

J M GOLDSON

EMPOWERING PEOPLE.
CREATING COMMUNITY.

TOWN OF STOW COMPREHENSIVE PLAN TECHNICAL PROPOSAL

25 MAY 2023

PREPARED FOR:

Town of Stow
Attn: Procurement
380 Great Road
Stow, MA 01775

SUBMITTED BY:

JM Goldson LLC
Jenn Goldson, AICP
4228 Washington St, Roslindale, MA 02131
617-221-4003/jennifer@jmgoldson.com

25 May 2023

Town of Stow
Denise Dembkoski
Town Administrator and Procurement Officer
380 Great Road
Stow, MA 01775

RE: Stow Comprehensive Plan Proposal

Dear Ms. Dembkoski and members of the Selection Committee:

The JM Goldson team would be delighted to work with the Town of Stow to complete a comprehensive plan that reflects the community's vision and realities of current market forces, incorporates the town's current relevant plans, and is based on a robust planning and community engagement process.

At JM Goldson, our team's mission is to empower people to create communities that are equitable, sustainable, and authentic. We are values-driven and known for our creativity, collaboration, and professional expertise. We have provided comprehensive and master planning services for over a decade and are honored to have been awarded the 2020 MA-American Planning Association award for Outstanding Comprehensive Plan for the Winchester Master Plan - see [this video](#) for a short description of the award-winning features of this plan (video URL: www.jmgoldson.com/highlighted-projects/winchester).

The secret to good planning is in finding a balance so communities can honor and preserve the past as well as make progress toward a better future, enhance the lives of people who already are part of the community as well as welcome and embrace newcomers, and promote wellness for both people and the planet.

Our team, which includes seven professional planners, provides a depth of experience, expertise, and creativity in inclusive community engagement, long-range strategic and comprehensive master planning, zoning for housing and equity, data and spatial analysis, and community preservation planning.

Our work includes all community types including small towns, country suburbs, and seasonal/resort and year-round destination towns. Please see our writing sample attached and our sample plans at this Dropbox folder: <https://tinyurl.com/4vp3hc27>

We are confident that you will consider our proposal to be compelling and highly advantageous and we are excited for your consideration.

We have provided a complete and comprehensive proposal and detailed qualifications, per the RFP and we acknowledge the addendum that was issued on 5/25/23. If you need additional information or have any questions, please contact Ann-Marie Lawlor at ann-marie@jmgoldson.com.

We look forward to hearing from you soon.

Sincerely,



Jennifer M. Goldson, AICP
Founder and Managing Director



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Rock Bottom (a.k.a. Gleasondale), a former mill village centered on a former woolen mill, as shown on the 1875 Beers atlas map. Source: Gleasondale Area, Massachusetts Historical Commission, Form A - Area inventory form.

PROJECT APPROACH

Though a small town of just over 7,000 year-round residents, Stow is anything but sleepy. Drawing visitors throughout the region to its agricultural, recreational, and ecological assets, Stow is a vibrant, well-managed town with complex issues and high aspirations.

JM Goldson LLC would be honored to work with the Stow community on this comprehensive planning initiative. We understand that the Town of Stow's intention is to formulate a well-crafted long-range plan to guide equitable and sustainable development through the year 2045 and that the community wants the plan to also address five key areas in particular that help address housing options, climate resilience, population aging, transportation options, and inclusion.

We are prepared to guide the Stow community as you complete this project and decide what is important for the coming decade.

How can the town preserve its irreplaceable ecological assets, historic charm, and natural beauty while providing equitable opportunities and quality of life for community members of diverse socio-economic backgrounds and resources to thrive?



The historic barn at Echodale Farm, on West Acton Road. The barn was built in two phases that date from the 19th century and early 20th century. Source: 274 West Acton Road, Massachusetts Historical Commission, Form B.

How can the town build community vitality as well as resilience to provide the broadest benefits to its community members and a sustainable future?

How can the town build on the efforts to leverage its value as a year-round visitor destination in a balanced way that preserves the quality of life that Stow residents' value?

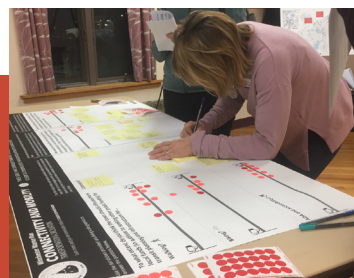
With an emphasis on robust and inclusive community input, we are prepared to help the town understand the local and regional conditions that set the context for future planning; develop an updated community-wide vision and associated goals; and create a robust, realistic, and fiscally-responsible implementation plan that will serve as a living document that is frequently updated in-house.

Our process will not be starting from scratch. We will carefully review existing planning studies and plans and fold the key findings and policy goals into the comprehensive planning effort. These recent planning efforts include town's Gleason Village Revitalization Planing, Town Center Study, Open Space & Recreation Plan (and forthcoming update), and the most recent data available from the pending update to the Housing Production Plan, the pending Climate Action Plan, as well as other relevant studies and reports.

Our team will also work with the town to understand the level of implementation of the 2010 Stow Master Plan - what worked best, what didn't work (and why), and what was not anticipated.

As illustrated in our approach and proposed schedule and scope, we are prepared to work closely and collaboratively with the town's project team and the broader community to produce a compelling and accessible plan. We have designed an 20-month planning process that is iterative and informative.

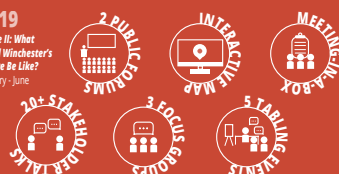
We understand that inclusive community involvement – both educational/informative and interactive – is essential to the success of this planning effort and is very important to the town. If selected, we will work closely with town staff and the project committee to finalize the details of the engagement plan to best suit the town's goals and desires to reach community members in all precincts and include a variety of interests with outreach and engagement that is both broad and inclusive.



2018
Phase I: Winchester
Yesterday and Today
September - December



2019
Phase II: What
Could Winchester's
Future Be Like?
January - June



2019
Phase III: How Should
Winchester Achieve
Its Vision and Goals?
August - December
2019



2020
Phase IV: Plan
Adoption and
Finalization
January - March



ENGAGEMENT PROCESS

PLANNING PROCESS • 10

OVER 2,500 PEOPLE* HELPED SHAPE THIS PLAN

*This number includes the total raw number of all the people who attended any event and the number of "unique visitors" to the project site. It does not account for people who may have participated through multiple engagement methods.

PLANNING PROCESS • 11

The Winchester Master Plan process engaged over 2,500 people with a combination of engagement tools that gave people a variety of opportunities to participate, JM Goldson 2019

A SYSTEMS-BASED APPROACH

Although comprehensive plans consist of multiple distinct elements, there are many intersections and synergies when viewed as systems. The systems framework is particularly important to ensure an effective comprehensive plan that does not consist of elements planned in silos, but rather, integrated elements that consider and reinforce each other to create a more powerful and interconnected whole. This approach is distinct from the standard element approach, as described in the town's RFP.

We believe the systems based approach will elevate your comprehensive planning level to both recognize and integrate these synergies between the traditional "stand-alone elements."

Economic development, transportation, housing, historic preservation, culture and public art, urban design and placemaking, community facilities and services, energy, natural and environmental resources, recreation, as well as sustainability and climate resilience all come together to shape how a place is experienced.

Understanding the system as a whole is far more important than only understanding each distinct piece. This systems framework is bolstered by our team approach where we foster a synergistic collective performance,

both within our team as well as between the team and the client.

VISION PILLARS	STATUTORY ELEMENTS	GOALS	STRATEGIES
BRINGING PEOPLE TOGETHER This pillar focuses on preserving what makes Mansfield Mansfield—the people, the community, and its history.		3	17
ACCESSIBLE, CONNECTED, + WELL-PUBLICIZED GREEN SPACES This pillar celebrates Mansfield's parks, conservation areas, and natural resources.		3	11
DOWNTOWN AS DESTINATION This pillar seeks to transform Mansfield's downtown into a desirable place for people to live, work, play, and visit.		4	12
INTEGRATED + CONNECTED TRANSPORTATION NETWORK This pillar looks to improve Mansfield's transportation network, particularly integrating alternative modes into the existing network.		5	19
INDUSTRIAL PARKS AS ECONOMIC ENGINES This pillar focuses on elevating Mansfield's industrial parks to their highest and best use to better support their businesses and employees.		4	14
SUSTAINABLE + STRONG SERVICES + INFRASTRUCTURE This pillar prioritizes keeping Mansfield's services and infrastructure strong and looking for ways to make them sustainable.		4	13

Our approach also facilitates the integration of overarching issues, such as sustainability and public health, or resilience and social cohesion, that go beyond the traditional, comprehensive plan elements.

This approach relates well to Stowe's five key areas for this planning effort as described in the RFP:

- 1) providing housing options
- 2) strengthening climate resilience
- 3) supporting an aging population
- 4) promoting transportation options
- 5) ensuring inclusion

We'll use this creative approach to weave together different aspects of the plan and incorporate these components that may come up during the planning process.

