and Collaboration at Syracuse University, and the Center for Community Design Research at the SUNY-College of Environmental Science and Forestry to advance revitalization projects including restoration of the historic Babcock-Shattuck House and rehabilitation of Loguen Park.

**Knight Institute Fellow and Graduate Student, Ithaca, NY (1998 to 2002)**

Department of City and Regional Planning, Cornell University

- Taught courses including Introduction to City and Regional Planning, Urban Ecology, Environmental Planning, Urban Political Economy, Housing Policy, Community Design, and Native American Community Development.


Seneca Nation Planning Department

- Coordinated community outreach and completed site redevelopment plan for Erie Depot brownfields site funded by U.S. EPA Brownfields Assessment Demonstration Pilot Program.

**Graduate Research Assistant, Berkeley, CA (1995 to 1997)**

Lawrence Berkeley National Laboratory

- Provided technical assistance for renewable energy projects on Native American reservations through the U.S. Department of Energy Indian Energy Resource Development Program. Completed market, ROI and sensitivity analysis for a feasibility study of a trielly-owned electric utility for Yurok Tribe in Arcata, CA.

**Community Leadership**

Syracuse Mayor Benjamin Walsh Transition Team (2018)

- Served as environmental policy advisor to mayor-elect Benjamin Walsh.

Syracuse Mayoral Candidate Juanita Perez Williams (2017)

- Prepared an environmental policy brief for mayoral candidate platform.

Citizens Academy, Syracuse, NY (2016)

- Completed educational program to improve understanding of local government and to promote community involvement.

Clean Communities of Central New York, Syracuse, NY (since 2013)

- Serve as member of Board of Directors of regional coalition sponsored by the U.S. Department of Energy.


- Served as member of Board of Directors of non-profit social service and affordable housing agency.

Androscoggin Valley Council of Governments, Auburn, ME (2006 to 2008)

- Served as proxy representative of State Senator Margaret Rotundo on Board of Directors of regional agency serving Androscoggin, Franklin, and Oxford Counties.
Amanda Mazzoni  
37 Sherry Drive  
Syracuse, New York 13219  
315-558-4569  
amandarmazzoni@gmail.com

SKILLS

- Excellent ability to work with local governments, groups, and committees
- Strong written and verbal communication and listening skills
- MS Office and Adobe Creative Suite software proficiency
- Strong internet research, communication, and social networking skills
- Excellent CAPPA version 1.5 and ClearPath skills, both ICLEI-Local Governments for Sustainability tools for creating greenhouse gas inventories and Climate Action Plans

RECENT EXPERIENCE AND ACHIEVEMENTS

Central New York Regional Planning and Development Board, Syracuse, NY, June 2013-Present

Senior Planner: Work in the Energy Management Program for the Central New York Regional Planning and Development Board (CNY RPDB), a public agency that serves a five-county region including Cayuga, Cortland, Madison, Onondaga, and Oswego Counties. Work with municipalities in CNY to encourage completion of NYSERDA Clean Energy Community High-Impact Actions, including Climate Smart Communities Certification, installing electric vehicle charging stations and implementing electric vehicles in municipal fleets, converting to LED streetlights, benchmarking building energy use, and clean energy upgrades to municipal facilities. Work with CNY municipalities to convert streetlights to light emitting diode (LED) technology, including providing cost-benefit analyses of conversion options. Experience working with CNY municipalities to encourage adoption of the Climate Smart Communities (CSC) pledge and implement steps of the program, including compiling community and municipal operations greenhouse gas inventories, working with community advisory committees to create community and municipal operations target reduction goals and Climate Action Plans, and implementing energy efficiency projects. Plan and deliver presentations to municipalities and community groups about Clean Energy Communities, LED streetlights, and CSC programs. Experience working with municipalities in CNY through the NYS Cleaner, Greener Communities program to create sustainable community development plans, including Comprehensive Plans and updates. Support work in other Energy Management Programs at the CNY RPDB, including the Solarize Syracuse, Solarize CNY, and HeatSmart CNY programs. Maintain CNY Energy Challenge website. Accomplishments include:

- Created CNY Bright Lights program to assist CNY municipalities to convert streetlights to LED technology, including assisting over 35 municipal LED streetlight conversions to date
- Provided technical assistance to 116 municipalities in CNY to complete High-Impact Actions as part of NYSERDA’s Clean Energy Communities program, including 44 designated Clean Energy Communities (four actions complete), reserving $1.82M in grant funds
- Assisted sixteen new municipalities in the CNY region to adopt the CSC Pledge
- Assisted in the completion of fifteen community and municipal operations greenhouse gas inventories
- Provided technical assistance to create fifteen community and municipal operations Climate Action Plans for seventeen communities

