



# Town of Ulysses 2025-2045 Comprehensive Plan Periodic Update and Environmental Impact Statement RFP

Proposed Scope of Services

March 8, 2024



**Prepared for:**  
Town of Ulysses  
10 Elm St.  
Trumansburg, NY 14886



**JoAnn Cornish**

**Table of Contents:**

Letter of Interest .....	5
Executive Overview & Project Approach .....	7
Scope of Work .....	13
Schedule .....	21
Cost Summary .....	25
Project Team .....	29
Relevant Experience .....	33
Project Team Resumes .....	45
Applicant Contact Information .....	47
Exception Letter .....	49
Acknowledgment of Ability to Meet Requirements .....	49

## Letter of Interest

### Re: Town of Ulysses 2025-2045 Comprehensive Plan Periodic Update & Environmental Impact Statement

March 8, 2024

Town of Ulysses  
10 Elm St., Trumansburg, NY 14886

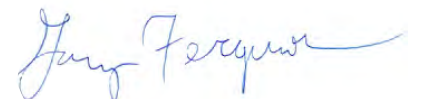
Dear Mr. Tygesen,  
Choosing the team of Ithaca-based Community Revitalization & Rejuvenation Consultants (CRRRC), Whitham Planning and Design (WPD), and JoAnn Cornish means choosing a dynamic, trusted, and local partner for the Updates to the Ulysses Comprehensive Plan and associated Environmental Impact Statement (EIS). As residents of Tompkins County, our team has a nuanced understanding of the processes necessary to affect real, positive change in the area. The team of Scott Whitham, principal of WPD, Michele Palmer, senior associate at WPD, Gary Ferguson, principal of CRRRC, and JoAnn Cornish, former Director of Planning for the City of Ithaca, have worked together for decades as active members of the Ithaca community, both formally and informally. The team we have assembled consists of experienced professionals, each an expert in their field. As veteran community leaders, they have the requisite skills to develop a considered, holistic, and locally sensitive Comprehensive Plan and associated EIS for the town of Ulysses.

Gary Ferguson, former Executive Director of the Downtown Ithaca Alliance, has extensive experience in creating and guiding programs, plans, and policies that have helped to grow Downtown Ithaca into the destination it is today. Gary has spent his career revitalizing communities, making this project a natural extension of the work he has done to this point and allowing him to put his considerable experience as a consultant to good use. JoAnn Cornish is the former Director of Planning and Development for the City of Ithaca, which entailed direct involvement in and supervision of community design, economic development, long-range planning, and zoning legislation and appeals. JoAnn is intimately familiar with the process of bringing large projects through approvals, having overseen the City of Ithaca Comprehensive Plan. JoAnn's experience in managing community feedback while balancing the needs of the environment and its human population is directly applicable to this project.

Scott Whitham has over thirty years of experience in planning and landscape architecture, having held diverse positions such as the chair of the Architecture, Planning, and Design Panel of the New York State Council on the Arts, chair of the City of Ithaca Planning Board, as well as acting as the director of Historic Ithaca for over five years. WPD has been leading landscape architecture and planning projects in Tompkins County for years and has a firm grasp of the local context, both in terms of its ecology as well as its design sensibility. Scott, as WPD's principal, has been integral to the success of a great many projects at a range of scales in Tompkins County. Michele Palmer has been similarly integral to the growth of the Ithaca area for nearly thirty years, having brought countless projects through complex review processes such as SEQR and environmental impact statements. Michele's efforts recently have been focused more closely on planning projects, usually with a historical component; she is assisting with the transformational improvements along Ithaca's Cayuga Lake Inlet waterfront. Her contributions include the preparation and administration of grant funding for the multi-million-dollar Ithaca Farmers Market site at Steamboat Landing.

Each member of the group is an expert in their field. Choosing our team of Ithaca-based designers, planners, community leaders, and consultants will result in a plan that is rooted in the realities of its location and forward-looking in terms of community growth, while remaining true to the unique character of Ulysses. Each member of our team brings a unique and nuanced perspective, gained from long experience, that the comprehensive plan would benefit from. We look forward to partnering with you and answering any questions you may have about our talent and experience. Thank you for considering the qualifications of CRRRC, WPD, and JoAnn Cornish.

Gary Ferguson, Principal  
Community Revitalization & Rejuvenation Consultants  
1485 Mecklenburg Road | Ithaca NY 14850  
garyferguson@crrconsultants.com | 607-280-2610



# Executive Overview & Project Approach

## Executive Overview & Project Approach

### INTRODUCTION

Community Revitalization & Rejuvenation Consultants (CRRC), JoAnn Cornish, and Whitham Planning and Design (WPD) have joined together for the express opportunity to provide a high-powered, multi-disciplinary, locally based, and knowledgeable team to undertake the Town of Ulysses comprehensive plan update. This partnership brings together outstanding planning, economic development, and design expertise all focused on providing the Town of Ulysses a product that will be relevant, implementable, and reflect the interests and concerns of the residents of Ulysses.

### More than a Shelf Document

We collectively believe that key community planning documents should be far more than shelf plans. They provide an opportunity for community alignment, for resource planning and allocation, for strategic planning, and for project implementation. A well-designed comprehensive planning update process will enable the Ulysses community to coalesce around shared interests and priorities and to craft appropriate and implementable projects, programs, and policies. We view this update as a planning process for the community. The process will be as important and impactful as the final document.

Our assembled team is Ithaca based and brings extensive knowledge of the community and Tompkins County to table. This is a multi-disciplinary team, that brings together planning, economic development, transportation, rural/agriculture, climate resiliency, housing, environmental, and capital facility expertise.

### The Ulysses Comprehensive Plan Update

Most recently created in 2009, the Town of Ulysses comprehensive plan is in need of an update, to reflect the changes that have occurred both within the Town and surrounding county, regional, and national landscapes. Funded through a grant from the New York State Department of Environmental Conservation Climate Smart Communities (CSC) program, the update will provide an excellent opportunity for the Town to revisit its core vision, goals, and strategies for guiding the future of the Ulysses community.

Like the rest of Tompkins County, the Town has grown since 2009, reflecting the dynamism of the greater Ithaca/Tompkins County area. The rural, agricultural character of the Ulysses community is counter-imposed against accelerating growth along its key commercial corridors. Much of this growth emanates from both metropolitan Ithaca and the neighboring Village of Trumansburg. The natural assets of the community continue to grow, with the addition of the Black Diamond trail as well as several preserves.

Impacts of climate change and the need to plan for community resiliency have assumed a new and important magnitude. Given the increasingly extreme weather events that accompany climate change, the updated Comprehensive Plan needs to address resiliency, particularly regarding stream flooding and run-off.

The 2020 – 2022 pandemic years also created a need to re-assess community plans and visions. Remote work has become increasingly popular and there are undoubtedly now Town residents and households who expect services that will enable them to work seamlessly from home. As the demographic complexion of the community continues to change, there is a need to reconnect with residents to recalibrate, affirm, and in some cases reshape the vision for the community and its future.

## Executive Overview & Project Approach

### The Experience We Bring to Ulysses

The CRRC/WPD/Corning team is designed to bring together complementary experiences and talents to best serve your plan update needs. Proposed project director Gary Ferguson and the principal of CRRC has over 40 years of local planning and development experience, 24 here in the Ithaca community. He is a seasoned community engagement specialist and has hands on experience with the creation and modification of community plans and zoning. Scott Whitham and Michelle Palmer are planners and designers with intimate knowledge of Tompkins County planning and environmental issues. They have worked on dozens of projects and helped to shape zoning and amendments. JoAnn Cornish come to the team as a former Planning Director who has overseen comprehensive planning design and preparation. She understands the comprehensive planning process and the legal and regulatory requirements that are part of such a planning process.

### The Value We Bring to Ulysses

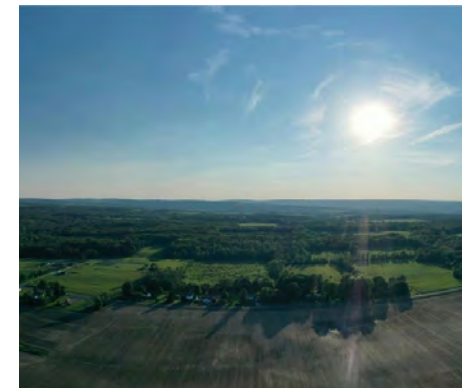
There are a number of firms that can draft a comprehensive plan update. Working from the 2009 Plan, the research and the writing can be formulaic and straightforward. That is not the intent of our CRRC/ Cornish /WPD team.

The comprehensive planning journey is as important as the final document. We are seasoned, proven community engagement specialists who specialize in reaching disparate community segments and groups. We will go to the community seeking their input. We value the planning engagement process, and we believe the Ulysses community will value their ability to help shape their future. We employ both sophisticated

on-line survey techniques as well as old-fashioned face-to-face stakeholder input sessions.

A comprehensive plan is the single most important plan a community can produce. It provides a blueprint for the future. It articulates community vision. It provides a sense of priority and direction. It provides guidance for future growth and development. It articulates the wants and needs of a community and provides Town staff, elected leadership, and community volunteers with a game plan for resource allocation and attention. It provides the metrics to determine the appropriateness of specific projects, programs, and Town policies. We will provide the Town with a process and a series of deliverables that culminate in an updated comprehensive plan that will give you the tools you need to chart the future and the foundation and groundwork you need to work as smoothly as possible with your constituents and stakeholders.

Finally, we bring a special understanding and appreciation of the Town of Ulysses. We live and work in Tompkins County and understand the concerns, issues, and perceptions of Ulysses residents in a way that others cannot. Melded with our technical competence and community engagement prowess, we think this understanding of the Ulysses community and the day to day factors that influence its life will prove to be extremely valuable to your planning process.



# Scope of Work

## Scope of Work

The CRRC/WPD/Cornish team has thoroughly reviewed the 2009 Comprehensive Plan and appendices, in preparation for preparing this scope of work. We will utilize the 2009 Plan as a baseline, seeking to use its data for comparative purposes with 2024 data. Given the passage of 15 years, we know there are likely to be significant changes to the Ulysses community in that period of time and will capture and share these changes and trends in the Update document.