The Mansfield Master Plan identified six vision pillars or core themes, upon which the plan was structured rather than the more conventional master plan elements, JM Goldson 2020

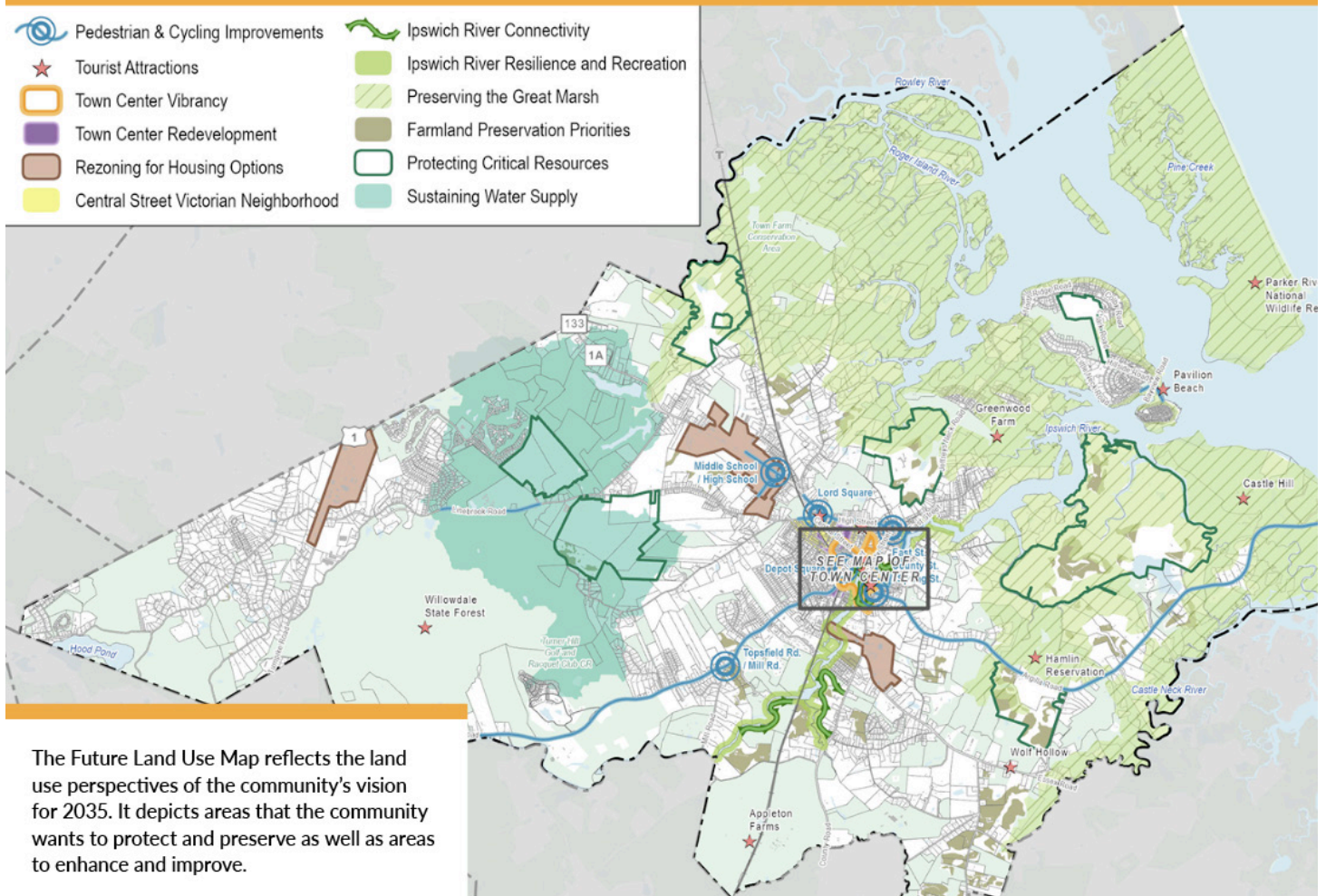
A PLAN LED BY AN ASPIRATIONAL VISION

A plan's vision, when based on a clear understanding of community values, hopes, and dreams, is the heart of a comprehensive plan. A vision is an aspirational view of what residents hope the community will be like in the future, at its very best.

As Stow transitioned from a farming community that had 150 farms by 1870 and textile mills, including one of the oldest woolen mills in the U.S., to a country suburb that attracts visitors throughout the region to its farms, orchards, golf courses, and natural areas, the community experienced many changes. The future will be no different. Only the details will be different. All communities change, for better or worse. Having a community-supported, unified vision, is the first step to help shape that change in ways that work toward your vision of the future.

Before a meaningful plan can be created, the community needs to imagine the future it is aiming for. The vision statement then becomes the driving force behind the plan. A plan's goals describe conditions to aim for to achieve the community vision over time. Goals describe what the community wants to achieve and often include metrics so that the community can measure progress over time and adjust strategies as needed to achieve success.

IPSWICH IN 2035



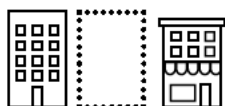
The Future Land Use Map reflects the land use perspectives of the community's vision for 2035. It depicts areas that the community wants to protect and preserve as well as areas to enhance and improve.

The Future Land Use Map from the Ipswich Community Development Plan, JM Goldson 2021

REALISTIC & FISCALLY-RESPONSIBLE STRATEGIES

Strategies are descriptions of ways that the community will work to achieve its goals. They are actionable and will involve funding, regulations, programs, and/or use of other public resources, such as staff or volunteer time. Community planning efforts have meaning only if they are implemented. It is vital to develop a strategic, realistic, and fiscally-responsible planning document with an implementation plan that is thoroughly vetted by local policy-makers.

Our approach incorporates department managers and key town staff into the planning process to ground the plan's goals and strategies and ensure realistic outcomes. Our team's experience and broad knowledge of community planning and best practices will ensure that the community concludes this process with a meaningful Action Plan in hand that identifies estimated funding level (using a Zagat-type rating system), funding sources, key parties responsible, and the time frame for implementation.



A1. Strategic Redevelopment in *Evolving Opportunity Areas*

Strategy A1.2.2: Consider establishing a district improvement financing (DIF) program in the southern portion of the North Main Street corridor to allow the Town to borrow funds to target public infrastructure improvements in the district based on future tax revenue increases.

Secondary Goals



The creation of a DIF district can help unlock financial resources to fund critical infrastructure projects within Winchester, such as sidewalk, streetscape, crosswalk, parking or landscaping improvements. A DIF works by allowing a community to issue general obligation bonds backed by future property taxes which would result from new development within the DIF district. From a financing standpoint, the debt service on the bonds is paid for via the tax increment realized in the DIF district; money not used for debt service reverts to the General Fund. By securing funding upfront, the community can direct investments in infrastructure projects which ultimately serve to unlock new development.

Example communities which have successfully implemented a DIF include the Town of Easton, and the cities of Amesbury and Somerville. These communities took neighborhood visions and then worked with developers to create the necessary conditions, from an infrastructure standpoint, to ensure the envisioned development could take place. See page 10 and 11 for case studies.

More information: <https://www.massdevelopment.com/what-we-offer/real-estate-services/technical-assistance/district-improvement-financing>

MassDevelopment's DIF Guide: https://www.massdevelopment.com/assets/what-we-offer/DIF/V8_5.29.19_-_DIF_Guide_-_MassDevelopment_DIF.pdf

Strategy Type



Timing



Responsible Party (% responsible):

Planning Department/Planning Board, new Economic Development Task Force, Select Board, and Town Manager (75%)

Town Meeting (25%)