EDUCATION

State University of New York College of Environmental Science and Forestry, May 2013
Masters of Science, Environmental Studies  
Concentration: Policy;  3.974 GPA

State University of New York at Geneseo, May 2010
Bachelor of Arts, International Relations  
Concentration: Developing World;  Minor: Spanish  
Dean’s List: Fall 2007-Spring 2010;  3.74 GPA
In 2019, the Village of Trumansburg, Tompkins County, contracted with EDR to assist the community in a thorough review of its existing comprehensive plan and prepare recommendations for updating the plan and revising zoning regulations to align with those changes. The Village established a Comprehensive Plan and Zoning Revision Committee (CPZRC) to work with EDR in preparing the modifications to the plan and land use regulations. The Village is located approximately 10 miles northwest of the City of Ithaca in the Town of Ulysses along the western shore of Cayuga Lake in the heart of the Finger Lakes winery region. The Village consists of a variety of late 19th and early 20th century buildings and homes with architectural styles that represent the rich history of this relatively small rural community. Many landmark buildings along Main Street and neighborhood residences are listed on the National Register of Historic Places. The planning process includes an extensive stakeholder outreach plan to elicit information from diverse perspectives in goal setting and creating an updated vision of the community for the future. Topics being addressed during the planning process include community character, housing, economic development, sustainability, recreation, land use, transportation, and public infrastructure and services.

EDR Team Participants: Jane E. Rice, JD, AICP; Walt Kalina, AICP; Erica Tauzer, AICP; Lizette Lewis
TOWN OF MARCY, NEW YORK
COMPREHENSIVE PLAN & ZONING CODE UPDATES

The first major Master Plan update in more than 20 years was conducted in 2009, when EDR collaborated with the Town to address the community’s vision for the future of Marcy (2016 population 9,610).

The 2009 Comprehensive Plan reflected community values for the Town such as: (1) maintaining the semi-rural character, and the agricultural/rural residential and suburban residential character areas, and (2) searching for appropriate economic development opportunities that align with the emerging technology sector. However, the 2009 effort did not have the resources to address public infrastructure, specific neighborhood plans, nor updated regulations to help position the town to support nanotechnology related growth. This was the focus of the 2015 update.

The EDR Team collaborated with the Town again in 2015 to integrate sustainable and Smart Growth strategies (under the NYSERDA Greener Cleaner Community Program). The primary objectives for this update were (1) to flesh-out current Master Plan character areas to encourage private development in the appropriate locations within the Town, and (2) to develop and adopt suitable form-based zoning regulations before significant development pressures are realized. Immediately after updating the Master Plan, the EDR Team developed a new hybrid code with use-based zoning districts combined with form-based standards. The Town adopted their new hybrid form-based code in 2017.

EDR Team Participants: Jane E. Rice, JD, AICP; Erica Tauzer, AICP
EDR is currently supporting the Prime Consultant in collaboration with the Town to prepare a town-wide comprehensive plan. The plan is a collaborative community effort that defines a long-term vision for the community. It guides this vision through a set of goals, objectives, and strategies against which future actions and policy decisions are measured. Throughout this process, EDR is responsible for reporting to the Town Board through the Town Planning Committee, and to meet with them and a Comprehensive Plan Steering Committee, a cross-section of residents, key stakeholder and professional groups, and members of various committees and professional staff. EDR provided outreach to community groups and residents, reviewed existing zoning regulations, and evaluated identified study documents previously completed. Some of them were refined, added to, improved upon, and/or revamped through an inclusive and participatory planning process. During consultant selection, the Town was looking for a firm experienced with best practices for Smart Growth, and willing to incorporate new, innovative, and state of art approaches to development of the Plan and future development of the town. EDR demonstrated use of technology to outreach and regularly communicate with the community residents. The Draft Plan includes a phased and prioritized implementation strategy. EDR is also working with the Town to draft a new solar development ordinance.

EDR Team Participants: Jane E. Rice, JD, AICP; Erica Tauzer, AICP
As part of the Syracuse Land Use & Development Plan 2040, character areas were assigned to every part of the City to describe types of uses, building forms, and scale of intensity of development desired for each type of neighborhood or corridor.

