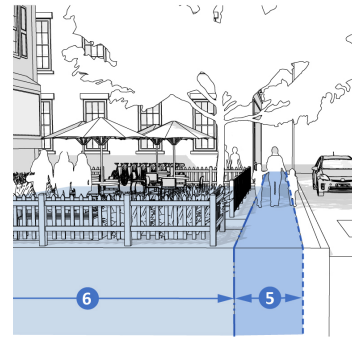
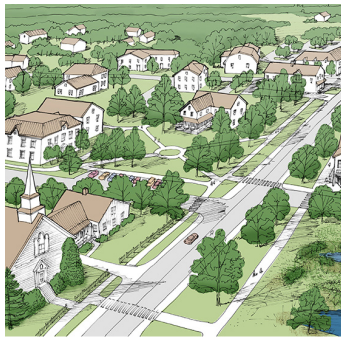


Letter of Interest

# Town of Harvard

## Ayer Road Corridor Vision Plan and Form-Based Code



Prepared by:  
Peter Flinker, Principal  
**Dodson & Flinker, Inc.**  
**Landscape Architects and Planners**  
(413) 628-4496 ext. 103  
40 Main Street, Suite 101  
Florence, MA 01062

In partnership with:  
**Mullin Associates, Incorporated**  
206 North Valley Road  
Pelham, MA 01002

**Brovitz Community Planning and  
Design**  
38 Cricket Lane  
Marshfield, MA 02050

**Joel Russell Associates**  
16 Armory Street, Suite 7  
Northampton, MA 01060

*This page was intentionally left blank*

# DODSON & FLINKER

Landscape Architecture and Planning

---

September 25, 2020

Ms. Marie Sobalvarro  
Assistant Town Administrator  
13 Ayer Road, Harvard, MA 01451

Dear Ms. Sobalvarro,

Dodson & Flinker, in collaboration with Mullin Associates, Brovitz Community Planning & Design and Joel Russell Associates, is pleased to submit this statement of interest and qualifications for the Ayer Road Corridor Vision Plan and Form-Based Code. As described in the attached materials, our team members will provide Harvard with a unique depth of experience, combined with the wisdom to help you craft a masterplan that is forward-thinking, supported by a clear understanding of market forces, and guided by a form-based code tailored to local needs and administrative capacity.

Our team has a proven track record in rural and exurban towns where the planning process itself—much less innovative zoning—is not always widely understood and supported. We have by necessity become experts in public engagement and consensus building, supported by tools that help local residents understand the value of planning and become effective participants in the process. Dodson & Flinker will serve as the prime contractor for the project, and will lead the Corridor Vision Plan, supported by Brovitz Community Planning & Design. Mullen Associates will prepare the Market Assessment and Fiscal Impact Analysis. Joel Russell will lead the team in selecting the most appropriate Zoning Tools to Implement the Vision Plan, with Ted Brovitz and Dodson & Flinker heading up production of the necessary text and graphics.

Each of our firm principals has been a recognized leader in progressive planning, Smart Growth and creative regulation for decades. We have helped numerous New England towns prepare masterplans for downtowns and growth corridors and redesign their development regulations to adjust to economic, environmental, and social changes while protecting historic character and sense of place. We are experts in creating coherent and consistent land use regulations that are written in plain English, generously illustrated, and based upon contemporary best practices.

Resumes and other information about our firms are appended to this proposal. Our websites, [www.dodsonflinker.com](http://www.dodsonflinker.com) and [www.joelrussell.com](http://www.joelrussell.com), have additional firm and project descriptions. Please let me know if you have any questions about our qualifications and general approach. I look forward to speaking with you about this exciting project.

Sincerely,



Peter Flinker, FAICP, FASLA, President

## **Team Structure**

### **Project Lead and Prime Consultant:**

**Dodson & Flinker, Inc.**  
**Landscape Architecture and Planning**  
40 Main Street, Florence, MA 01062  
Contact: [peter@dodsonflinker.com](mailto:peter@dodsonflinker.com)  
Phone: (413) 628-4496 ext.103

- Peter Flinker, FAICP, FASLA, Principal-in-charge and Lead Designer
- Dillon Sussman, Project Manager
- Nate Burgess, ASLA, Urban Design and Landscape Architecture
- Dan Shaw, Urban Design and Landscape Architecture
- Tia Novak, Planning and Design Assistant

### **Market Analysis and Fiscal Impact Analysis:**

**Mullin Associates, Incorporated**  
206 North Valley Road  
Pelham, MA 01002

- Dr. John Mullin, Ph.D., FAICP, Partner
- Dr. Zenia Kotval, Ph.D., FAICP, Partner