Funding Cost

\$ and/or Staff Time

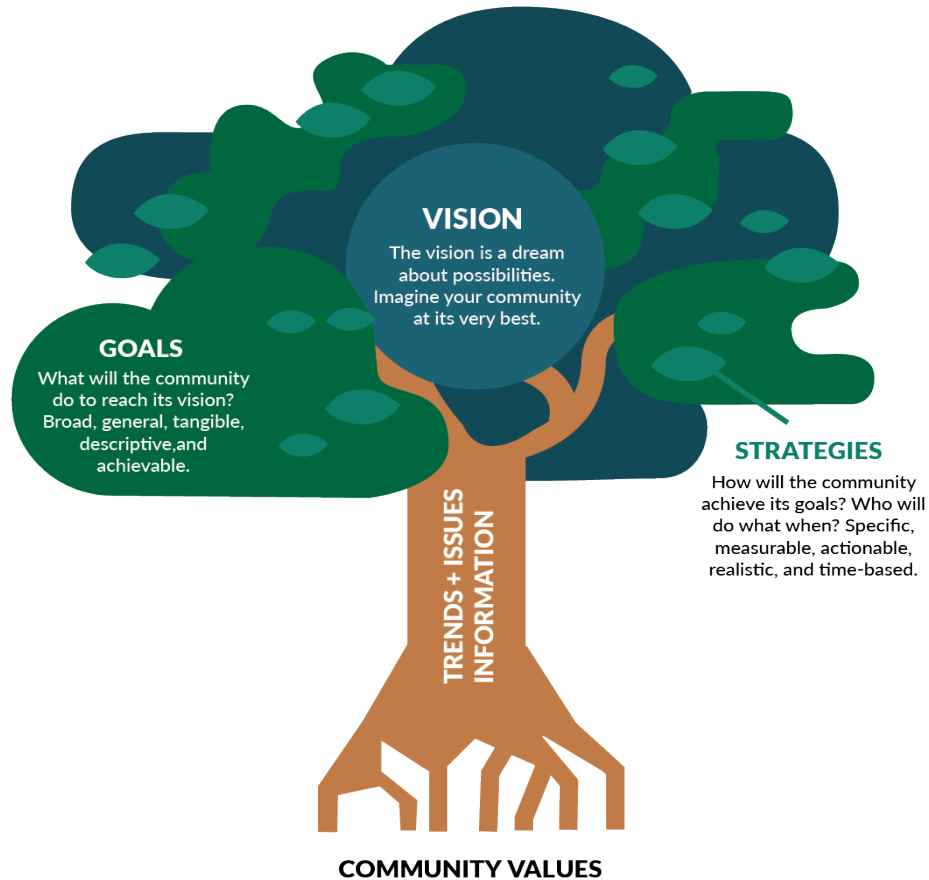
Funding Sources

Town Budget and Staff Time

BALANCING DEVELOPMENT WITH PRESERVATION • 9

COMPREHENSIVE & COMPELLING DELIVERABLES

Project deliverables will include comprehensive documents, including a section for goals and strategies; narrative sections for each of the comprehensive plan elements; and an Action Plan. Our reports are clear, concise, and visually compelling, making them highly readable and easily accessible to a variety of audiences. We strongly believe in the use of data visualizations to describe trends and key concepts – the importance we place on this shows throughout the work samples we have provided in this proposal.

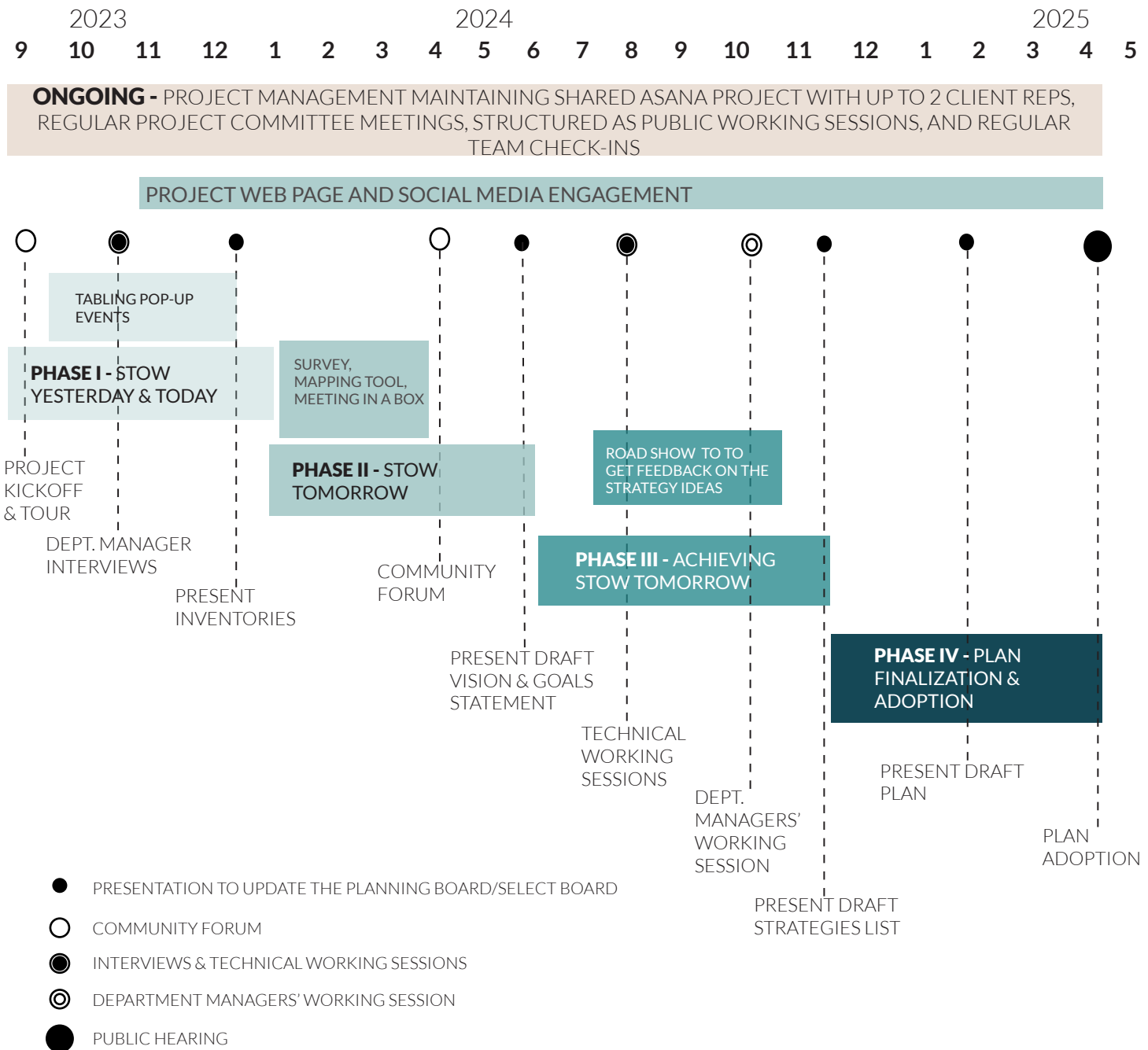


JM Goldson's original artwork - "Tree of Comprehensive Plan Components," JM Goldson 2022

PROJECT SCHEDULE

Our schedule for completing the Stow Comprehensive Plan spans a total of 20 months. Upon selection, our team would work closely with the town’s project team to prepare a detailed project schedule and work plan – including an integrated community engagement plan – that would lay out the schedule of project meetings, public events, milestones, and consultant deadlines.

The proposed project schedule is structured around a four-phased approach. Our recommended approach includes: Phase I - Stow Yesterday and Today; Phase II - Stow Tomorrow; Phase III - Achieving Stow Tomorrow; and Phase IV - Plan Finalization and Adoption.



PLAN OF SERVICES

PHASE I - STOW YESTERDAY & TODAY

The project will start strong with Phase I in which the project team will lay the foundation for the plan. This phase includes a project kickoff meeting with the project committee as well as a tour of the community. The project team will prepare a detailed project schedule, including a public outreach and engagement plan and stakeholder network mapping. The team will review all relevant local and regional plans, collect data, and interview department managers to help the project team understand existing issues and current initiatives. Each project committee meeting throughout the project will be designed to maximize public engagement and will include interactive activities and presentations to solicit public feedback. This phase includes four committee meetings.

Our team will compile existing conditions inventories with an executive summary, including an inventory of existing land use and maps illustrating the current conditions of the built and natural environment and resident demographics. The elements will include all statutory elements. As an optional service, Phase I may also include a baseline build-out analysis to demonstrate build-out under current land use regulations.

Phase I will also include a photo contest, project naming contest, and coordination of town staff and committee members tabling at various events throughout town to spread awareness of the comprehensive planning initiative and solicit input early in the process about issues and values.

Phase I Deliverables

- Detailed Project Schedule (a.k.a. Project Management Plan)
- Public Engagement and Outreach Plan and Stakeholder Network Mapping
- Existing Conditions Inventories
- Phase I aggregated engagement summary and local photo collection
- Baseline build-out analysis (optional)

PHASE II - STOW TOMORROW

Throughout Phase II, our approach will guide the community to think aspirationally about what the ideal future vision and goals for the community could be. What conditions have changed in the recent decades since last plan? Have the community's priorities changed or shifted in any ways? This phase focuses on developing a community vision and setting associated goals. Committee meetings will continue to be designed to include interactive activities and presentations to solicit public feedback. This phase includes six committee meetings.

Community engagement is particularly critical to this phase. The consultants will work very closely with municipal staff and the project committee to implement an effective and flexible engagement and outreach plan that caters to the current circumstances and captures a broad cross-section of the community. To encourage meaningful community conversations, our proposal includes a creative and diversified approach to engagement that includes a variety of tools, such as a community-wide survey, a participatory online mapping tool, a Meeting in a Box (DIY meeting packet) small group discussions, and a community visioning forum. The Meeting in a Box tool can be particularly effective at targeted engagement including in each of Stow's neighborhoods and for harder-to-reach populations.

Our team provides regular metric updates tracking the participation of each tool, including demographic characteristics of participants for the online survey and advises on additional outreach solutions to target and encourage participation of any underrepresented groups. .

Phase II Deliverables

- Engagement tools and customized outreach materials
- Draft community vision and goals statement
- Aggregated summary and analysis of Phase II community engagement results

PUBLIC ENGAGEMENT & OUTREACH PLAN

CITY DEMOGRAPHICS

The 2020 U.S. Census reported 26,498 residents living in South Portland. This page highlights how traditionally marginalized communities are represented in the City, based on the 2020 Census as well as the American Community Survey 5-Year Estimates for 2016-2021. The American Community Survey releases annual estimates to help local officials, community leaders, and businesses understand the changes taking place in their communities. The 2016-2021 ACS estimated that the City's population was 26,428 which was used as a baseline for the below ACS calculations.