The team will utilize a five (5) phase process for this project that mirrors the suggestions in the RFQ. The following sections briefly summarize our approach to the project.

### Community Outreach

Actively seeking input and involving stakeholders in decision-making processes fosters a sense of ownership and collaboration. Our team has decades of local Tompkins County experience with public outreach and stakeholder engagement.

Our successful public outreach process is iterative and involves multiple tools and strategies: individual stakeholder meetings and phone/zoom calls, meetings with specific groups and organizations, online public survey, and public meetings in locations throughout the Town. Our context sensitive approach can help preserve and enhance historic, communal, and environmental resources while improving economic viability.

The PIP will outline the methods and channels through which information will be shared, the frequency of communication, and the level of detail to be provided. It will involve regular meetings, workshops, newsletters, and online platforms to ensure that stakeholders are informed and have the opportunity to provide feedback. The final PIP will also consider tailoring communication strategies to the specific needs and preferences of different stakeholder groups. We will include a community survey, utilizing the 2009 survey as a baseline.

The feedback gained through engagement will lead to a comprehensive plan with widespread public support that fulfills the needs of the community now and into the future. Together with JoAnn Cornish and Gary Ferguson, WPD will lead the stakeholder engagement process starting with working with Town staff to review and update the draft PIP. Key tasks:

- 2009 Plan review.
- Meet with staff, CPSC, Town Board.
- Review draft PIP, provide track-changed suggestion for PIP modification.
- Prepare a final PIP implementation plan along with documentation of all ongoing outreach materials.

### Vision

Visioning is an important part of the comprehensive planning process and will be included in the stakeholder engagement process described above. It provides an opportunity for stakeholders and community residents to reflect upon their aspirations for the Ulysses community. The CRRC/WPD/Cornish team has solid experience and capacity for helping communities and groups consider and reflect upon their vision for the community. We utilize cost-effective tools such as instantaneous polling and tabulation, on-line surveying, and inclusive engagement techniques to enhance the participation process. We also will conduct outreach to wide and diverse segments of the Ulysses population, ensuring that input is received from both regular participants as well as underrepresented segments of the population. The visioning process will be led by Gary Ferguson, with assistance from JoAnn Cornish and WPD.

Key tasks:

- Meetings with Town Board, staff, and CPSC.
- Public engagement on visioning (including on-line and hard copy surveys, community visioning meeting, and selected outreach to underrepresented community segments.
- Memo articulating findings and key elements to be included in a revised vision statement.
- Revised draft vision statement with accompanying documentation.

### Environmental Analysis (EIS)

A Generic Environmental Impact Statement (EIS) will be undertaken to aid in the planning efforts and decision-making for the Comprehensive Plan Update. A GEIS is the form of EIS that is undertaken for planning actions rather than physical alterations. As part of the process, additional community engagement, 'scoping' will take place to ask the community, agencies, and other interested parties about the environmental review topics, alternatives, or mitigation measures that should

## Scope of Work

be explored. Environmental impacts could occur due to future development that may be allowed with changes made to the comprehensive plan, regulations, and other plans associated with the update. The update can produce policies and regulations that can mitigate impacts or provide environmental enhancements.

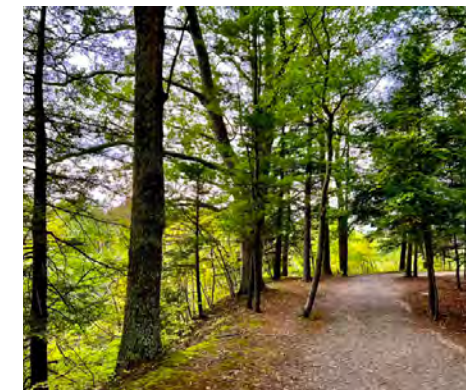
Alternatives will be studied in a Draft EIS addressing a range of population and employment growth levels and patterns. The Final EIS will respond to public and agency comments received on the Draft EIS and provide corrections and clarifications to the environmental analysis contained in the Draft EIS. The Final EIS will also evaluate a Preferred Alternative identified by the Town, which is a variation of alternatives studied in the Draft EIS. The final EIS will also serve as a building block for future environmental analysis within the Town. This task will be led by Michele Palmer of WPD with assistance from JoAnn Cornish.

Key tasks:

- Review of completed documents and existing physical conditions with meetings and site visits.
- Prepare an existing conditions summary including GIS based maps.
- Conduct EIS scoping session(s) and undertake public outreach for related to EIS elements.
- Prepare determination of significance/scoping notice
- Prepare draft EIS
- Attend a public hearing participation; analyze and incorporate public comments
- Prepare the final EIS

### Comprehensive Plan Framework

This part of the comprehensive planning process has three important components. First, this framework is intended to be an in-depth, working master outline for the project. During this step, the team will work with the CPSC and staff to identify and catalog community issues and concerns by plan topic area. This checklist will be subsequently utilized as a working outline for community outreach, survey work, and research. The second component will be the determination of preferred alternative growth models to be assessed in the update. This assessment would be made in consultation with the CPSC and planning staff. The third component of the plan framework will be an assessment of the consistency of the plan process and elements to State regulations and existing local plans and relevant documents. The intent is to ensure that all State requirements are met and that the proposed work will be complementary and supportive of key local planning efforts. These will include key County plans, Village of Trumansburg plans, and any other local/regional plans that may directly relate to the Ulysses comprehensive planning process. We would, for example, also review TCAT and County transportation plans, area soil and water conservation plans, and Countywide economic development and housing plans. This framework process will be led by Gary Ferguson and JoAnn Cornish. The CRRC/WPD/Cornish team has thoroughly reviewed the 2009 Comprehensive Plan and appendices, in preparation for preparing this scope of work. We will utilize the 2009 Plan as a baseline, seeking to use its data for comparative purposes with 2024 data. Given the passage of 15 years, we know there are likely to be significant changes to the Ulysses community in that period of time and will capture and share these changes and trends in the Update document.



## Scope of Work

### Key tasks:

- Identification and compilation of community issues and concerns.
- Identification and selection of preferred growth alternatives/models for the update.
- Review of the framework with State planning regulations & existing local plans and documents.
- Preparation of a memorandum describing the agreed upon framework and its review for consistency with State and local regulations and plans.

## Plan Introduction

The RFQ calls for the consultant to review an introduction to the updated comprehensive plan initially drafted by the Town of Ulysses planning staff. The introduction is a key part of the Update Plan, providing both context and rationale as well as the commitments and intentions of the Town to the Plan. The introduction should address the question of why this planning document and process was undertaken and how the document will be utilized in years to come.

We will review the draft introduction, providing feedback designed to strengthen this section as appropriate. This review will be undertaken by Gary Ferguson and JoAnn Cornish.

### Key tasks:

- Review and provide feedback on the draft introduction.
- Provide a final draft introduction for the updated plan document.

## Land Use

Land use analysis for a comprehensive plan involves a thorough examination and assessment of various elements to guide future development and growth. Our analysis will include an inventory of existing land uses, identifying patterns of land development, assessing infrastructure and transportation systems, evaluating environmental factors, and considering economic and social aspects. The analysis aims to understand the current state of land utilization, highlight areas of potential growth or redevelopment, and address issues such as zoning regulations, land suitability, and the preservation of natural resources. Additionally, demographic trends, community needs, and stakeholder input are crucial components, ensuring

that the plan reflects the aspirations and priorities of the community.

The land use map will incorporate detailed information about the planned density, intensity, and character of development in different zones, providing a clear overview of the envisioned hamlet or rural landscape. By illustrating the intended land and their interrelationships, the map serves as a valuable tool for policymakers, planners, and stakeholders involved in shaping the long-term growth and sustainability of the Town of Ulysses.

Our team will review and analyze elements of the 2009 Comprehensive Plan, including the existing local land use characteristics, the land use map and associated policies, population, and employment growth forecasting, and plans and Town of Ulysses guidance documents. We will create a new Land Use chapter that addresses several elements included in other sections, such as housing, as well as new elements, such as social justice. This task will be led by Michele Palmer of WPD with assistance primarily from JoAnn Cornish. Fieldwork will help guide the effort.

### Key tasks:

- Prepare land use/land cover maps with area calculations.
- Prepare an existing zoning district map with area calculations.
- Provide an existing conditions assessment.
- Provide a land capacity analysis.
- Prepare a future land use map.
- Prepare goals, policies, and objectives description and draft updated chapter.

## Housing

Housing is a critical concern for any town, village, or city and an important comprehensive plan element. New York State has identified housing as a key local planning concern and more recently communities have been required to demonstrate their commitment to affordable housing creation.

In Tompkins County housing has long been an issue of community concern, for both cost and supply consideration reasons. Tompkins County housing costs are among the highest in upstate New York and have seen significant increases in recent years. Additionally, the supply of housing countywide is insufficient to meet

## Scope of Work

current and projected demand, frustrating both existing and prospective residents. County housing supply is in deficit in all major segments, but especially affordable, senior, and assisted and supportive housing. These countywide trends affect Ulysses.

Our approach to the housing chapter update reflects the questions and issues raised in the RFQ. A key question will be revisiting strategies that the Town can adopt to ease housing burdens for its residents. This housing element will be led by Gary Ferguson, in conjunction with JoAnn Cornish.

### Key tasks:

- Conduct/compile an inventory, baseline assessment, and analysis of existing housing.
- Conduct an analysis of projected housing unit needs, assessing residential growth capacity.
- Conduct an analysis of three residential growth scenarios identified from the plan framework.
- Review and recommend Ulysses housing planning policies and regulations.
- Assess the impact of housing conditions and trends on underserved communities, with an emphasis on displacement and exclusion concerns.
- Recommended housing planning actions to reduce GHG emissions.
- Assess the Town's relationship with Trumansburg pertaining to housing.
- Prepare an existing housing conditions map and housing strategy area maps and graphics.
- Prepare a new draft housing element chapter, with goals, objectives, and policies.



## Economic Development

The economic health and welfare of a community is a key component of a comprehensive plan. Economic development can be narrow in definition, pertaining only to job growth and export related business support. We presume a much broader approach, one that centers on wealth creation, business formation, retention and attraction, tourism, and the improvement of the economic welfare of the residents of a community. This definition better fits the dynamics of towns and small cities and can be used as a point of departure for an update of the economic development chapter.