### **Corridor Planning, Economic Development and Zoning Strategies:**

**Brovitz Community Planning and Design**  
38 Cricket Lane  
Marshfield, MA 02050

- Ted Brovitz, Founder and Principal

### **Creative Regulatory and Form-Based Code Strategies**

**Joel Russell Associates**  
16 Armory Street, Suite 7  
Northampton, MA 01060

- Joel Russell, Esq., Founder and Principal

## TABLE OF CONTENTS

Introduction to the Project Team .....	<b>1</b>
Project Team Members , Knowledge and Experience .....	<b>4</b>
A History of Innovative Projects.....	<b>7</b>
References .....	<b>13</b>
Links to Project Examples .....	<b>15</b>
Outline of Planning Approach.....	<b>16</b>
Estimated Budget.....	<b>19</b>
Estimated Schedule.....	<b>20</b>
Resumes and Additional Firm Qualifications .....	<b>22</b>

*This page was intentionally left blank*

# INTRODUCTION TO THE PROJECT TEAM

## Qualifications

### Leadership in Creative Planning and Urban Design

**Dodson & Flinker** is a landscape architecture and planning firm specializing in cutting edge strategies for sustainable community design and urban redevelopment. Founded 35 years ago as Dodson Associates, the firm pioneered the use of site planning and design principles based on historic precedents to blend new development with local architectural patterns and cultural landscapes. This work has earned Dodson & Flinker national awards for projects ranging from regional planning to urban and suburban revitalization, Smart Growth and sustainable site design.

The firm's public Landscape Architecture projects include schools, libraries, senior centers and town halls, as well as parks, ballfields, playgrounds and other recreation facilities. For private clients we focus on creative residential and mixed-use projects. Dodson & Flinker has developed a solid reputation for excellence in design combined with efficiency, cost-effectiveness and dedication to customer and user satisfaction.



Donovan's Farm: A new village in Norwell, Massachusetts



Visualizing Redevelopment: Darien, Connecticut

As a combined planning and design practice, Dodson & Flinker brings our “on the ground” design experience to bear on every planning project. This includes town-wide master plans as well as detailed urban design plans for main streets and village centers, commercial corridors and residential neighborhoods, including numerous affordable housing plans and projects. We also have extensive experience in open space and recreation planning, and understand how small parks and pedestrian systems within a village center can be linked into a town-wide systems of trails, greenways and recreation facilities.



Recognizing the critical importance of a workable implementation strategy, our work also focuses on helping towns to assess their zoning bylaws and subdivision regulations to bring plans to fruition. In the 20th Century, for example, many towns adopted a suburban growth model that forced development to spread across the countryside and outlawed multi-family housing and traditional village density. Over the last 30 years, Dodson & Flinker has led efforts to change zoning to once again promote the kind of compact, pedestrian-friendly growth patterns that have always made New England villages great places to live, work and play.

### **Public Engagement**

Uniting all our work is a commitment to effective and authentic public participation. Dodson & Flinker has designed and facilitated numerous public participation projects—often involving complex and controversial planning topics—and has become a trusted advisor to many New England towns. We have learned that visionary plans and great design ideas often fail for lack of public understanding and support—especially in small towns. As a result we focus on working with local residents and other stakeholders to craft achievable plans that have broad support in the community. We have designed and facilitated public engagement efforts, including visioning workshops and design charrettes, for more than 50 towns in Massachusetts, including recent work in Groton, Littleton, Stow, Wellesley, Upton, Natick, Medway and Grafton.



Dodson & Flinker's design charrette for the "North 40" property in Wellesley helped convince residents to invest in one of the town's last undeveloped parcels.

In the current Covid19 Crisis, Dodson & Flinker has been working to adapt our favorite public participation techniques to the world of virtual meetings. Using Zoom and other on-line platforms, screen-sharing, interactive mapping and on-line polling, we find that the efficiency and ease of access (for those with access to the technology) in some ways make up for the limitations of working remotely. Working with planners at UMass and around the state, we are also experimenting with new digital tools that allow participants to engage in workshop materials, maps and polls on their own time.

### **Market and Fiscal Impact Analysis**

**Mullin Associates'** expertise includes economic and industrial development, economic impact assessments, marketing and feasibility studies, downtown revitalization and master planning activities. The firm's products include master plans, zoning regulations, feasibility studies, real estate analyses and projects with significant emphasis on citizen participation, mediation and facilitation. Firm members have also been involved in expert witness cases and advocacy assignments at the federal and state



levels. In fact, the firm provided research and testimony on the recent landmark Kelo vs. New London Eminent Domain case.