One in five residents identify as BIPOC or Hispanic (US Census)



One in eleven residents were born outside the United States



One in five residents are aged 65 or older (ACS)



One in sixteen residents are living below the federal poverty level (ACS)



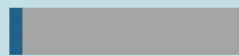
Three in ten households are housing cost-burdened (ACS)



One in ten residents speak a language other than English in their home (ACS)



One in seven residents are aged zero through 17 (ACS)



One in twenty residents are not currently U.S. citizens (ACS)



One in eight residents have one or more disabilities (ACS)

Above: An excerpt from the South Portland, ME, Public Outreach & Engagement Plan- demonstrating clear visual presentation of data and thoughtful approach to inclusive engagement. This project also included translations of engagement materials into five languages.
JM Goldson 2023

To the Right: Meeting in a Box kit, one of several engagement methods for Phase II Community Engagement of the Topsfield Master Plan effort.
JM Goldson, 2023

TOPSFIELD MASTER PLAN

MEETING IN A BOX

Meeting in a Box is a civic engagement method designed for use by community groups, associations, or friends to gather at a convenient time and location to share their ideas for the Topsfield Master Plan.

The Master Plan will be a 10-year vision and roadmap for Topsfield's future. It will serve as the foundational policy document for the Town - guiding local decisions about future growth, preservation, and change. So, it is critical that community members engage to give their input and help shape the focus and priorities of the Master Plan.

WINTER 2022
DUE: 3/31/2023

JM GOLDSON LLC
CAMBRIDGE
ECONOMETRICS

PHASE III – ACHIEVING STOW TOMORROW

In Phase III, the community, stakeholders, municipal staff, and the project committee will think critically about how best to achieve the future conditions identified in the vision statement and goals, including identifying best practices. This phase is centered around the development of implementation strategies for the plan including recommended zoning changes.

The consultants will host a series of technical working sessions with municipal officials, stakeholders, and other community members to dive deeper into the complexities of the core themes, and to inform the development of key strategies for implementation. Strategy choices will be vetted by boards and committees (and other community organizations as identified) with a roadshow that our team will provide to the project team including the project committee members. The project committee can use these roadshow materials to go out to various municipal groups and boards to get their feedback on strategy ideas.

Our approach relies on robust input from municipal officials to ensure that strategies and the implementation plan are realistic and achievable, including discussions with department managers through a facilitated working session. In addition, in this phase we will create a future land use map based on key priorities and visions for the future, including community-defined priorities for development and preservation.

Phase III Deliverables

- Strategy list responding to the community vision and goals
- Future land use map
- Aggregated summary and analysis of Phase III community engagement results

PHASE IV – PLAN FINALIZATION AND ADOPTION

This phase focuses on refining strategies and completing the implementation program, as well as finalization and adoption of the complete plan. The plan will include a concise and graphic public-facing document that will outline the community's vision, prioritized goals and strategies, finalized future land use plan, summary of participation, and an associated detailed and well-organized implementation program spreadsheet that can serve as a living document for the implementation committee to track progress and adjust as needed over the coming decade.

The consultants will meet with municipal staff and the project committee to review and determine revisions, present the draft plan to the Planning Board as well as various municipal boards and committees and the public at large, and revise as needed to finalize the plan for adoption.

Phase IV Deliverables

- First and second draft Comprehensive Plan for review
- First and second draft Implementation Spreadsheet
- Final plan and Implementation Spreadsheet

ENGAGEMENT

37 Focus Group Participants

123 Attendees at Community Forum #1

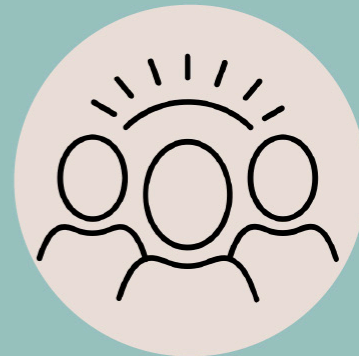
1,741 Survey Responses

211 Meeting-in-a-Box Participants

68 Crowdmap Submissions

+ 87 Attendees at Community Forum #2

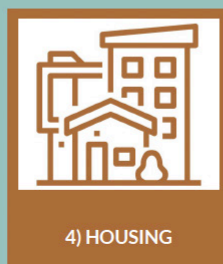
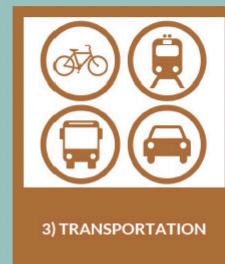
2,267 participation points so far!



p: 617-221-4033 w: JMGOLDSON.COM



CORE THEMES



p: 617-221-4033 w: JMGOLDSON.COM



An excerpt from the Braintree, MA, Phase III Road Show presentation slides showing a tally of engagement to that point in the process and the five draft core themes that will provide a framework for the final plan.
JM Goldson 2023

STAFFING PLAN

ORGANIZATION

Our proposal assembles a team of highly qualified professional planning consultants with a broad base of knowledge. Our team is dynamic and collaborative, with extensive experience providing planning services to municipal entities, including comprehensive plans, master plans, community development plans, community engagement, and community visioning.

PROJECT LEAD AND DIRECTOR

Jennifer Goldson, AICP, founder and managing director of JM Goldson LLC, will serve as principal consultant, providing oversight and expertise throughout the project and directing all aspects of the work as the project lead and director.

SENIOR COMMUNITY PLANNER AND PROJECT MANAGER

Laura Smead, AICP, is a certified professional planner and senior community planner at JM Goldson LLC. Laura will serve as project manager and senior project planner. She has extensive experience working with communities and specialized knowledge in sustainable urban planning and public health.

COMMUNITY PLANNING ANALYST

Kadineyse Paz is a community planning analyst, with specialties including GIS and spatial analysis. Kadineyse is also a fluent Spanish speaker and assists with live interpretations and translations. Kadineyse will serve as analyst, performing research, writing, and mapping analysis, and will assist with community engagement, including at live events to provide interpretation services.

COMMUNITY PLANNER AND COMMUNITY ENGAGEMENT SPECIALIST

Elana Zabar, is a community engagement specialist and planner, with a Master's in Community Engagement, and five years of facilitation and Diversity, Equity, and Inclusion training experience. Elana will design, implement, and analyze all community engagement tools and events.

Note: in addition to the listed team members, JM Goldson's team includes seven professional planners. Our team works closely and collaboratively on projects, supporting the core project team with various aspects to provide timely and thoughtful work products for our clients.



Part of the JM Goldson Team in April 2023 at our Roslindale office (in a historic substation that is on the National Register of Historic Places!): Left to Right - Kadineyse, Laura, Jenn, Brenna, Elana, and Ann-Marie.
JM Goldson 2023

QUALIFICATIONS & EXPERIENCE

Our team brings broad and extensive experience in community planning, including visioning and goal setting, public engagement and outreach, communication and coordination, data collection and analysis, and implementation planning. In addition, we offer expertise in economic development, sustainability, land use, open space and recreation, cultural and historic resources, housing, transportation, and public services and facilities.

Experience

Collectively, we have prepared comprehensive master plans, community visions, community preservation plans, housing plans, market studies, economic development plans, open space and recreation plans, strategic conservation planning, community resiliency planning, and regional and watershed scale natural resource planning.