Ulysses has experienced an evolution in its economic profile as it continues to add businesses and commerce. We will provide a snapshot of the Town's economic profile and then assess how economic development will be impacted by both housing and land use trends. We will also identify opportunities for Town generated economic development policies and programs that can guide and direct desired growth and development. This effort, including fieldwork, will be led by Gary Ferguson.

### Key tasks:

- Conduct a baseline economic development assessment and current conditions report.
- Prepare possible forecasts for economic growth based on housing and land use considerations.
- Prepare a market overview of existing and emerging economic development opportunities for the Town.
- Create new economic development and employment/job growth metric targets.
- Draft a new economic development element chapter, with goals, objectives, and policies.



## Scope of Work

### Transportation

Transportation and mobility are essential components of a community comprehensive plan. How people move about the community and the impact of these movements on the lives of its residents and the character of the community are key planning considerations. Additionally, transportation and mobility impact climate change and community resiliency.

The CRRC/WPD/Cornish team will take a broad and comprehensive examination of transportation and mobility issues and opportunities in the Town. We will research existing conditions and service provision into and within the Town, as well as forecast multi-modal transportation needs and demand. This chapter will explore funding channels and opportunities, as well as partnerships and relationships with other County and regional service providers. Special attention will be paid to environmental justice issues, current ADA deficiencies and possible remedies, and GHG emission reduction and the promotion of active transportation. This chapter update will be led by Gary Ferguson, in conjunction with Scott Whitham.

#### Key tasks:

- Analysis and report on current transportation and mobility conditions in the Town.
- Identification of future needs and demand of transportation and mobility facilities and service provision, including multi-modal level of service needs.
- Review of consistency of transportation level of service/facilities/ infrastructure with environmental justice and underserved communities.
- Prepare a transition plan analysis for ADA deficiencies.
- Create a transportation/mobility network map.
- Assess intergovernmental cooperation and partnership pertaining to transportation and mobility.
- Prepare plans for the reduction of per capita vehicle miles within the Town and promotion of active modes of transportation.
- Draft a new updated transportation chapter with goals, objectives, and policies.

### Capital Facilities & Utilities

Towns provide their constituents with capital facilities that service the various needs of the community. These facilities are often slow to evolve to match up with the prevailing demands of the public and Town staff, often due to the costs associated with capital improvements. Our review of Ulysses capital facilities will be led by JoAnn Cornish, who championed this task for the City of Ithaca for over a decade. JoAnn will assess both existing and proposed/possible future facilities. Along with capital facilities, JoAnn will also examine the Town's utility portfolio, assessing supply with current and future needs.

#### Key tasks:

- Conduct an inventory assessment of existing capital facilities and forecast future needs.
- Assess proposed locations and capacities of existing locations/facilities.
- Examine funding capacity and opportunities.
- Prepare an inventory assessment of proposed new facilities.
- Prepare a capital facilities & utility map.
- Draft new chapter with goals, objectives, and policies.

### Environmental & Natural Resources

The analysis of the environment and natural resources for a comprehensive plan requires a thorough examination of the ecological, geological, and climatic factors that influence a particular region. Our analysis will include assessing the presence of wetlands and rare plants and animals, FEMA flood zones, air and water quality, soil composition, and potentially hazardous slopes. Additionally, the evaluation will consider the sustainability of natural resources such as forests, water bodies, and other natural features. The goal is to understand the existing conditions, identify potential threats, and recognize opportunities for conservation and sustainable development. This analysis will also consider the impact of human activities on the environment, including transportation, housing, and agriculture. By integrating data on environmental health and resource availability, the comprehensive plan update will include strategies for responsible land use, conservation measures, and policies that promote long-term ecological resilience and balance. This task

## Scope of Work

will be led by Michele Palmer of WPD with assistance from JoAnn Cornish.

#### Key tasks:

- Inventory designated streams, wetlands, soil types, hazardous slopes/areas, FEMA flood zones.
- Assessments of significant natural communities, rare plants and animals, ground & lake water.
- Existing & future needs of both residential and non-residential development.
- Drainage, flooding, and stormwater runoff review.
- Soils map and area calculations.
- Hazardous slopes/areas map and stream, wetlands, flood zone maps.
- Draft new chapter with goals, objectives, and policies.

### Climate Change & Resiliency

In a new chapter, we will address climate change and enhanced resilience involving a multifaceted approach that integrates mitigation and adaptation strategies across various sectors. The plan will prioritize the reduction of greenhouse gas emissions through the promotion of clean energy sources, energy efficiency measures, and sustainable transportation. It will also emphasize the development of adaptive infrastructure to withstand the impacts of climate change, such as extreme weather events, predicted changing weather patterns, and temperature increases. This may include encouraging the construction of resilient buildings, green spaces, and the implementation of nature-based solutions like wetland restoration. This approach will



consider the interconnectedness of environmental, social, and economic factors, aiming to create a resilient and sustainable future in the face of climate challenges. This will be led by Michele Palmer of WPD with assistance from Gary Ferguson.

#### Key tasks:

- Identify local actions to reduce GHG emissions, per capita vehicle miles traveled, reductions that benefit underserved/overburdened communities. Create new economic development and employment/job growth metric targets.
- Prepare strategies for local green economic development, decreased reliance on fossil fuels, development/conservation of local food systems, minimizing solid waste, efficient use of natural resources, protection of drinking water, and adaptation to climate change.
- Review CSC Certification Action #6.
- Prepare a draft new chapter with goals, strategies, and policies.

### Rural-Agriculture

Since its inception as a town, Ulysses has been characterized by its rural character and agricultural affinity. In recent years the Town has experienced growth and development that has the potential to impact this character and affinity. The CRRC/WPD/Cornish team will prepare a baseline analysis of the Town's rural character and assess trends and changes. We will conduct fieldwork to capture the dynamics of this change. Utilizing the growth scenarios agreed upon in the framework report, we will assess and estimate the impact of growth on the rural and agricultural character of the Town.

## Scope of Work

Previous work in agricultural protection planning (the Town 2013 Agricultural and /farmland Protection Plan and the County 2015 Agricultural Protection Plan) will be reviewed and updated recommendations prepared specifically for existing and projected future conditions. These recommendations would apply to both farmland protection and environmentally sensitive areas within the Town. This chapter update will be led by Gary Ferguson. Key tasks:

Key tasks:

- Create a baseline inventory report on Town and rural district #2 rural and agricultural lands.
- Document any changes to farming practices and land ownership.
- Conduct a review of the Town's 2013 Agricultural/Farmland Protection Plan, the County 2015 Agricultural Protection Plan, and other plans from nearby Towns (such as the Town of Ithaca plan).
- Assess the impact of growth scenarios and projections on agricultural and rural land.
- Prepare updated measures and recommendations for the protection of rural and agricultural land and environmentally sensitive areas.
- Create new maps of agricultural land ownership, agricultural/farm parcel size, farming operations, and an updated agricultural district map.
- Draft a new updated chapter on rural and agricultural land, with goals, objectives, and policies

## Community Well-Being

Open space, recreation, and parks play a pivotal role in enhancing the quality of life within communities by providing essential breathing spaces for residents to unwind, exercise, and connect with nature. These spaces serve as communal hubs fostering social interactions, community cohesion, and cultural activities. Moreover, they contribute to physical and mental well-being, offering opportunities for leisure, sports, and relaxation. Open spaces also have ecological significance, preserving biodiversity, mitigating urban heat islands, and promoting environmental sustainability. These areas contribute to

the overall aesthetic appeal of Ulysses and its health and wellbeing. This chapter is new and will study park and recreation facilities, evaluate future needs, and prepare recommendations regarding future goals and policies to improve the community's wellbeing. This task will be led by Michele Palmer of WPD with assistance from JoAnn Cornish.

Key tasks:

Create a baseline inventory report on Town and rural district #2 rural and agricultural lands.

- Estimate park and recreation demand for the next 10+ year period.
- Evaluation of park facilities and service needs.
- Using GIS and aerial photography, estimate tree canopy coverage/forested area evaluation.
- Evaluate open space connectivity and public access.
- Assess the potential for future Intergovernmental cooperation.
- Evaluate potential future air quality, light pollution, and noise pollution issues.
- Assess food security issues.
- Prepare a park, recreation, sidewalk, and trail map.
- Prepare a draft new chapter summarizing the above with goals, strategies, and policies.

## Historic Preservation/Built Environment

Ulysses has a rich history, first settled by Europeans around 1790 and located in the former Central New York Military Tract. We will undertake a comprehensive review and analysis of buildings and districts listed on the National, State and local historic registers and those eligible for listing on the National Register of Historic Places. A general summary of existing architectural styles, and strategies to improve the existing buildings will be prepared. We will also consult the State Historic Preservation Office for information on pre-colonial sites or historical sites that may be important to evaluate and strategize preservation. WPD has extensive experience with environmental and cultural resource preservation and review. This task will be led by Michele Palmer of WPD.