The firm is committed to providing cutting edge solutions to the problems facing its clients. It recognizes that each community is special and unique. For this reason, the principles are committed to customizing the process and end results. The firm recognizes the importance of citizen participation, public and private partnerships and creating solutions that can be implemented with the resources available. We work until the client is satisfied. As a small firm, we recognize the limits of our assignments. We select our projects with great care. Each project has the direct, active participation of the two principles and their different skill sets. The net result is that more than fifty years of experience is brought to each project. Moreover, as a result of the academic research work of the principles, the most current and successful tools and technology and best practices are utilized and applied to our projects.

### **Zoning to Foster Economic Revitalization**

**Brovitz Community Planning & Design** has helped pass many character-based zoning codes in the northeast, including Form-Based Codes that have been adopted in Danvers, Medway, Norwood, Portsmouth, NH, Manchester, CT, and Shelburne, VT. Key to this success is an understanding the link between design and implementation, and the importance of tailoring the zoning to local market forces, economic potential and local administrative capacity. The firm is a frequent partner with Dodson & Flinker and other design firms, and understands that a workable zoning solution requires a clear and specific masterplan, supported by an understanding of local values and revitalization goals. This often involves the firm in Main Street revitalization projects, downtown branding and business development, drawing on Ted Brovitz's years as a planning director in Brattleboro, VT and director of downtown development districts in Hyannis and Fitchburg.

### **Creative Zoning and Form-Base Codes**

**Joel Russell Associates** is a Northampton-based landuse and planning firm that has drafted complete zoning codes for over twenty-five communities and has completed significant revisions for over thirty others. Founder and Principal Joel Russell is an attorney and former Executive Director of the Form-Based Codes Institute. Relevant ongoing projects include an overhaul of the zoning for Newton, Massachusetts, and a new zoning section on parking for Chappaqua New York (underway). Recent relevant completed projects include a complete overhaul of the zoning for Skaneateles NY which included a new signage section which complies with the Reed v. Gilbert Supreme Court Decision. Work in Skaneateles was supported by Dillon Sussman, who is now of Dodson & Flinker.

## TEAM MEMBERS, KNOWLEDGE AND EXPERIENCE

### Dodson & Flinker



**Peter Flinker** is a registered Landscape Architect, and a Fellow of both the American Institute of Certified Planners and the American Society of Landscape Architects. He will serve as project director and design lead. As president of Dodson & Flinker, Landscape Architects and Planners, he maintains an active portfolio of projects with public and private clients, including downtown revitalization, planning for greenways and open spaces, design of new communities, and sustainable design for schools and other public facilities. He has developed numerous training programs and award-winning publications in the areas of Smart Growth and Sustainable Development, including the *Rhode Island Rural Design Manual*, the *Urban Environmental Design Manual* and most recently, *Village Guidance: Tools & Techniques for Rhode Island Communities*.

Peter has a particular interest in the preservation of the New England landscape, including the special challenges of protecting historic downtowns and villages while accommodating 21<sup>st</sup> Century needs for vehicular circulation and parking. A skilled presenter, designer, and illustrator, Peter has worked with dozens of communities to help them visualize how to make their places better and to build political support for implementation. For many of Dodson & Flinker's municipal clients, Peter has applied these ideas to the development of illustrated design guidelines, form-based zoning codes, and site concept plans that help communities move projects from vision to reality.



**Dillon Sussman** is a Senior Associate at Dodson & Flinker, and will serve as Project manager. Over the past 12 years, he has managed a wide range of community planning projects across scales from regions and municipalities to neighborhoods and sites. Past projects have given him expertise in zoning and form-based codes, physical planning and urban design, low impact design, site design, bicycle and pedestrian planning, tactical urbanism, healthy aging, and authentic community engagement and decision-making. Dillon was previously a senior planner at Pioneer Valley Planning Commission, an associate at Joel Russell Associates, and owned and operated Ground Truth Design. Dillon holds a B.A. from Vassar College and an M.A. in Landscape Design and Planning from the Conway School. Dillon's first career in documentary filmmaking and multi-media design supports his planning experience.



**Nate Burgess** is a Senior Associate at Dodson & Flinker and a registered Landscape Architect. He plays an active role managing and providing technical support for D&F's full range of planning and site design projects. This experience includes form-based codes, downtown planning, coastal resilience planning and waterfront design, scenic landscape inventory and analysis, development suitability assessment for affordable housing, designing educational landscapes and playgrounds, community master planning, and developing public engagement games and exercises. Nate graduated with a Master's degree in landscape architecture from the University of Virginia. He also holds a Bachelor's degree from the College of William and Mary in Environmental Geology and English. He previously worked as a graphic designer, cartoonist, and science writer.