EDR is currently teamed with a nationally-recognized land use consulting firm to draft a new zoning code for the City of Syracuse. The project objectives include: (1) ensure the new ordinance and map implement the recommendations of the Comprehensive Plan 2040, including the Syracuse Land Use & Development Plan 2040; (2) transition from the current use-focused, Euclidian zoning ordinance to an updated ordinance that incorporates principles of Form Based Codes, and Smart Growth; (3) develop and/or improving standards regulating urban design, urban agriculture, lighting, signage, landscaping, parking, site design, infill development, and vacant land management; (4) promote and facilitate historic preservation; (5) develop sustainable development provisions regarding: climate adaptation, renewable energy infrastructure, green building standards, and green infrastructure; (6) increase protection of natural resources; (7) streamline the development review process by creating more predictable zoning regulations; (8) update the format and structure of the zoning ordinance to be user-friendly and include graphics and illustrations; (9) remove inconsistencies, outdated language, and reducing the complexity of the zoning ordinance; (10) facilitate increased public awareness of, and participation in zoning reviews and processes; and (11) increase ways to use technology to provide and receive information from the public.

EDR is leading the update of the zoning map, participating in public engagement and education, implementing character area recommendations noted in the municipal land use plan, and drafting the landscape standards section of the new ordinance. ReZone Syracuse is being funded through the NYS Energy & Research Authority (NYSERDA) Greener Cleaner Communities Program.

EDR Team Participants: Jane E. Rice, JD, AICP; Erica Tauzer, AICP
Prior to this initiative, EDR has served the City of Auburn for more than two decades in moving forward with several award-winning planning and design projects, with the intention to revitalize the Owasco River waterfront and the City’s urban center and assisted in their efforts to strengthen and grow one of their region’s leading economic drivers, Tourism. EDR recently participated in complementary efforts to the BOA Nomination Study including a TIGER II planning grant for the Owasco River Greenway Trail. The City has also spent considerable time and effort mapping and exploring the historic uses of sites along the river. EDR is currently participating on the team selected to design the new I Love New York Equal Rights Heritage Center.

With regards to this phase of the BOA initiative, EDR is supporting the Prime Consultant to address a study area that encompasses the entire Downtown Auburn Business Improvement District and includes 13 US EPA listed brownfield sites. The BOA Nomination Study is the next piece to the puzzle for moving forward a strategic revitalization plan for downtown and waterfront development. Working alongside the Team, EDR is responsible for conducting outreach activities, proposing conceptual designs for a series of contaminated and underutilized sites, and developing a form-based zoning district for the Central Business District as part of the new City Zoning Code to facilitate high-quality, context-sensitive redevelopment within the BOA boundary area. EDR’s recommendations for a “hybrid” code incorporate form-based design principles while still regulating land uses, so that new development can better complement the traditional character and sense of place that residents and visitors recognize in Downtown Auburn. As will any large-scale zoning revision initiative, one of the key challenges in Auburn has been a desire on behalf of all stakeholders to balance a more progressive set of land use regulations with the burden they place on landowners. Recommendations and draft zoning materials have met this challenge by clearly stating the purpose and intent of regulations as they apply to various types of development, and by allowing for flexibility within a menu of permitted options.

EDR Team Participants: Jane E. Rice, JD, AICP; Walt Kalina, AICP;
EDR was commissioned to guide the Village and Town through a comprehensive planning process. The community faced many significant challenges, such as the deterioration of the quality of Cazenovia Lake. The goal for all three participating communities was to safeguard community character while fostering economic growth. This intermunicipal planning effort involved data review and analysis, extensive public participation, community visioning, development analysis, and revisions to the communities respective zoning regulations. As an offshoot of this study, EDR prepared a Comprehensive Plan Update for the Hamlet of Nelson, and developed a Joint Comprehensive Plan for the Village and Town. By encouraging intermunicipal collaboration, the communities reached consensus on how to manage future growth that would benefit the participating municipalities. Smart Growth principles were incorporated in the Plan were embraced. Zoning code and subdivision laws were also revised to reflect growth management recommendations included in the Joint Plan.