## Scope of Work

Key tasks:

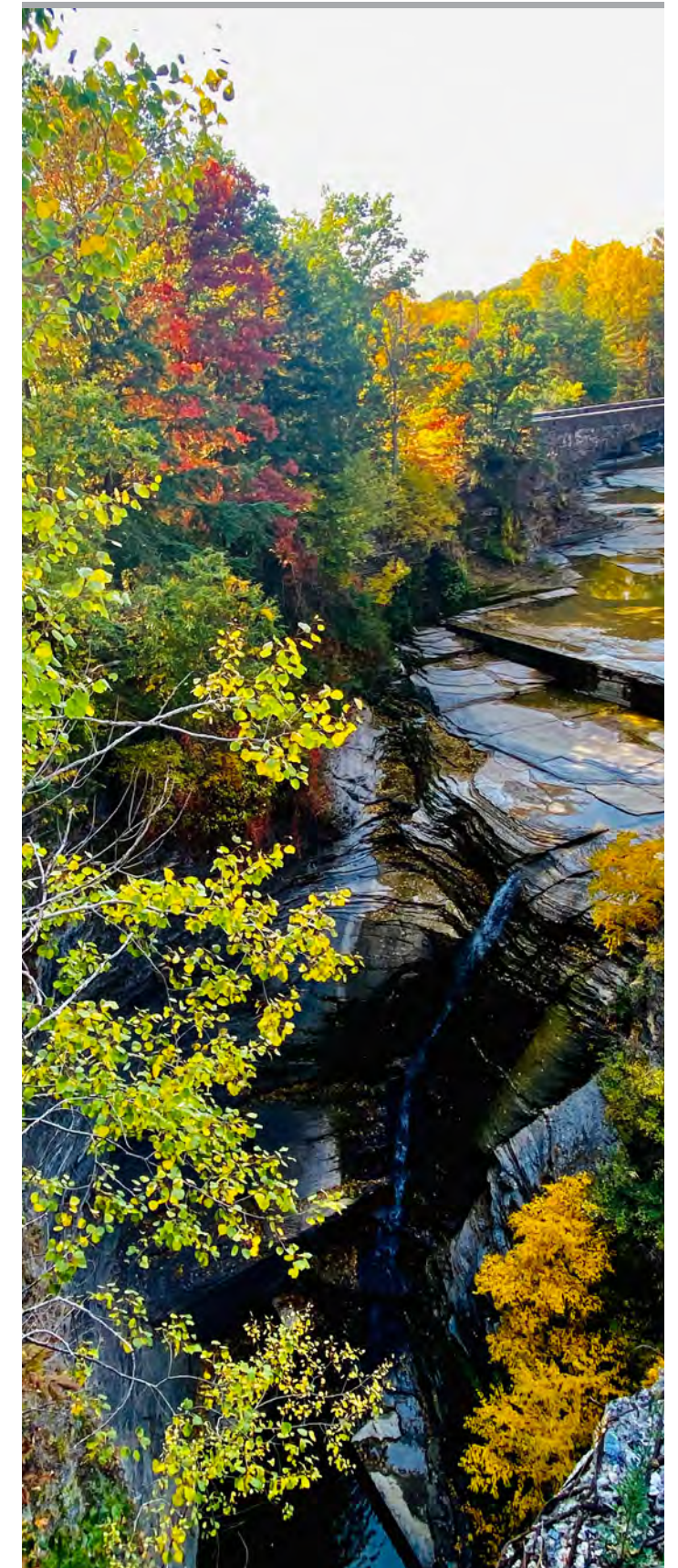
- Prepare a historic resources map.
- Prepare draft new chapter with goals, strategies, and policies for the preservation of cultural resources.

## Update Plan & EIS Drafting

Phase 4 of the work scope involves the drafting of both the updated comprehensive plan and companion EIS. Work from all previous sections will converge in this phase. Plan update drafting will be led by Michele Palmer and Gary Ferguson, with review from team members. Michele will lead the EIS drafting segment.

## Plan Adoption Process

Phase 5 of the work scope includes presentation of the plan to the Town Board, CPSC, and staff as well as hosting a community open house for the public. Feedback will be inventoried, and revisions prepared by appropriate staff members. The final document will be presented to the Town Board for approval and the team will assemble all working files and documentation for the Town.



# Schedule

## Schedule

To effectively meet deadlines our team prioritizes periodic check-ins with both our consultant and client teams, in addition to coordinating and documenting regular team meetings on a weekly, or biweekly basis, depending on the needs of the project. We pride ourselves on our responsiveness, with messages most often responded to on the same day. We believe that ongoing communication builds a better plan but can also avoid, as much as possible, delays, unrealistic expectations, and excessive revisions.

For scheduling purposes, the team will utilize a five (5) phase process for this project that mirrors the suggestions in the RFQ. The following describes our anticipated schedule:

Phase 1: Review of the 2009 Town of Ulysses Comprehensive Plan, visioning, survey,  
environmental scope for EIS  
May 2024 to October 2024

Phase 2 Draft growth alternatives  
September to October 2024

Phase 3 Refine alternatives and Draft EIS  
October 2024 to April 2025

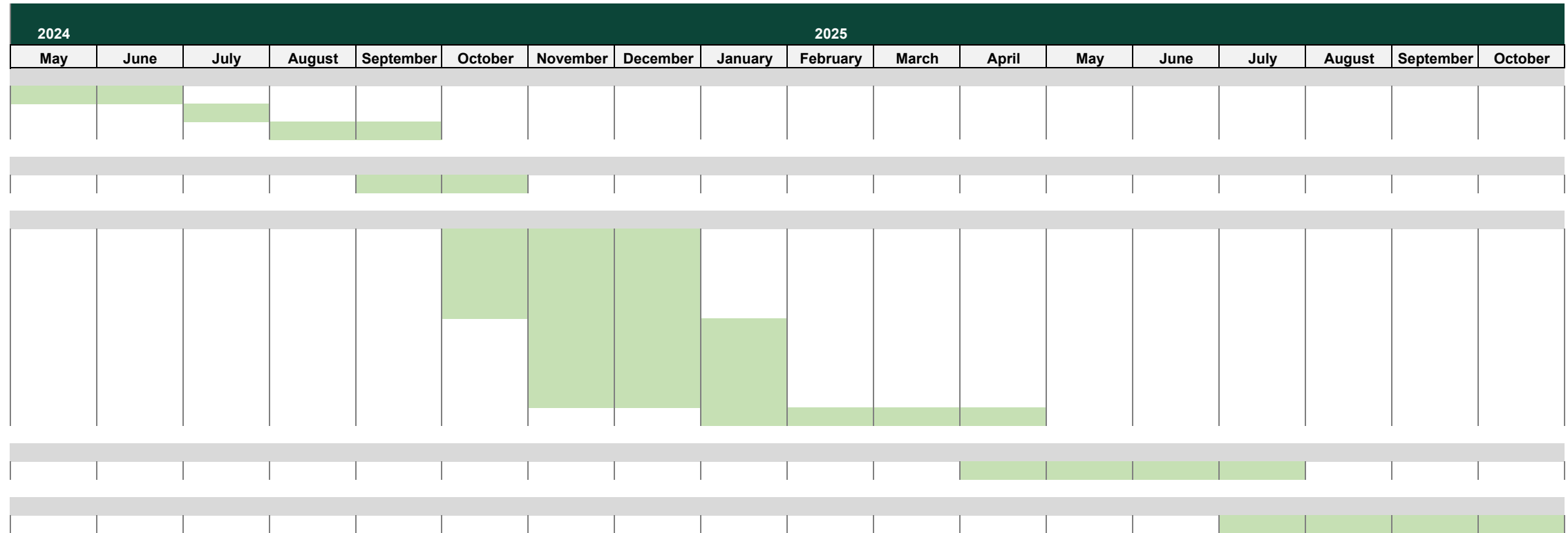
Phase 4 Draft Comp Plan and Final EIS  
April 2025 to July 2025

Phase 5 Adoption Process  
July 2025 to October 2025

## Project Schedule

**2025-2045 Comprehensive Plan Periodic Update and Environmental Impact Statement**  
**Town of Ulysses, New York**  
**March 8, 2024**

TASK	START	END	DURATION
<b>Phase 1: Review, Vision, Survey, EIS Scope</b>	<b>Date</b>	<b>Date</b>	<b>Months</b>
Review, Community Outreach, Planning & PIP	5/15/24	7/1/24	2
Community Visioning	7/2/24	8/1/24	1
Community Survey	9/15/24	10/15/24	1
<b>Phase 2: Draft Growth Alternatives</b>			
Comp Plan Update Framework	9/16/24	10/15/24	1
<b>Phase 3: Refine Alternatives and Draft EIS</b>			
Land Use	10/16/24	12/15/24	2
Housing	10/16/24	12/15/24	2
Economic Development	10/16/24	12/15/24	2
Transportation	10/16/24	12/15/24	2
Capital Facilities	10/16/24	12/15/24	2
Environmental & Natural Resources	11/16/24	1/15/25	2
Climate Change & Resiliency	11/16/24	1/15/25	2
Rural/Agriculture	11/16/24	1/15/25	2
Community Well-Being	11/16/24	1/15/25	2
Historic Preservation/Built Environment	11/16/24	1/15/25	2
Draft EIS	1/16/25	4/15/25	3
<b>Phase 4: Draft Comp Plan and EIS</b>			
Draft Comp Plan & Final EIS	4/16/25	7/15/25	3
<b>Phase 5: Adoption Process</b>			
Adoption Process	7/16/25	10/15/25	3



# Cost Summary

## Cost Summary

### Schedule and Fees

Our team will complete the services based on a mutually agreed upon schedule, to be developed as early as possible in the project in the project timeline. The project schedule will be dictated by the complexity of the project's design phase as well as the timetable for municipal approvals. For the purposes of this memo, we anticipate this scope will have a duration of approximately 15 months. We propose the following not-to-exceed fees for professional services:

Services	Fees
Phase 1: Review, Vision, Survey, EIS Scope	\$13,195
Phase 2: Draft Growth Alternatives	\$6,263
Phase 3: Refine Alternatives and Draft EIS	\$62,578
Phase 4: Draft Comp Plan and EIS	\$10,065
Phase 5: Adoption Process	\$12,345
Reimbursable Expenses	\$1,000
<b>Total</b>	<b>\$110,005</b>

Community Revitalization & Rejuvenation Consultants charges hourly for all services.  
Rate is: \$175/hour

JoAnn Cornish charges hourly for all services. Rate is: \$175/hour

Whitham Planning Design Landscape Architecture, PLLC charges hourly for all services. Staff rates are:

- Principal, \$265/hour
- Senior Associate, \$185/hour
- Associate, \$150/hour
- Landscape Architect, \$135/hour
- Senior Designer, \$125/hour
- Designer II, \$110/hour
- Designer I, \$85/hour

Direct expenses such as application fees, printing, etc. will be added to the invoice without any markup.