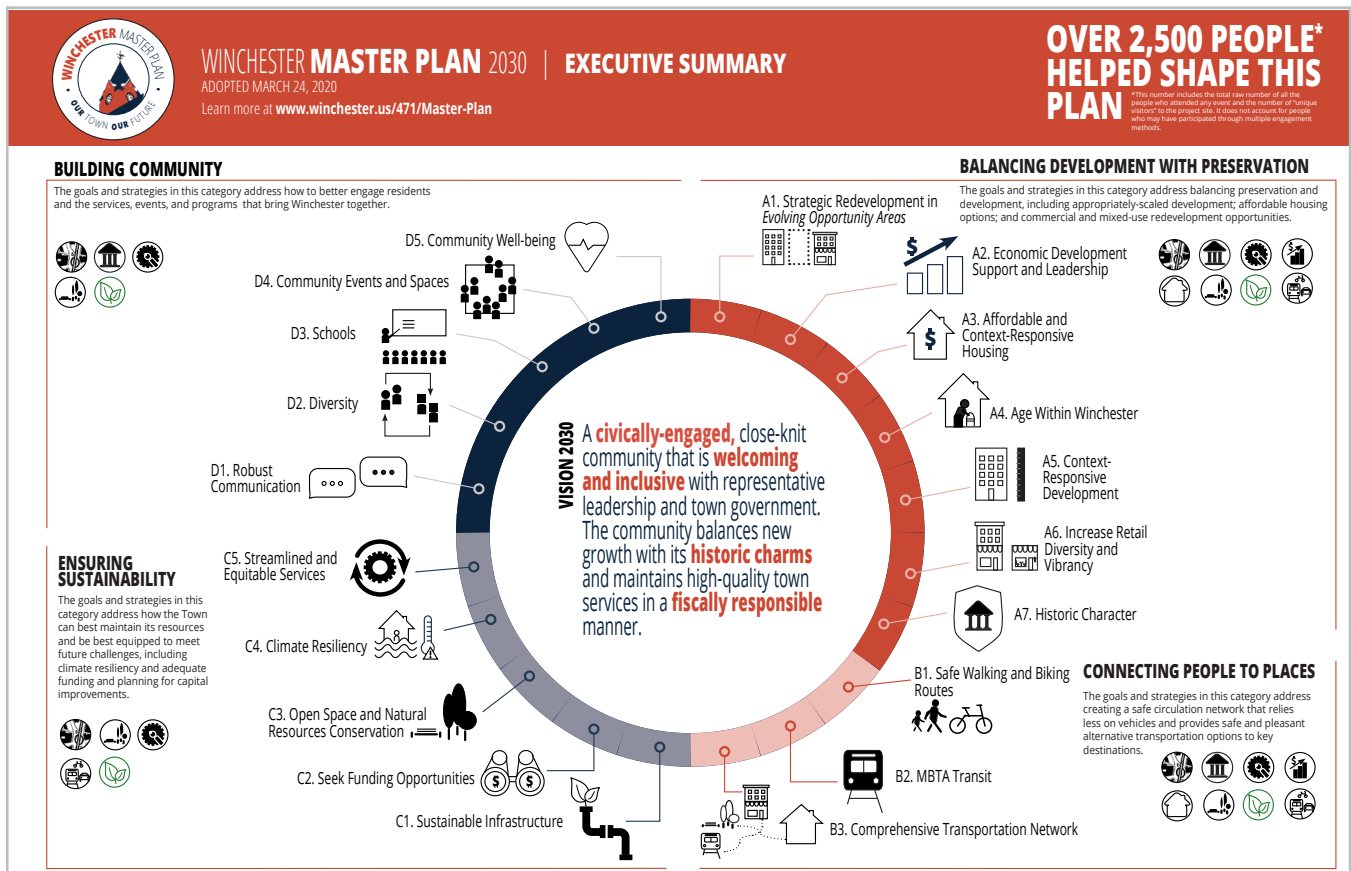
Award-Winning Master Plan

One of JM Goldson's recent Master Plan examples is for Winchester, MA. Spring 2020, in the middle of

the pandemic, our JM Goldson team completed Winchester's first master plan in 67 years. We are proud to say that our team completed this highly collaborative 18-month project with no delays and that it culminated in what we believe is the first Master Plan approved at a virtual Planning Board meeting via video conference in the Commonwealth.

The momentum created by sticking to a project schedule is integral to maintaining enthusiasm and engagement from start to finish and to bring out the best collaboration, creativity, and widespread community support.

The Winchester Master Plan was recently honored with the 2020 MA American Planning Association award for Outstanding Comprehensive Plan.



Winchester Master Plan executive summary in the form of a place mat
JM Goldson 2020

JM GOLDSON LLC

Founded in 2006, JM Goldson provides expertise in master planning, community visioning, historic preservation, community preservation, open space and recreation planning, land-use planning, and housing. The firm has a renowned approach for facilitating highly-interactive public engagement and a strong track record assisting communities with Master Plans; Community Vision Plans; Housing Production Plans; Community Preservation Plans; Open Space and Recreation Plans; and Affordable Housing Trust Action Plans. JM Goldson is structured as an LLC with five community planners. JM Goldson has been in business for over 15 years and is a certified Women Business Enterprise (WBE) in Massachusetts.

Jenn has done an exceptional job communicating with town officials and town residents during multiple public workshops, synthesizing the public input and demographic data, and producing comprehensive, pragmatic, and well-reasoned reports. We would choose JM Goldson again 10 times out of 10.

– Town of Agawam, Director of Planning and Community Development, April 2017

JENNIFER M. GOLDSON, AICP FOUNDER AND MANAGING DIRECTOR

Jennifer M. Goldson is a certified professional planner with experience in master planning, community visioning, historic preservation, local housing policy and planning, open space conservation, community engagement, and implementation of the Massachusetts Community Preservation Act. Jennifer is certified by the American Institute of Certified Planners.

Jennifer is the principal author of multiple guidebooks published by the Massachusetts Housing Partnership including the Community Preservation Act and Affordable Housing guidebook, Create, preserve, support (2016); the Municipal Affordable Housing Trust Implementation Manual (2015); and the award-winning Municipal Affordable Housing Trust Guidebook (2009). Jennifer holds a bachelor's degree in Historic Preservation from Roger Williams University and a Master of Community Planning from the University of Rhode Island. Prior to forming JM Goldson, Jennifer served as a municipal planner for the Town of Brookline and City of Newton. Jennifer's AICP certification can be furnished upon request.



Jenn Goldson, AICP, Founder and Managing Director of JM Goldson

LAURA SMEAD, AICP, SENIOR COMMUNITY PLANNER

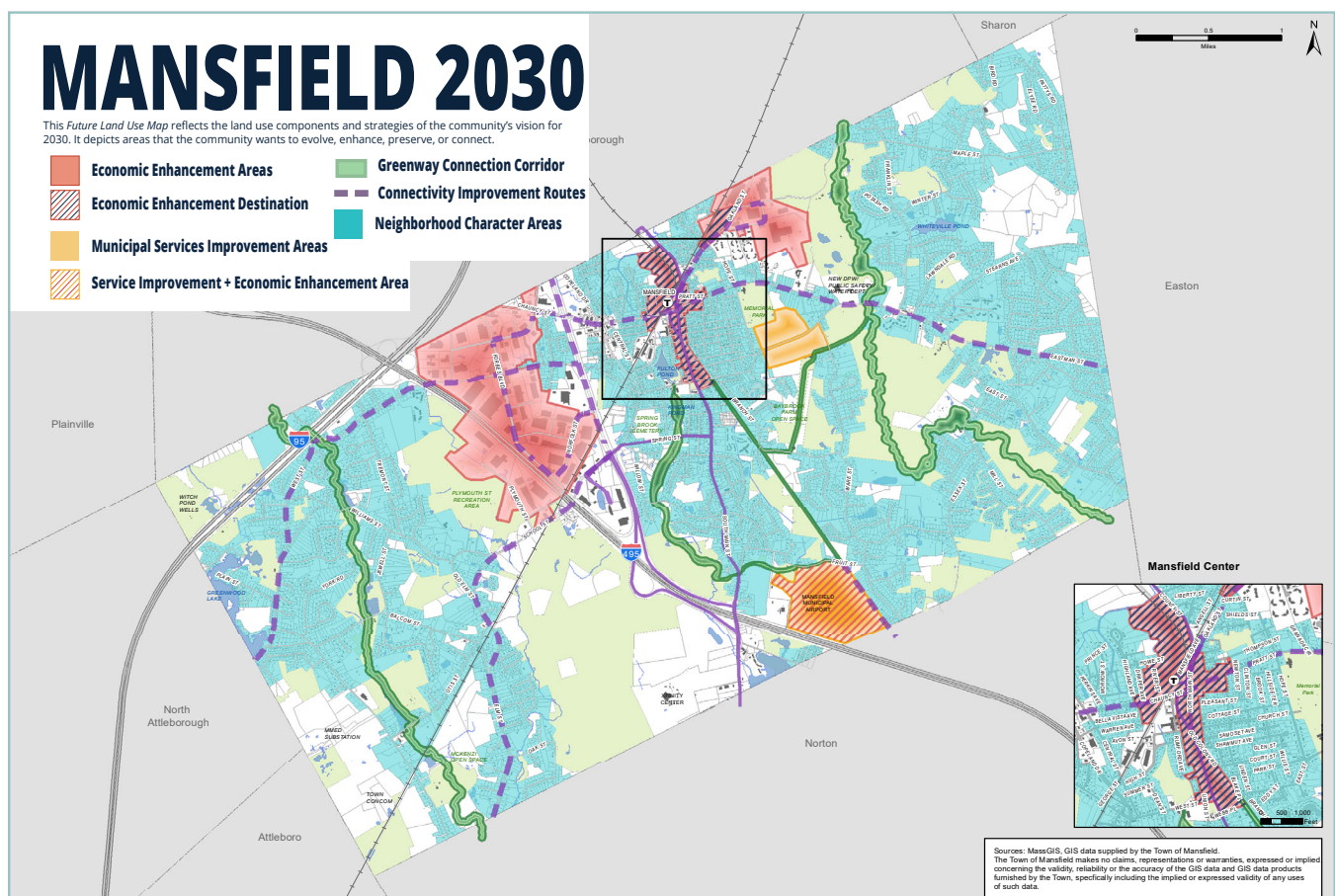
Laura is a certified professional planner with nearly 15 years of combined planning and research/analysis experience. As senior community planner at JM Goldson, Laura manages and coordinates multiple planning projects, including comprehensive plans, community visioning, housing plans, and community preservation plans, including significant community engagement. Laura's experience includes land use and zoning, community planning and public health, sustainability indicator metrics and climate change vulnerabilities, as well as data collection, research, and statistical analysis.

KADINEYSE PAZ, COMMUNITY PLANNING ANALYST

Kadineyse Paz is a policy professional with more than seven years of experience working in her hometown of Boston. Kadineyse specializes in research and analysis, including GIS and spatial analysis. She holds a BA from Bryn Mawr College and is currently completing her Public Policy master's degree from Tufts University as a Neighborhood Fellow, and is a fluent Spanish speaker.