EDR Team Participants: Jane E. Rice, JD, AICP
EDR has been assisting the Town of Henrietta since 2016 with detailed review and analyses of current land use plans and zoning regulations due to a recent and significant increase in large-scale development projects. Many of these projects are related to growth of the Rochester Institute of Technology (RIT). Development has been occurring throughout the Town especially in the vicinity of the RIT campus. Led by EDR, an advisory committee assessed ways to manage further development in a proactive manner that meets the Town’s future housing and economic development needs while limiting adverse effects on the community.

Working with Town officials and legal counsel, EDR prepared a Comprehensive Plan Update and drafted substantial modifications to local land use laws, the zoning ordinance and official zoning map. Encouraging mixed-use development with a focus on redevelopment of vacant and underutilized properties, in lieu of greenfield development, are major objectives of the committee’s work. The establishment of mixed-use overlay districts and other changes in current zoning regulations, including instituting design guidelines and development standards are among the most significant changes being implemented. Redevelopment of existing developed areas is encouraged to direct growth away from remaining rural areas and active farmland in the southern portion of the Town. EDR also assisted the Town throughout the SEQRA process with responsibility for preparation of a Draft and Final Generic Environmental Impact Statement and SEQRA Findings. The Town adopted the Comprehensive Plan Update and local laws modifying the zoning ordinance in February 2019.

EDR Team Participants: Jane E. Rice, JD, AICP; Walt Kalina, AICP; Erica Tauzer, AICP
EDR does not have any exclusions to the terms of the RFP for the Town of Dryden Comprehensive Plan Update, as written.
REFERENCES

Town of Marcy -- Robert Lambe, Planning Board Chairman, (315) 768-4800

Town of Dunkirk -- Jean Crane, Town Clerk, (716) 366-3967

Town of Henrietta -- Stephen Schultz, Town Supervisor, Town of Henrietta, (585) 359-7001
EDR FIRM OVERVIEW

DEMONSTRATING MORE THAN 5 YEARS OF EXPERIENCE
DELIVERING MUNICIPAL COMPREHENSIVE PLANS

Founded in 1979, Environmental Design & Research, Landscape Architecture, Engineering & Environmental Services, DPC (EDR), is a NYS-certified Woman-owned Business Enterprise, City of Syracuse-based multi-disciplinary land use planning, design, engineering, and environmental consulting firm. EDR is comprised of a diverse staff of more than 100 professionals including community planners, landscape architects, municipal engineers, and specialists in regulatory compliance (SEQRA), ecological inventory, cultural/historic preservation, graphics, visualization, and geographic information systems mapping/analysis. Our mission is to make places better for people and for the environment. Our method for achieving this is a resource-based approach putting the client, community, and environment first to create realistic sustainable solutions.

EDR is very experienced in creative problem solving with functional applications, strong project management, and meaningful communication with the public. Problem solving can occur in big, bold decisions or in small, incremental applications such as site design details. To that end, we employ creative thinking at all levels and in all disciplines including community and land use planning, site design, engineering solutions to infrastructural issues, marketing strategies, and understanding economic opportunities. The key to success is that EDR strives to tie creativeness to functional application. We simply don’t say, “It can’t be done”, but rather ask the question, “What is needed to be accomplished this?” And, when focusing on redevelopment and revitalization challenges, we review all options with this mindset.

Since founding, EDR has completed literally hundreds of community-based revitalization plans, strategic redevelopment strategies, and conceptual site designs, with long-term experience in developing local revitalization plans. Our innovative approach to public and private sustainable site development has proven that form and function can work together without compromise. Redevelopment goals for some of these projects include: (1) creating sustainable development, (2) fostering long-term economic growth by leveraging the assets of the site and the region, (3) applying placemaking principles to create special public spaces, and (4) minimizing impacts. They all have been formulated alongside municipalities to provide outstanding foundations for land use planning, design, and engineering complemented by a complete understanding of the technical, social, and financial issues critical to waterfront revitalization and land use plan development.

The EDR team gained much of its expertise comes from direct experience. As leaders in their own communities, they have learned firsthand what works, and what does not. EDR Principal-in-Charge and Director of Planning Services, Jane Rice, JD, AICP, has served on the Village of Fayetteville Planning Board as Chairperson for two decades. As a result, she has learned first-hand how to develop products that are well-illustrated, logical, realistic, and easy to use; and how to use these products to encourage and regulate development in her own community. The EDR team are also skilled facilitators, experienced in working with citizens, staff, appointed and elected officials, and the business and development community, who know their community best, to gain consensus on difficult issues. Most of the plans and land use regulations they have authored have been adopted by their respective communities.