# Project Team



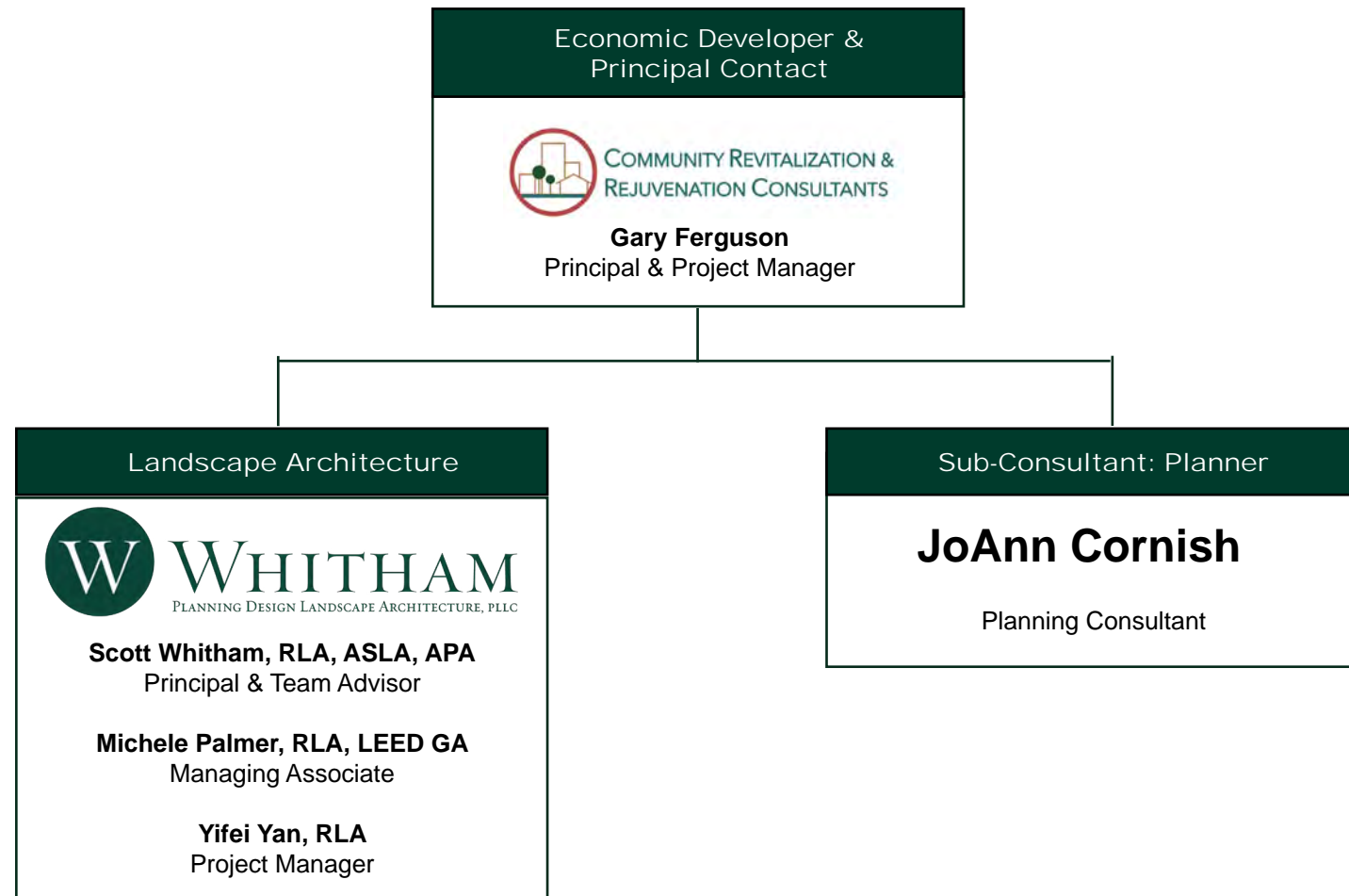
## Project Team

### Organizational Chart

Leading this project as both the Principal Contact and the Project Manager is **Gary Ferguson** of Community Revitalization & Rejuvenation Consultants, who has more than 40 years specializing in downtown economic development. Gary will spearhead the Community Visioning and Comprehensive Framework tasks, as well as the Housing, Economic Development, Transportation, and Rural analysis scope as outlined in the RFP, with assistance from Whitham Planning Design and JoAnn Cornish.

**JoAnn Cornish** will lead the Capital Facilities portion of the scope, and assist Gary and WPD with Outreach, EIS, Land Use and Housing, Environmental and Natural Resources, as well as Community Well-Being tasks.

**Whitham Planning Design (WPD)** will lead the overall Outreach, EIS, Land Use, Environmental and Natural Resources, Resiliency, Community Well-Being, and Historic Preservation elements of the scope, with assistance from Gary Ferguson and JoAnn Cornish.



## Project Team

As active members of the community experienced in designing and implementing similar plans, our team is ideally suited to the task of developing a Comprehensive Plan Update and associated EIS for the Town of Ulysses. As locals, our team is deeply committed, not only to considerate planning and design, but to the continued well-being of the communities that make up our region. We take particular pride in projects that contribute to the smart growth of the area as a whole and, as such, would be thrilled and honored to be chosen to develop the Town of Ulysses Comprehensive Plan Periodic Update and Environmental Impact Statement. Choosing our team gives you the benefit of local knowledge, complete commitment to the success of the plan, and dedication to the continued improvement of our immediate surroundings. We are committed to the area, and developing this plan would enable us to continue to contribute to the vibrance and well-being of our community.

Our team is comprised of Gary Ferguson, JoAnn Cornish, Scott Whitham, Michele Palmer, and Yifei Yan. Gary Ferguson will be leading as project manager, with JoAnn Cornish and WPD acting as subconsultants. Gary has reliable transportation, as does the rest of our team. We all collectively live and work in Tompkins County and, as such, are confident in our ability to travel to and from the necessary locations for this project.



# Relevant Experience

## Relevant Experience

### INTRODUCTION

#### Gary Ferguson Relevant Experience

**Downtown Ithaca 2020 Strategic Plan**  
Downtown Ithaca is Tompkins County's largest and most complex commercial district. The Downtown Ithaca 2020 Plan was an 18-month planning outreach, research, and drafting process organized and led by Gary Ferguson. Working with a client committee and an elected Board, Ferguson utilized interns, volunteers, and organization staff to craft a comprehensive plan that provided a blueprint for the Ithaca community on the revitalization of Downtown Ithaca. The plan focused on housing, capital facilities, and economic development, as well funding and partnership strategies. The document was written with implementation in mind. Over its ten-year period, significant amounts of the plan were accomplished. The planning process engaged large segments of the Ithaca community, seeking to provide a foundation for plan agreement and implementation. The plan was approved by both the City Council and the DIA Board of Directors.

**Downtown Ithaca 2010 Plan and the 2030 Downtown/West End Comprehensive Plan**  
Two other major plans were prepared during Gary Ferguson's tenure at the Downtown Ithaca Alliance: the 2010 Downtown Strategic Plan and the soon to be released 2030 Downtown/West End Comprehensive Plan.

The 2010 Downtown Plan was the first strategic plan prepared for Downtown Ithaca. Researched and drafted in 2000, the Plan provided the Ithaca community with a road map for Downtown growth and revitalization, which up to that point had been limited and sporadic. The Plan served as a catalyst for future development, including new residential, office, and lodging. It set the stage for new downtown zoning and financial tax incentives. The Plan was written by Ferguson with the assistance of Board volunteers. Considerable community outreach was utilized in this planning process. The 2030 Plan serves as a downtown strategic plan and a City subarea comprehensive plan. It began during the pandemic and is due to be released this spring.

**City of Ithaca Comprehensive Plan – Plan Ithaca**  
Gary Ferguson also served on the Client and Steering committees of Plan Ithaca, the comprehensive plan for the City of Ithaca prepared in 2015. Ferguson assisted in discussions and deliberations on downtown zoning, and policies that would have direct impact on growth, development, and projects.

#### Subject Matter Expertise

Gary Ferguson brings to the Ulysses project a diverse background and expertise in several key areas. He has worked closely with TCAT, Tompkins County, and Countywide transportation providers on planning for transportation demand management (TDM) and on-demand public transportation. He was a founder of Go Ithaca, the County's TDM program, and currently serves as its board chair. He is currently working with the Downtown Ithaca Alliance, City, and County on a proposal to create a community intercity bus hub. Ferguson is a seasoned expert in community economic development, working with communities large and small on plans and policies for business attraction and retention and job growth. Ferguson also has led Ithaca's effort to conduct market research for non-student housing, leading study efforts in several different time periods. Gary also co-owns and operates a working farm in the Town of Ithaca and has hands-on understanding and knowledge of rural issues and agriculture.

#### JoAnn Cornish Relevant Experience

**CITY OF ITHACA COMPREHENSIVE PLAN**  
The City of Ithaca's comprehensive plan was adopted by the Common Council on September 2, 2015. After hiring and working with an outside consultant, city staff severed ties with the firm and determined that in-house expertise using staff familiar with local issues would best serve city residents and extend taxpayer dollars. The plan is a vision for the future and a blueprint for change, particularly as it relates both to the physical growth of the city's buildings, streets, and infrastructure and to the retention and enhancement of quality-of-life elements, such as parks, neighborhoods, and social equity. It is a fundamental part of the City's decision-making processes, serving as both an inspiration for a broad range of City actions and a standard by which they can be measured. The comprehensive

plan guides the Common Council and City boards and committees, and informs City policies, including zoning and funding decisions. Plan preparation included extensive public outreach, focus groups, open house and discussion venues in neighborhood schools, community centers, churches, parks and various other locations to insure public input on a broad range of issues, specific to individual neighborhoods as well as city wide interests. Emphasis was placed on including concerns and ideas from underrepresented and marginalized residents.

**ITHACA DOWNTOWN PLAN:** Upon completion of the City's Comprehensive Plan, attention shifted to a series of area plans focusing on specific neighborhoods in the city. As part of this process, city staff partnered with the Downtown Ithaca Alliance to complete a joint Downtown Area Plan.

**COMMONS REDESIGN - COMMONS REPAIR & UPGRADE PROJECT:** The Downtown Ithaca Commons, built in the mid 1970's, had deteriorated significantly by the 2000's. Various lawsuits, stemming from personal injuries sustained on the Commons, forced the city to evaluate options to upgrade this important city owned infrastructure and community amenity. In July 2009, the city began working with Sasaki Associates, a Boston-based design firm, to begin the process of evaluating and planning for the future upgrades and repairs to the Commons. The project began with several stakeholder input meetings, working with city staff and a 15-member client committee to understand the needs, concerns, and wishes expressed by the public for the future of the Commons. Clough Harbor, a civil engineering firm, was hired to evaluate the conditions of all the utilities beneath the Commons' surface and concluded that all utilities needed to be replaced, requiring total demolition of the Commons pavement, structures, and landscaping.