ELANA ZABAR, COMMUNITY PLANNER & COMMUNITY ENGAGEMENT SPECIALIST

Elana is a community engagement specialist and community planner. She has over five years experience facilitating community conversations and creating inclusive environments. She has experience working with diverse populations and incorporating universal design principles. Elana holds a dual bachelor's degree in Community & Environmental Planning and Sustainability as well as a master's degree in Community Engagement. Elana's planning and engagement experience includes being a trained facilitator and diversity, equity, inclusion trainer through NH Listens and working as the Administrative Assistant in the Swampscott Housing Authority Office.



Future Land Use Map for the Mansfield Master Plan prepared by JM Goldson, 2020



ATTACHMENTS



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JM GOLDSON TEAM PROFESSIONAL BIOS

JENNIFER GOLDSON, AICP

LAURA SMEAD, AICP

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J M G O L D S O N

EMPOWERING PEOPLE.
CREATING COMMUNITY.

FIRM PROFILE

Founded in 2006, JM Goldson community preservation + planning assembles a team of professional planners to provide communities with a balanced approach to community preservation and planning. JM Goldson, a Massachusetts-certified Women Business Enterprise, provides expertise in master planning, community visioning, historic preservation, community preservation, and affordable housing as well as a renowned approach for facilitating highly-interactive public engagement.

JM Goldson has a strong track record assisting communities with community visioning, master planning, community preservation act implementation and planning, and affordable housing planning, including Community Vision Plans, Housing Production Plans, Housing Needs Assessments, Community Preservation Plans, Affordable Housing Trust Action Plans, Slums and Blight Surveys, and Historic Resource Inventories.

JM Goldson's founder, Jennifer M. Goldson, AICP, is the principal author of multiple guidebooks published by the Massachusetts Housing Partnership including the Community Preservation Act and Affordable Housing guidebook, Create, preserve, support (2016), the Municipal Affordable Housing Trust Implementation Manual (2015), and the award-winning Municipal Affordable Housing Trust Guidebook (2009).

Located in Boston, JM Goldson's work represents a wide range of projects tailored to best meet the individual needs of client communities. The firm's clientele includes a mix of public- and private-sector clients.

JENN M. GOLDSON

AICP, FOUNDER



Jenn Goldson, a certified professional planner, formed JM Goldson in 2006 to empower people to create equitable, sustainable, and authentic communities. The JM Goldson team helps communities create successful community visions and master plans, community preservation programs, and address affordable housing

needs. Her 25+ year professional background blends affordable housing, comprehensive planning, historic preservation, open space conservation, community engagement, and implementation of the Massachusetts Community Preservation Act. Jennifer is certified by the American Institute of Certified Planners and is a member of the International Association of Facilitators.

JM Goldson provides client communities with a balanced approach to planning. JM Goldson's approach focuses on protecting community assets and enhancing housing choice in ways that are compatible with other community and regional goals. JM Goldson is known for facilitating highly-interactive public engagement and customizing services to best meet client communities' needs.

JM Goldson has a strong track record assisting communities with community visioning and long-range planning, community preservation, and affordable housing planning and implementation, including Community Vision Plans, Housing Production Plans, Housing Needs Assessments, Community Preservation Plans, and Affordable Housing Trust Action Plans. Jennifer is the primary author of Massachusetts Housing Partnership's (MHP) Municipal Affordable Housing Trust Guidebook, which received the 2010 Outstanding Planning Award from the Massachusetts Chapter of the American Planning Association. Jennifer is also the primary author of MHP's Municipal Affordable Housing Trust Implementation Manual, released in November 2015, and the updated MHP and CHAPA Community Preservation and Affordable Housing Guidebook Create, preserve, support, released in early 2016.

Among JM Goldson's municipal clients are Agawam, Amherst, Arlington, Barnstable, Brewster, Bridgewater, Brookline, Chelsea, Concord, Eastham, Easton, Hopkinton, Grafton, Manchester-by-the-Sea, Medway, Middleborough, Norwood, Pelham, Stockbridge, Stoughton, Somerville, Southborough, Sudbury, West Bridgewater, Westford, Westport, and Williamstown. In 2008, Jennifer was the primary author of the Community Preservation Coalition's CPA Update, a monthly email-newsletter subscribed to by Community Preservation Committees across the state.

Prior to forming JM Goldson, Jennifer managed the City of Newton's Community Preservation program, one of the first and largest CPA programs in Massachusetts. Under her management, Newton's CPA program funded over \$12 million in community housing, open space, recreation, and historic preservation projects, including the city's purchase of Angino Farm, the last farm in Newton, and Kessler Woods. Working with the city from inception of the CPA program, she established and administered a clear and effective evaluation and review process that the Community Preservation Committee relied on to select projects in highly competitive funding rounds.

As project manager for the Town of Brookline's comprehensive planning initiative, Jennifer worked closely with the Comprehensive Plan Committee, town officials, and neighborhood groups to identify issues and opportunities in

the areas of affordable housing, parks and open space, historic preservation, transportation, economic development, and community facilities. Jennifer was primary author of The Brookline Plan: Program & Progress, a document culminating the first phase of the comprehensive planning process.

In addition to her experience in local government, Jennifer has extensive experience in the private sector. She was a preservation planner for the Newport Collaborative Architects, a full-service architecture and planning firm in Newport, Rhode Island, where she prepared community visioning and master plans. She also developed town-wide historic resource surveys for the Connecticut Historical Commission and prepared historic tax credit applications for rehabilitation projects in Rhode Island. Prior to that, Jennifer was a preservation research associate for the Conservation Technology Group in Newport, a firm specializing in the conservation of historic sites, architecture, and monuments.

Jennifer earned a Master's degree in Community Planning from the University of Rhode Island and a BS in Historic Preservation with a minor in Architecture from Roger Williams University. She was editor of the New England Planning Newsletter and served on the Board of the Massachusetts chapter of the American Planning Association.

In her hometown, Jennifer served as vice president of the Roslindale Village Main Street (RVMS) Board of Directors, co-chair of the RVMS Design Committee, and was appointed by Mayor Menino as a member of the Roslindale Advisory Group for Strategic Planning & Rezoning. She was recognized by Mayor Menino for her contributions to the RVMS Design Committee as volunteer of the year.



LAURA SMEAD

AICP, SENIOR COMMUNITY PLANNER



Laura Smead is a certified professional planner with close to 15 years of combined planning and research/analysis experience. As senior community planner at JM Goldson, Laura manages and coordinates multiple planning projects including comprehensive plans, community visioning, housing plans, and community preservation plans, all of which include significant community engagement. Laura's experience

includes land use and zoning, community planning and public health, sustainability indicator metrics and climate change vulnerabilities, as well as data collection, research, and statistical analysis.

Prior to Laura's role with JM Goldson she served as the town planner for the Town of Canton, Massachusetts, where she led the Master Plan update and 16 other strategic plans including open space, climate change, economic development, and land use. As town planner, Laura served as a member of the Canton Affordable Housing Trust. She also successfully applied for and managed over \$3.8 million worth of grants, staffed 10 town committees of more than 60 volunteers, and prepared several planning studies and reports, ArcGIS mapping analysis, and zoning amendments. In addition, Laura provided professional review for new development, site plans, and subdivisions and led many community and stakeholder meetings on planning studies and zoning proposals.

As the Canton representative, Laura was an active participant in the Metropolitan Area Planning Council's (MAPC) Three Rivers Interlocal Council (TRIC), which is one of MAPC's eight subregions.

Prior to Laura's service for Canton, she was a research associate at Harvard University Graduate School of Design. In this role, Laura performed extensive research and writing for the Health and Places Initiative and Waste to Energy Design Lab, resulting in numerous online research summaries and tools and three book publications. The 2017 publication *Creating Healthy Neighborhoods: Evidence-based*

Planning and Design Strategies won the 2018 Environmental Design Research Association (EDRA) Great Places Award.

Laura's experience includes several other positions including as a Sustainability Planning Intern for the City of Cambridge, MA, Community Development Department, the Parking Projects Manager for the City of Somerville Traffic and Parking Department, and a Sustainability Planning Intern for the Boston Cyclists Union.

Laura has presented at several national and regional planning conferences including the American Planning Association and Southern New England Planning Association.

Prior to Laura's planning career she also held a variety of positions as an analyst and researcher including at Northeastern University, London School of Economics, and University of California Irvine.

In a volunteer capacity, Laura has served in several roles in her hometown of Sharon, MA including serving on the Master Plan Steering Committee and the Master Plan Implementation Committee. She also served on the Sharon Gallery Design Review Committee.

Laura holds a Masters in Urban and Environmental Policy and Planning from Tufts University, a Masters in Psychology from California State University Fullerton, and a Bachelors of Applied Science in Psychology from the University of Minnesota Duluth.

KADINEYSE PAZ

COMMUNITY PLANNING ANALYST



Kadineyse is a policy professional with experience in housing, education, and environmental justice. She is a Boston native passionate about working from a social change and equity lens, a mission she's pursued since advocating for equitable policies in housing and environment as a college intern. Through her work, she has continued to seek partnering with other zealous

change-makers. As newly joined Community Planning Analyst with JM Goldson, Kadineyse will be working to support multiple planning projects including community visioning, housing plans, and community preservation plans. Kadineyse works to develop comprehensive community planning data and analysis reports.

Before joining the JM Goldson team, Kadineyse advocated locally and statewide to address health and housing issues. She's collaborated nationwide to leverage the work of non-profits, led community meetings for campaigns, and advocated for the organization's goals at rallies, on television, newspapers, and classrooms. At Clean Water Action, a nationwide environmental advocacy organization, she advocated for environmental health policies like the Children and Firefighters Protection Act signed into law in 2021, as well as worked with community to educate and pass legislation that protects us from harmful chemicals found in personal use and children's products.

While working at the Boston Tenant Coalition, a local housing rights and policies advocacy non-profit, she used her coalition's collective action and data to strengthen housing campaigns like the Inclusionary Development Policy, codified in 2021. Other policies she's collaborated on were the Just-Cause Eviction legislation, and the Assessment of Fair Housing within the Affirmatively Furthering Fair Housing Policy (AFFH). Kadineyse and her peers coordinated with city officials and departments to create a more equitable and collaborative process for the AFFH and embed it into city zoning.

After her work in advocacy Kadineyse worked as a Dean of Enrichment at Codman Academy where she leveraged resources and collaborated with team members to create fulfilling, fun, and relevant enrichment opportunities for their student body. Recently, Kadineyse was Family-Led Stability Initiative Program Manager at Boston's Higher Ground which collaborated with city and state departments, and non-profits to house homeless families and students in the Boston Public School system. By using data to tell a story of their work and progress with families, the organization was successful in creating partnerships that helped progress their mission and connect families to life changing resources. Her leadership skills earned her a spot as a Posse Scholarship recipient, a full-tuition scholarship to an elite undergraduate college

Her community advocacy and organizing work earned her the CHAPA Fair Housing Open Door Champions Award in 2021, and a Fellowship at Tufts University in their Master of Public Policy Program in 2022. Kadineyse hopes to lift community voices by creating more community-centered, equitable, and just policies.

Kadineyse holds a Bachelor of Arts degree in Growth and Structure of Cities from Bryn Mawr College with a minor in Environmental Studies and is currently completing a Master of Arts degree from Tufts University in their Public Policy program.

She is fluent in both English and Spanish.

ELANA ZABAR

COMMUNITY PLANNING AND COMMUNITY ENGAGEMENT SPECIALIST



Elana Zabar is a community engagement specialist and planner who recently joined the JM Goldson team. As Community Planner I, Elana supports multiple planning projects including community visioning, housing plans, and community preservation plans. Elana works to develop

comprehensive community engagement plans and assists communities in reaching their most vulnerable populations. Elana's experience includes community inclusion and belonging, promoting universal design principles, placemaking, and sustainability.

Before joining the JM Goldson team, Elana served as the Community Engagement Fellow for the North Shore Community Development Coalition where she assisted with evaluating their former Point Vision and Action Plan for the Point Neighborhood in Salem, MA. In this role, Elana developed engagement tools to connect with residents to better understand their needs and helped design programs to improve neighborhood access. Programs included Voter Engagement Initiatives (i.e., Phone Banking, Door Knocking, Translation, and Poll Monitoring), hosting a Volunteer Income Tax Assistance (VITA) program in the neighborhood, and organizing monthly community resource events building connections between residents and municipal/organization services. Additionally, Elana worked to develop a community engagement plan for the Punto Urban Art Museum (PUAM), a social-justice placemaking initiative in the community, to reach residents and collaborate with local artists. She secured a Mass Cultural Council grant for PUAM to repair four blighted storefronts and overlay a community-inspired mural.

Elana's fellowship with North Shore Community Development Coalition occurred in tandem with her Master's program at

Merrimack College. For her Master's thesis, Elana developed a Community Engagement curriculum for her hometown Swampscott, MA. This curriculum provides municipal officials with a wide variety of community engagement techniques that can be utilized at any stage of a project. Each technique was intentionally designed to prioritize equitable representation of marginalized populations in the community.

Elana's planning and engagement experience includes being a trained facilitator and diversity, equity, inclusion trainer through NH Listens, working as the Administrative Assistant in the Swampscott Housing Authority Office, and interning in Massachusetts Governor Charlie Baker's Constituent Services Office.

Outside of planning and engagement Elana has held a variety of positions including Assistant Hall Director at the University of New Hampshire and Environmental Educator at Endicott Park in Danvers, MA.

Elana holds a Master of Education in Community Engagement from Merrimack College and a Bachelor of Science in Community and Environmental Planning with a dual degree in Sustainability from the University of New Hampshire.

MASTER PLAN

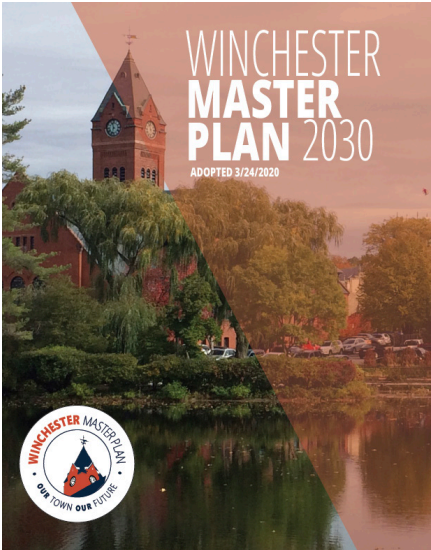
WINCHESTER, MA

During the now infamous spring of 2020, our JM Goldson team, with support from RKG Associates, completed the Winchester, MA - the town's first master plan in 67 years! We are proud that our team completed this highly collaborative 18-month project with no delays and that it culminated in what we believe is the first Master Plan approved at a virtual Planning Board meeting via video conference in the Commonwealth.

The Winchester Master Plan was honored with the 2020 MA American Planning Association award for Outstanding Comprehensive Plan.

The process, which had over 2,500 touchpoints of community engagement, uncovered the community's values and vision for the future. Through the process, the town reinforced the importance of finding the best balance between preservation and change. Some areas of Winchester offer opportunities for contextual infill, including mixed-use development. But the area's historic resources and community assets should be protected and supported through sensitive design and site planning.

Four core themes emerged based on the community's values and priority issues that the community is facing: 1) Balancing development with preservation; 2) Ensuring sustainability; 3) Building community; and 4) Connecting people to places.



A CIVICALLY-ENGAGED, CLOSE-KNIT COMMUNITY THAT IS WELCOMING AND INCLUSIVE WITH REPRESENTATIVE LEADERSHIP AND TOWN GOVERNMENT. THE COMMUNITY BALANCES NEW GROWTH WITH ITS HISTORIC CHARMS AND MAINTAINS HIGH-QUALITY TOWN SERVICES IN A FISCALLY RESPONSIBLE MANNER.

VISION 2030

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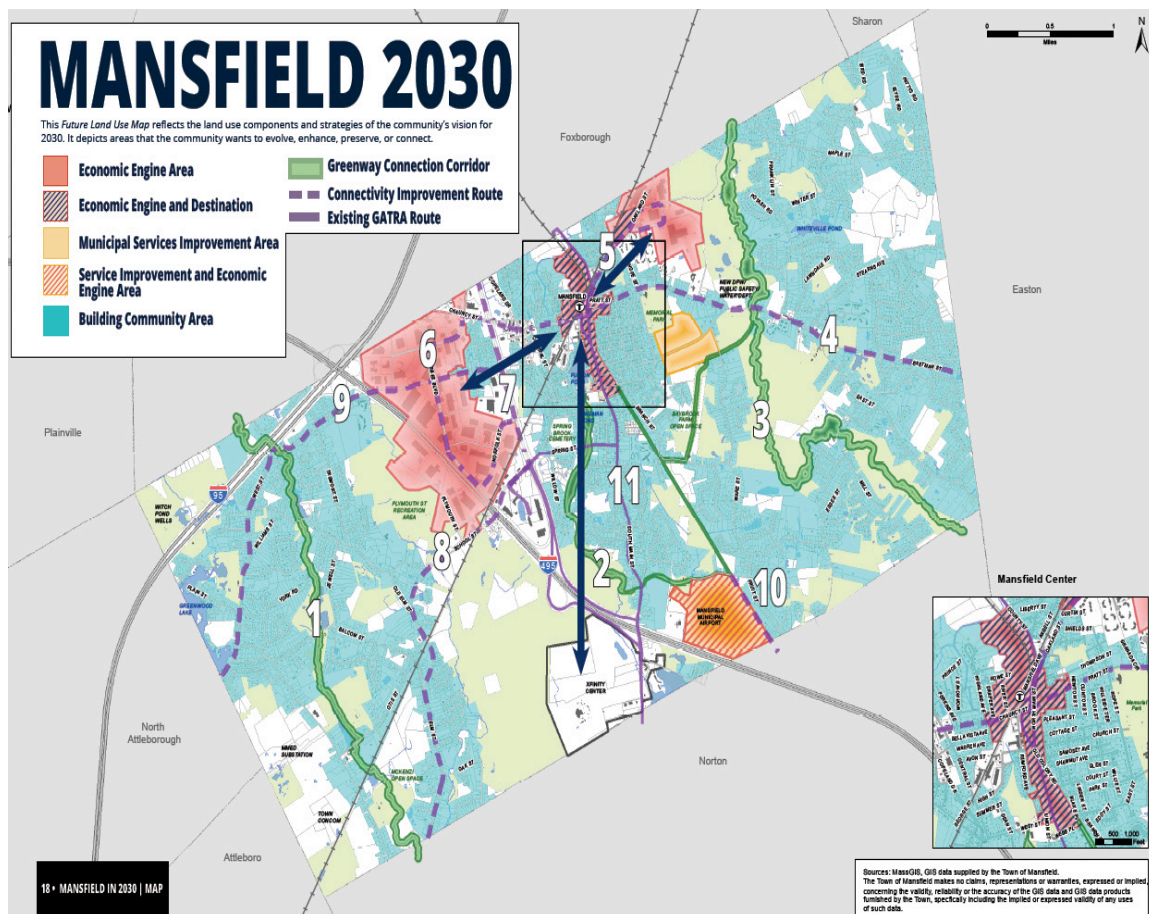
MASTER PLAN

MANSFIELD, MA

Mansfield is a developing community located 35 miles southwest of Boston at the nexus of many major transportation connections—including a bustling commuter rail station, a municipal airport and four major roadways (I-95, I-495, and state routes 140 and 106).