The Planning Department managed this complex project in-house, coordinated the timing and work of the many sub-consultants, responded to concerns and questions from residents, business, and property owners, met with focus groups, reported and met with the design team, and involved other city staff members and departments as required.

**PARKS AND RECREATION MASTER PLAN:** The City worked with PROS Consulting to create a master plan for its parks system and recreation programming.

The completed plan provides a system-wide approach to managing and operating the City's nearly 380 acres of parkland and more than three miles of publicly accessible waterfront. It provides recommendations to achieve the vision the community has for the park and recreation system as well as to achieve greater financial sustainability without sacrificing the value of the park assets and amenities or reducing the level of experiences and services available to users. The Common Council adopted the Parks & Recreation Master Plan on June 6, 2018, and the City is now focusing on implementation of the plan.

**CREATION OF PLANNED UNIT DEVELOPMENT OVERLAY ZONING (PUD):** Planning Department Staff authored what is known as The Planned Unit Development Zone or PUD. It is a floating zone intended to allow flexibility in zoning regulations for projects found to be beneficial to the community and expected to further the goals of the City Comprehensive Plan.

A PUD may be placed within any property located within the City's Planned Unit Development Overlay District (PUDOD), if deemed appropriate by the Common Council. The purpose of the PUD is to encourage and allow more creative development of land than is possible under standard Zoning District Regulations. A PUD allows flexibility in planning and design through a process of review and discussion, ensures efficient investment in public improvements, a more suitable environment, and protection of community interest. A PUD is designed to be used only when long-term community benefits will be achieved through high-quality development - including, but not limited to, reduced regional traffic demands, greater quality or quantity of public and/or private open space, community recreational amenities, needed housing types and/or configurations, and innovative designs - and for the protection and/or preservation of natural resources. In a PUD, buildings and land may be used for any lawful purpose permitted in the zone where it is located, plus any other uses which the Common Council may authorize upon finding that such additional uses:

- Further the health and welfare of the community
- Are in accordance with the City Comprehensive Plan
- Create at least one long-term community benefit; and
- Are located in the City's PUOD

## Whitham Team Relevant Experience

**Scott Whitham RLA, Principal-In-Charge,** will provide leadership with team and project oversight. Whitham is the founding Principal of Whitham Planning Design Landscape Architecture and has over thirty years of experience in leading complex projects and project teams, with work ranging across diverse planning and built-environment disciplines. He has planned new regional park systems, revitalized urban waterfronts, led the preservation and rehabilitation of significant historic structures and landscapes, and managed the planning, design, and construction of educational facilities and campuses, including Cornell University where he was a Project Manager at the Department of Planning, Design, and Construction. He has extensive experience with land use regulations. Scott chaired the City of Ithaca Planning Board for five years and has led dozens of by-right, variance, and Planned Development District projects through municipal approvals.

Actively engaged in his community, Scott's volunteer work has been equally diverse. He has also chaired the Architecture, Planning, and Design Panel of the New York State Council on the Arts and served as a member of the Tompkins County Planning Advisory Committee, among many others. Additionally, he has a background in historic preservation and was director of Historic Ithaca for over five years.

Providing high level project management will be **Senior Associate, Michele Palmer, RLA,** and Upstate NY native with nearly thirty years of experience in professional practice in projects of all scales. Palmer is also LEED® accredited and as an educator has taught as a lecturer in the Cornell University Department of landscape architecture for over twenty years, including site engineering. Skilled in the technical aspects of site development, she has practiced in a civil engineering firm, providing site design, grading, and stormwater management. Her landscape architectural practice has involved many large-scale projects with complex review processes including SEQR, environmental impact statements, including the GEIS for EcoVillage, where she was the primary author and coordinator. Palmer holds an undergraduate degree in art and architectural history and continues to have particular interest in historical districts and properties. She has prepared Cultural Landscape Reports and handles coordination

with SHPO on a variety of projects. Also, a scholar and archaeologist, she is engaged in landscape archaeology projects in the ancient Roman world, in the region of Pompeii.

In recent years, her practice has been more directed toward planning projects. Currently, she is assisting with the transformational improvement projects along Ithaca's Cayuga Lake Inlet waterfront, including the preparation and administration of grant funding for the multi-million-dollar Ithaca Farmers Market's site at Steamboat Landing.

Whitham Design's Project Manager for this project, **Landscape Designer, Yifei Yan,** is a Cornell alumna with a Master of Landscape Architecture. She also holds an undergraduate degree in Landscape Architecture from the University of Massachusetts Amherst. Yan brings a strong design and placemaking skill set to the WPD team. Passionate about human spaces, she believes in designing vibrant and dynamic landscapes that engage and welcome users. As her design integrates landscape architecture into larger urban systems, it subsequently creates a uniquely harmonious and sustainable environment for every community in which she is involved. As part of planning projects, she regularly prepares visualizations, site plans, and way-finding signage, and is responsible for client coordination. Yan is currently the project manager for several moderate and low-income housing projects and has been heavily involved in the transformation of the City of Ithaca waterfront, most recently, the Ithaca Farmers Market.



Cornell University's 2008 Campus Master Plan identified East Hill Village as a key redevelopment area and potential high-density mixed-use node due to its proximity to the Ithaca, NY campus. Working together with design powerhouses Urban Design Associates and Studio Ma, and visionary developers Leyland Alliance ten years later, WPD imagined the transformation of the thirty-five-acre site into a walkable and urban neighborhood. With our colleagues at Brous Consulting, WPD conducted an extensive public engagement workshop and coordinated the new community's site plan approvals and zoning permissions. The public outreach process included engaging stakeholders that were tied to transportation, planning, and economic development, as well as neighborhood groups, campus interest groups, and adjacent property owners. Working collaboratively with Cornell University, the Town of Ithaca, and the project development team, WPD organized a series of site tours, individual meetings, and a week-long open house that featured dynamic workshops, design charrettes, and the development of shared planning principles resulting in dynamic conceptual designs for this new high-density mixed-use node.

**SCOPE:**  
Community Outreach  
Municipal Approvals  
Landscape Architecture

**IN COORDINATION WITH:**  
Cornell University  
Brous Consulting  
Leyland Alliance  
Studio Ma  
Perkins Eastman

**TIMELINE:**  
2018 - 2019

**CLIENT CONTACT:**  
Jeffrey Resetco  
East Hill Village Partners  
PO Box 878  
Tuxedo, NY 10987



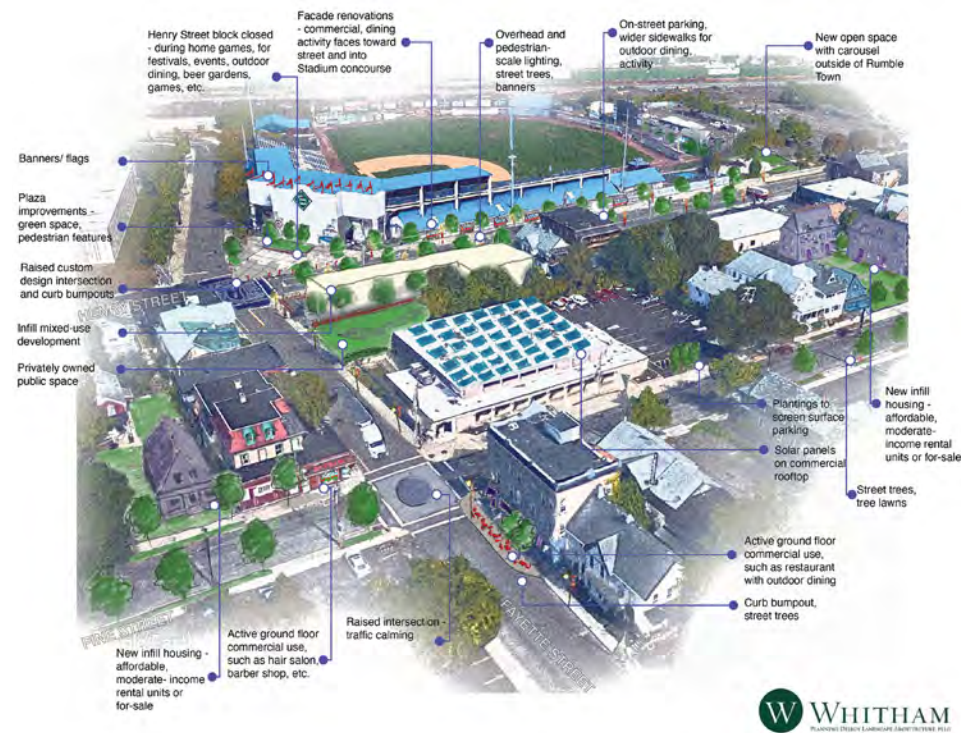
Henry Street is a vibrant neighborhood just blocks from Downtown Binghamton, which boasts the home of the Rumble Ponies, an affiliate of the New York Mets major-league baseball club. In December 2021, the City Council for the City of Binghamton voted to accept Whitham Planning Design Landscape Architecture, PLLC's (WPD's) Stadium District Master Plan, a study that established the framework for improvements to the area surrounding Mirabito Stadium. The master plan includes strategies for bringing enhanced walkability and a mix of complementary commercial and residential land uses to serve residents and visitors. Working collaboratively with the City Planning Department, WPD led a robust public outreach process, meeting with property owners, business owners, housing organizations, and representatives from public destinations. The firm solicited over 400 responses in an online survey, led a public design workshop, and reviewed drafts of the plan with City representatives. The final report provides the City with a roadmap for realizing the potential of this dynamic neighborhood over time, resulting in improved visitor experiences, higher quality of life, and a cohesive Stadium District as an integral part of Downtown Binghamton.

**LANDSCAPE ARCHITECTURE:**  
Public Outreach  
Streetscape Master Planning

**KEY PERSONNEL:**  
Scott Whitham, RLA, Principal  
Michele Palmer, RLA  
Kate Chesebrough, RLA  
Jacob von Mechow, RLA

**IN COORDINATION WITH:**  
GTS Consulting

**CLIENT CONTACT:**  
Juliet Berling, PHCD Director  
City of Binghamton  
Planning, Zoning, & Historic  
Preservation  
38 Hawley Street  
Binghamton, NY 13901  
607-772-7028  
jberling@cityofbinghamton.gov





**Gary Ferguson**  
**CEcD**  
**Founding Partner**

Gary has over 40 years of experience in downtown and community economic development practice serving communities and nonprofit organizations throughout the United States. Gary has worked on numerous projects and initiatives in and around Ithaca, including but not limited to the redesign of the Ithaca Commons, creation of a downtown community conference center, and Saving the State Theatre of Ithaca. Gary has served on many boards of directors during the course of his career, as well as leading the economic development efforts of Downtown Ithaca for the past 24 years. During this time, Gary helped to facilitate over 1,000 units of market rate and workforce/affordable housing, over 600 rooms of new lodging in 4 major new/rebuilt hotels, over 2,000,000 SF of new commercial and housing development, over \$500 million of new investment, over 200 new street level, front facing businesses, all while growing the annual budget of \$200,000 to over \$1.5 million.

**Founding Partner - Community Revitalization & Rejuvenation Consultants**

Ithaca, NY (2023-present)  
Gary leads a multi-disciplinary consulting practice dedicated to providing communities large and small with strategic comprehensive planning, economic development, and community revitalization services and expertise.

**Executive Director - Downtown Ithaca Alliance/Ithaca Downtown Partnership**

Ithaca, NY (1999-2023)  
Gary served as Executive Director for 24 years, creating and guiding programs, plans, and policies that helped to grow Downtown Ithaca into one of the premier small city downtowns in the United States.

**Vice President - Downtown Dayton Partnership**

Dayton, OH (1992-1999)  
Gary served as Vice President for Business Development for the Downtown Dayton Partnership committee, helping to shape the economic recovery of Downtown Dayton, OH.

**Executive Director - Greater Haverhill Foundation**

Haverhill, MA (1989-1992)  
Gary served as Executive Director of the Greater Haverhill Foundation, an economic development organization charged with community, business, and industrial development of the Haverhill community

**REGISTRATION**  
Certified Economic Developer

**EDUCATION**  
Master, International Development  
American University  
1977  
Bachelor, Government  
Bates College  
1975

**AFFILIATIONS**  
International Downtown  
Association

NY State Urban Council

**COMMUNITY SERVICE**  
Tompkins County Chamber of  
Commerce

State Theatre of Ithaca

Sciencenter of Ithaca

Cayuga Health Systems Board

State Downtown Associations in  
MA, CO, and OH

Editorial Board of the Journal of  
Rejuvenation and Renewal (UK)

# JoAnn Cornish



**JoAnn Cornish**  
**Planner**

During her tenure as Deputy Director and then Director of Planning and Development for the City of Ithaca, JoAnn managed a staff of 28 with multi-disciplinary functions including: Planning, Building, Zoning, Economic Development, Historic Preservation, and Sustainability, providing a wide range of services to City residents, property owners, business owners, developers, elected/appointed officials, and other City departments.

These roles involved direct involvement and supervision of community design, economic development, environmental management, writing and reviewing environmental impact statements, geographic information systems & maps, grants development & administration, historic preservation, long-range planning, neighborhood planning, as well as recreation and open space design and planning. site plan and subdivision review, transportation and parking planning, zoning legislation and zoning appeals were also included in JoAnn's responsibilities.

**Director of Planning and Development - City of Ithaca**  
Ithaca, NY (2008-2021)

Managed a large team that provided services to Ithaca residents, developers, elected officials, and other City departments. Previous to this role, JoAnn was Deputy Director of Planning and Development for the City of Ithaca from 2000-2008.

**Planner II, Town of Ithaca**

Ithaca, NY (1994 - 1997)  
Provided support to the Director of Planning to support to various town boards and committees, assisted with the preparation of complex planning studies, reviewed development proposals, and support to the planning board during review.

**Environmental/Landscape Planner - City of Ithaca**

Ithaca, NY (1997-2000)  
Regular coordination with architects, government agents and contractors regarding environmental regulations and permits. Duties included reviewing construction proposals and plans and visiting project sites to ensure proper precautions are taken to protect the environment and reduce waste.

**EDUCATION**  
Bachelor, Landscape Architecture  
SUNY ESF  
1979

Bachelor, Science &  
Environmental Studies  
SUNY ESF  
1978

Associates, Applied Science  
Management of Urban Recreation  
Lands  
SUNY Cobleskill  
1976

**COMMUNITY SERVICE**  
City of Ithaca Public Art Commission

Stewart Park Rehabilitation Action  
Plan Steering Committee



**Scott Whitham**  
**RLA, ASLA, APA**  
**Principal**

Scott Whitham, Principal of Whitham Planning Design Landscape Architecture, PLLC, has over thirty-years' experience in leading complex projects and project teams, with work ranging across diverse built-environment disciplines. He has planned new regional park systems, revitalized urban waterfronts, led the preservation and rehabilitation of significant historic structures and landscapes, and managed the planning, design, and construction of educational facilities and campuses. Actively engaged in his community, Scott's volunteer work has been equally diverse. He has chaired the City of Ithaca Planning Board as well as the Architecture, Planning, and Design Panel of the New York State Council on the Arts, and has served as a member on the Tompkins County Planning Advisory Committee, among many others. He is currently the Chair of the Downtown Ithaca Alliance Executive Transportation Committee.

**Principal, Whitham Planning Design Landscape Architecture**  
Ithaca, NY (2010 - Present)

Principal and project manager providing landscape architecture, planning, public engagement, and project coordination for private and public projects at a variety of scales.

**Senior Project Manager, Principal-in-Charge, TetraTech**  
Ithaca, NY (2005 - 2009)

Administration of all project phases in a 200+ person architecture, landscape architecture, and engineering firm providing professional planning, design, and construction management services for academic, institutional, and public projects. Responsibilities included establishing client relationships, organization and supervision of project teams, and monitoring project financials.

**Executive Director, Historic Ithaca, Inc.**  
Ithaca, NY (1999 - 2005)

Director of regional not-for-profit preservation organization, responsible for both corporate management and mission fulfillment. Served approximately 1,100 members, reported to a 16-member board of directors, and supervised 12 full-time and 6 part-time employees. Oversaw annual operating budget of over \$1 million; ongoing restoration, management and operation of multiple projects; advocacy, education, and public outreach.

**REGISTRATION**  
Licensed and Registered  
Landscape Architect, NY and MA

**EDUCATION**  
Masters, Landscape Architecture  
Cornell University 1991

**AFFILIATIONS**  
American Society of  
Landscape Architects  
American Planning Association

**COMMUNITY SERVICE**  
Downtown Ithaca Alliance  
Executive Committee  
Transportation Chair  
2022 - Present

New York State Council of  
Landscape Architects  
Board of Directors  
2021 - Present

NYS Council on the Arts  
Architecture and Planning  
Grants Panel Chair  
2005-2008

City of Ithaca  
Planning and Development Board  
Chair 1996 - 2002

Tompkins County  
Planning Advisory Committee  
Member 2002 - 2014

Preservation League of  
New York State  
Grants Panel Chair 2006 - 2008



**Michele A. Palmer**  
**PLA, ASLA, LEED Green Associate**  
**Senior Associate**

Michele Palmer is a Senior Associate at Whitham Planning Design Landscape Architecture, PLLC and is providing project management support for this project. Michele has an extensive background in public projects including long-term planning, grant writing, and grant administration. Licensed in the State of New York and LEED® accredited, she has been a practicing landscape architect for over twenty-five years. She continues to further her interests in progressing environmentally responsible projects through minimalist approaches to site design, the use of local materials, and sensitivity to the natural world. Her experience has ranged from large scale master planning to detailed design through construction with specific interest in public parks, historical sites, and higher education campus design. Palmer's landscape architectural practice has involved many constructed projects with complex review processes, including SEQR, environmental impact statements, municipal site plan review, NYSDOT, and USACE permitting. Skilled in the technical aspects of site development, she has practiced in a civil engineering firm, providing site design, grading, and stormwater management services. Her experience working on park projects with linear greenways include the Ilion GreenPlain and the Fulmer GreenPlain, located along Fulmer Creek and Mohawk Valley's Mohican Wetland Park. Very familiar with municipal park site conditions and landscape maintenance practices, she is aware of the reasonable constraints on public long-term budgets. Awarded a research fellowship by the Landscape Architecture Foundation in 2014, she completed three published CSI Case Studies exploring the benefits of performance-based landscape practices, two of which were in educational settings.

**Senior Associate, Whitham Planning Design Landscape Architecture**

Ithaca, NY (2021 - Present)  
Project management and design, landscape architecture, planning, public engagement, and project coordination for private and public projects at a variety of scales.

**Owner, Templeton Landscape Architect & Planning**  
Ithaca, NY (2005 - Present)

Provides long-term project planning for phasing for projects that focus on landscape restoration, public open space and higher education.

**Senior Site Designer, T.G. Miller P.C.**  
Ithaca, NY (2008 - 2011)

Production of site planning, site engineering, project reports and Environmental Impact Statements.

**REGISTRATION**  
Licensed and Registered  
Landscape Architect, NY  
LEED® Green Associate

**EDUCATION**  
Masters, Landscape Architecture  
Cornell University  
1996

**AFFILIATIONS**  
American Society of  
Landscape Architects  
Upstate Chapter  
Trustee to National ASLA  
2022 - 2025

Research Fellow  
Landscape Architecture Foundation  
2014

Treasurer for the Society for  
Garden Archaeology  
2011 - Present

Landscape Architecture  
Registration Examination Committee  
2005 - 2008

**VISITING LECTURER**  
Department of  
Landscape Architecture  
Cornell University  
2002 - Present

**CERTIFICATIONS**  
New York State  
Certified Woman Owned Business  
Enterprise since 2007



**Yifei Yan**  
**Associate**  
**Senior Designer**

Yifei Yan is an Associate at Whitham Planning Design Landscape Architecture, PLLC and is providing design support for this project. Yifei regularly prepares custom fabrication details for benches, railings, and pedestrian-friendly wayfinding signage. With a passion for urban planning and design, Yifei leads many of our public outreach efforts through the development of surveys, brochures, infographics, and presentations for broad public audiences. As a professional planner and designer, she has managed several of our projects including City Harbor, Guthrie Medical Center, and the Ithaca Farmers Market, and has provided custom designs for off-campus project 409 College Ave and streetscape improvements for Binghamton's Downtown Arts District.