Throughout the 12-month process, ten Master Plan Steering Committee meetings were structured with interactive exercises to solicit feedback from committee members and interested residents at each step of the process. Community members were invited and encouraged to attend and participate in the meetings. Breakout groups, worksheets, post-it note brainstorming, and polling exercises were some of the activities.

Six themes emerged through the planning process based on the community's values and emerging issues: 1) Bringing People Together; 2) Accessible, Connected, and Well-Publicized Green Space, 3) Downtown as Destination, 4) Integrated and Connected Transportation Network, 5) Industrial Parks as Economic Engines and 6) Sustainable and Strong Services and Infrastructure.



COMMUNITY DEVELOPMENT PLAN

IPSWICH, MA

The Town completed its last CDP in 2003 and amended it in 2008 to emphasize sustainability and green design. This 2020-2035 updated plan is largely consistent with the 2003 CDP, steering a consistent course and honoring an enduring spirit of Ipswich. This update refines the 2003 vision, goals, and strategies in light of new circumstances to help the Town continue to preserve the essence of the community.

To create a meaningful and effective Community Development Plan, the elements of the plan are not planned in silos, but rather integrated systematically so that they consider and reinforce one another—and support the regional planning framework.

Five core vision themes emerged through the planning process based on the community's values and priority issues that the community is facing: 1) Resilient and Sustainable Services and Infrastructure; 2) Responsive and Diverse Development; 3) Thriving and Attractive Town Center; 4) Safe and Connected Transportation Network; and 5) Supportive and Inclusive Government and Services.



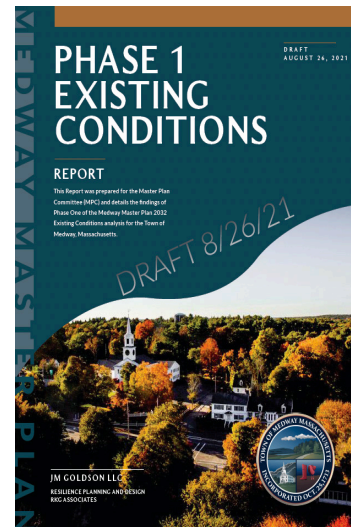
IPSWICH IN 2035...

is a scenic coastal community defined by its open space and natural resources, First Period homes and historic streetscapes, vibrant local businesses, strong schools and community partners, and a welcoming social fabric for residents and visitors of all ages, races, ethnicities, and backgrounds.

MEDWAY, MA

Four core themes emerged during the Phase II summer engagement process: 1) Responsible and sustainable growth; 2) Conservation, resiliency, and stewardship; 3) A Caring close-knit community; and 4) Safe, green, and connected mobility options.

The summer engagement process built off the project team's work during Phase I of the project, which included a public forum on May 24, 2021, and 9 focus groups that informed the findings of Phase I Existing Conditions report and influenced the design and content of the summer engagement activities. The Medway Master Plan is scheduled for completion by October 2022.





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REFERENCES

* The matrix below includes links to writing samples.



Indicates a focus on community sustainability.

MASTER PLANS	
Medway Master Plan, expected completion Oct 2022 <i>JM Goldson is leading this master planning initiative, which is scheduled to be completed in October 2022. Link to draft Existing Conditions Report & JM Goldson Writing Sample:</i> Medway Master Plan Draft Existing Conditions Report 	Susy Affleck Childs, Planning & Economic Development Coordinator sachilds@townofmedway.org 508-533-3291
Winchester Master Plan, approved 2020 <i>JM Goldson led this award-winning plan, which weaves sustainability throughout and also has a chapter devoted to sustainability, both environmental and fiscal. Link to Final Plan & JM Goldson Writing Sample:</i> Winchester Master Plan Report 	Brian Szekely, former Planning Director bszekely@danversma.gov 978-777-0001
Mansfield Master Plan, approved 2020 <i>JM Goldson led this plan in Mansfield, a community with a larger industrial base as well as strong transit connections. Link to Final Plan & JM Goldson Writing Sample:</i> Mansfield Master Plan Report	Kevin Dumas, Town Manager townmanager@mansfield.com 508-261-7370
North Andover Master Plan, approved 2018 <i>JM Goldson was a subconsultant for historic and cultural resources, open space and recreation, housing, and community engagement; RKG was the lead consultant. Link to Final Plan:</i> North Andover Master Plan Report	Jean Enright, Planning Director jenright@northandoverma.gov 978-688-9542
Sharon Master Plan, approved 2019 <i>JM Goldson was a subconsultant for housing and historic and cultural resources; Civic Moxie was the lead consultant. Link to Final Plan:</i> Sharon Master Plan Report	Pasqualino Pannone, Planning Board pasqualino.pannone@gmail.com 617-794-6877
Concord Master Plan, approved 2018 <i>JM Goldson was a subconsultant for housing; Civic Moxie was the lead consultant Link to Final Plan:</i> Concord Master Plan Report	Marcia Rasmussen, Director of Planning & Land Management mrasmussen@concordma.gov 978-318-3290

COMMUNITY DEVELOPMENT PLAN	
Ipswich Community Development Plan, 2021 <i>JM Goldson is lead this 18-month planning process to completion. This plan weaves sustainability throughout the plan and has a high focus on strategies to create a resilient community.</i> Link to Draft Plan & JM Goldson Writing Sample : Ipswich Community Development Plan 	Ethan Parsons, Planning Director ethanp@ipswichma.gov 978-356-6607 x 2

Together We Are Building Community

Diversity, equity, and inclusion are part of everything we do at JM Goldson - from how we help communities navigate the planning process to how we build our team. Our firm has helped communities collaboratively envision a hopeful future and find the best balance of public policy strategies that work together to protect community assets and make strong, healthy places. Diverse, equitable, inclusive communities nurture and ground us both in the office and in the field.

For quite some time, my team at JM Goldson has been exploring deeply how communities can be authentic. As planners, we get into this work to try and make a difference. We want to make a difference for communities who are striving for authenticity, inclusivity, and equity. We want to help them discover who they are, what they care about, what they want, and how they can achieve it. We want to ultimately give them the plans that are both widely and deeply embraced by their community, especially by those voices that have been historically marginalized.

The real challenge is supporting this authenticity in an inclusive and equitable way. Marginalized populations have been expressing what they need for generations. At JM Goldson we emphasize collaboration, raising awareness and creating safe spaces for all voices to be heard. We do this in many ways:

- Collaborating in designing engagement models
- Questioning which voices we are hearing and not hearing
- Asking who is on and not on the team
- Asking who has and doesn't have the power
- Looking at what we are taking for granted
- Asking what we should be questioning more

JM Goldson is constantly striving to do better, and our CRS continues to be a work in progress. We have high standards concerning the following:

Legality

JM Goldson will respect the law, honor its internal policies, ensure that all its business operations are legitimate and keep every partnership and collaboration open and transparent.

Business Ethics

JM Goldson will always conduct business with integrity and respect to human rights.

Environment

JM Goldson recognizes the need to protect the natural environment. We follow best practices when disposing of garbage and working constantly to reduce our carbon footprint in the office and commuting. Examples of relevant activities include recycling, conserving energy and using environmentally friendly technologies.

People

JM Goldson will ensure that we don't risk the health and safety of our employees and community. Avoid harming the lives of local and indigenous people and support diversity and inclusion.

Human Rights

JM Goldson is committed to protecting human rights. We are an equal opportunity employer and abide by all fair labor practices. We'll ensure that our activities do not directly or indirectly violate human rights.

Donations and Aid

JM Goldson may preserve a budget to make monetary donations to advance the arts, education, and community events as well as alleviate those in need.

Volunteer

JM Goldson will encourage its employees to volunteer. Our company may sponsor volunteering events from other organizations.

Supporting Community

JM Goldson may initiate and support community investment and educational programs.

Learning

JM Goldson is open to suggestions and listening carefully to ideas. Our company endeavors to continuously improve the way it operates.

J M
G O L D S O N

EMPOWERING PEOPLE.
CREATING COMMUNITY.