**EDUCATION**

Masters, Landscape Architecture  
Cornell University  
2019

Bachelors, Landscape Architecture  
University of Massachusetts, Amherst  
2017

**AFFILIATIONS**

Boston Society of  
Landscape Architects  
Student Chapter  
Member  
2015 - 2017

Sigma Lambda Alpha  
Honor Society  
Member

**PROFESSIONAL  
RESPONSIBILITIES**

Site Analysis  
Concept Development  
Schematic Design  
Site Layout  
Grading Plans  
Planting Plans  
Construction Details and Drawings  
Specifications  
Bidding Documentation  
Construction Support  
Contract Document Standardization  
Illustrative Site Plans  
Planning & Zoning Board  
Presentations

**Senior Designer, Whitham Planning Design Landscape Architecture**  
Ithaca, NY (2019 - Present)

Project management and design, landscape architecture, planning, public engagement, and project coordination for private and public projects at a variety of scales.

**Student Design Trainee, City & County of San Francisco Department of Public Works**

San Francisco, CA (Fall 2019)  
Planning, design, and construction phases for a variety of project types; detailed design on construction documents using AutoCAD; produced renderings, boards, PowerPoint presentations, concept designs, and other graphics; conducted site visits and field work.

**Intern, Woodburn & Company Landscape Architecture**

Newmarket, NH (Summer 2017)  
Design development; construction details; CAD basemap, drawings, plant lists; renders.

**Volunteer, Ecological Landscape Alliance Trade Show**

Amherst, MA (Fall 2016)  
Landscape architecture professional advocate.

**Landscape Design Intern, Tuofang Planning**

China (Summer 2016)  
Design and drafted CAD plan for senior housing project.

# Applicant Contact Information



**Applicant Contact Information**

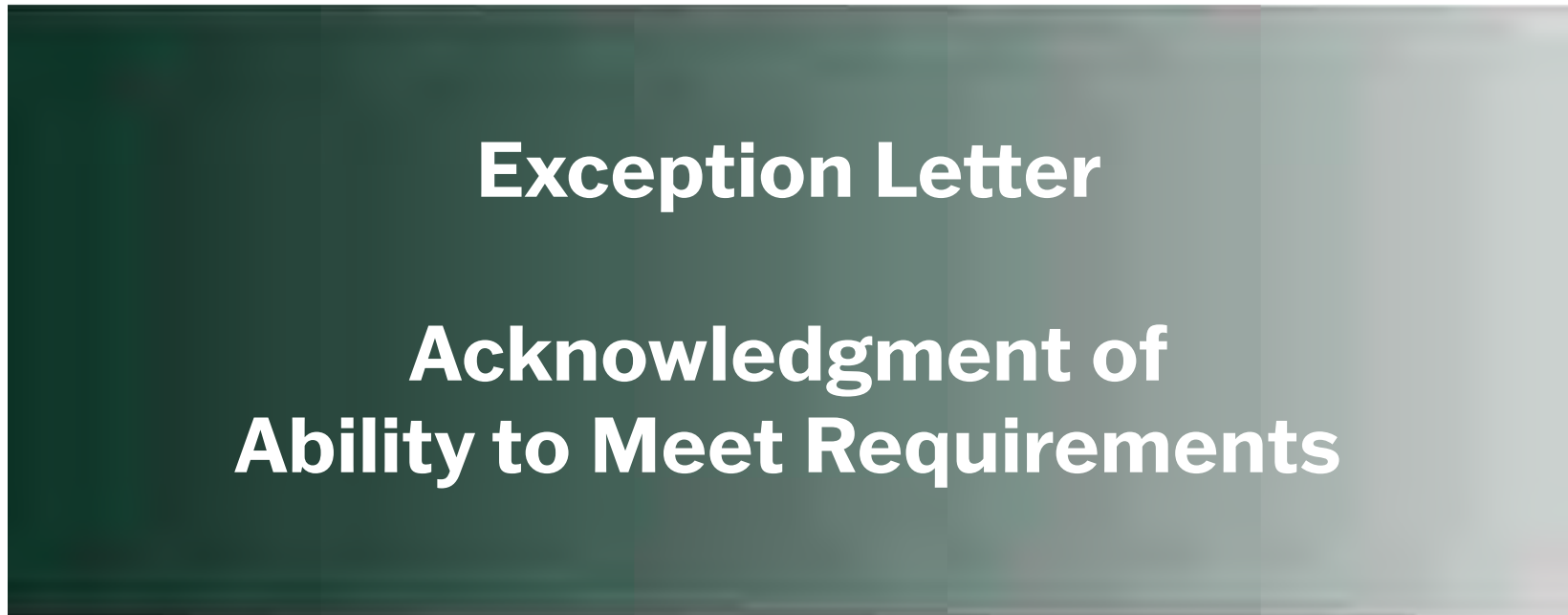
**Gary Ferguson, Project Lead**  
Founding Partner - Community Revitalization & Rejuvenation Consultants

1485 Mecklenburg Road  
Ithaca, NY, 14850  
garyferguson14850@gmail.com  
607-280-2610  
www.crrconsultants.com

**JoAnn Cornish, Subconsultant**  
124 Poole Road,  
Ithaca, NY, 14850  
JoAnncornish716@gmail.com  
607-327-0299

**Scott Whitham, Subconsultant**  
Principal, Whitham Planning & Design  
404 N Cayuga St.  
Ithaca, NY, 14850  
whitham@whithamdesign.com  
607-379-9175

**Michele Palmer, Subconsultant**  
Senior Associate, Whitham Planning & Design  
404 N Cayuga St.  
Ithaca, NY, 14850  
palmer@whithamdesign.com  
607-280-6916



## Memorandums

### Reliable Transportation

We maintain reliable transportation and will not require any public transportation or livery to attend meetings or undertake field work.

### Exceptions

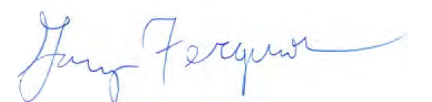
Our team does not take exception to any of the terms or conditions identified in the RFP document.

### Acknowledgment of Ability to Meet Requirements

Our team acknowledges that we can and will meet all the requirements and conditions as outlined in the Contract Terms section of the RFP.

1. Terms of Service: We acknowledge that a mutually agreed upon contract duration will be set, effective from the date of execution.
2. Communication: We will be in communication with the Town Supervisor and client team via email, phone, video call, and in-person meetings, including for any urgent issues identified.
3. Nature of Relationship: While everyone on our team is intimately familiar with the project area, we are independent contractors with no relationship with the Town of Ulysses other than as potential consultants. Our team will also be responsible for all Social Security Taxes and Bureau of Workers Compensation contributions for our team members.
4. Procurement Laws: Our team will follow NYS Procurement Laws, of which we are familiar from our recent previous projects.
5. Prohibition of Assignment of Contracts: Our team will be wholly responsible for performing the Contract terms and will not dispose of the contract or any element of it to another person or corporation without consent.
6. Ownership of Records: We understand and agree that all documents and records produced for the purposes of meeting the terms of the agreed-upon-contract are the property of the Town of Ulysses.
7. Freedom of Information Law: We will comply with any/all FOIL requests.
8. Insurance Requirements: Our team maintains insurance levels at least the minimum outlined in the RFP.
9. Termination: We acknowledge and accept the termination conditions as outlined in the RFP.
10. Prevailing Wage: We do not anticipate that our services will be considered a "Public Works" contract. We acknowledge that should it be deemed so by the Department of Labor, our firms will pay our employees, sub-consultants, and vendors at or above the prevailing wage as defined by the DoL.

Gary Ferguson, Principal  
Community Revitalization & Rejuvenation Consultants  
1485 Mecklenburg Road  
Ithaca NY 14850  
garyferguson@crrconsultants.com | 607-280-2610



# REQUEST FOR QUALIFICATIONS (RFQ) RESPONSE FORM

Please review the RFQ. Complete the following information and include this form with your proposal. Include all items listed in Section 6 of the RFQ: Submission Requirements in your proposal.

**Name of Organization:** Community Revitalization & Rejuvenation Consultants

**Address:** 1485 Mecklenburg Road | Ithaca NY 14850  
\_\_\_\_\_

Is this address your company's principal place of business? Yes  No

The term "principal place of business" is defined as follows:

A company's principal place of business is generally considered to be the enterprise's main office, where a company's business is managed, conducted, and directed, regardless of where the administrative departments or the physical property of the business are located. For purposes of determining the principal place of business, a foreign business enterprise's principal place of business is not necessarily the same as its state of incorporation. In sum, the determinate is where the actual "business" of the corporation takes place.

If the above address is not your principal place of business, please indicate the full address of your principal place of business:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Organization Contact Information**

Name of individual or consulting firm (lead consulting firm name if applicable):

Community Revitalization & Rejuvenation Consultants

---

Contact info including mailing address, email, and telephone:

---

Community Revitalization & Rejuvenation Consultants

---

1485 Mecklenburg Road | Ithaca NY 14850

---

garyferguson@crrconsultants.com | 607-280-2610

---

---

---

Website:

<https://www.crrconsultants.com/>

---

Lead contact name, email, phone number:

Gary Ferguson, Principal

---

garyferguson@crrconsultants.com | 607-280-2610

---

---

Form of Organization (partnership, corporation, sole proprietorship, etc.):

Sole Proprietorship

---

Names of principals, officers, and directors:

Gary Ferguson, Principal

---

---

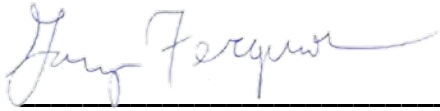
---

---

---

---

**Proposer warrants that all information provided by its connection with the proposal is true and accurate.**



---

Signature

---

Gary Ferguso

---

Name

---

Principal

---

Title

---

Community Revitalization & Rejuvenation Consultants

---

Company

---

3/8/2024

---

Date