**Dan Shaw** is an Associate at Dodson & Flinker and a registered Landscape Architect. Dan joined Dodson & Flinker in 2015, after two years working as an associate with Seattle landscape architect J. A Brennan. He received a bachelor's degree in Landscape Architecture at the University of Massachusetts and went on to earn a Master's in Landscape Architecture at the University of Washington. He has travelled widely in Europe and the Americas and brings to every project an understanding of how the design of public spaces, green infrastructure and the built environment can promote public health, economic viability and ecological restoration.



Tia Novak joined Dodson & Flinker in 2020. With over a decade of experience in horticulture and a background in biological sciences, she brings an integrated and informed approach to landscape design and planning. Prior to working at Dodson & Flinker, Tia operated her own landscape design and maintenance business in the Pioneer Valley, and served as the Education & Outreach Coordinator for the Perfect Earth Project in East Hampton, NY. She holds an MLA from the University of Massachusetts, an MSc. in Ecological Design & Planning from the Conway School, and a BA from Smith College in Biology and Environmental Science & Policy

## Mullin Associates



**John Mullin**, founding partner of Mullin Associates Incorporated, has worked as a practicing planner for more than thirty-five years. He holds degrees from the University of Massachusetts (BA, government), University of Rhode Island (MCP, community planning), Boston University (MSMBA, Business Administration) and the University of Waterloo, Ontario, Canada (Ph.D., Community Planning). He is a Fulbright Scholar, a National Endowment for the Arts Grantee and a charter member of the Fellows of the American Institute of Certified Planners. Dr. Mullin recently retired, after thirty-eight years in the military, as a federally recognized Brigadier General in the Massachusetts Army National Guard. He is currently a professor of Urban Planning at the University of Massachusetts Amherst.



**Zenia Kotval** is an Equal Partner in Mullin Associates. She is a professor of urban and regional planning at Michigan State University. She has twenty years of planning experience. She holds a bachelor's degree in architecture (India) and masters and Ph.D. degrees in regional planning from the University of Massachusetts. She is a member of the American Institute of Certified Planners. Her expertise is in project management, quantitative assessments, economic development, fiscal impacts and community-based decision-making and facilitation. She is the author of many peer-reviewed articles and book chapters on planning pedagogy and policy impact studies.

## Brovitz Community Planning & Design



**Ted Brovitz** has over 25 years of experience and has spearheaded numerous community master plans, strategic area plans, economic development and marketing strategies, land use regulations and design guidelines, and corridor plans throughout New England, Upstate New York, Florida, and in Idaho. His primary focus is on placemaking, downtown revitalization, sustainability planning, sprawl repair and retrofit, context-based design standards and form-based code. Ted is a frequent speaker and has led several workshops on these topics. Ted is also an active member of the Congress of New Urbanism, American Planning Association, Massachusetts Association of Planning Directors, and Urban Land Institute.

## Joel Russell Associates



**Joel Russell** is nationally known for his work in smart growth, land conservation, and New Urbanism. Joel Russell has helped many communities and individuals translate their ideas into reality through regulatory reform. His clients move from goal-setting to results, drawing upon his skills as an urban planner, land use attorney, and community consensus builder. He is equally familiar with the issues of preserving rural open space and the revitalization of urban centers, both of which are necessary elements of any environmentally and economically sound planning program.

Joel Russell has been at the forefront in drafting land use ordinances that emphasize quality design, the creation of a sense of place, traditional neighborhood development, and the preservation of open space and environmental resources. With over 30 years' experience as a planning consultant and land use attorney, he is a national authority on how to combine New Urbanism with land conservation to contain suburban sprawl. Joel is a principal co-author of *Codifying New Urbanism*, published by the American Planning Association for the Congress for the New Urbanism and the former Executive Director of the Form-Based Codes Institute.

## A HISTORY OF INNOVATIVE PROJECTS

Team members have worked together in a variety of team configurations for many years, resulting in a seamless working relationship and a solid track record of adopted master plans and zoning codes. These include:

### **Downtown and Florence Center Masterplan and Form-Based Code**

*City of Northampton, Massachusetts (Ongoing)*



*Concept plan for Florence Center Rezoning. The image shows a new park, new buildings, new streetscape and consolidated parking*

Dodson & Flinker (D&F) and Brovitz Community Planning & Design (BCPD) are currently working on the Downtown and Florence Master plan and Form-Based Code for Northampton, MA. This project covers the City's two main centers and their associated adjacent growth areas. The project included community engagement through focus groups, community workshops, and stakeholder



interviews. We conducted field work related to dimensions of the existing public realm in the centers as well as a parking usage analysis. form-based code covers the main growth areas of the Town and is designed for easy expansion to other districts. The City's Planning Department intends to bring additional districts into the form-based code approach over time, slowly transforming the City's zoning from a Euclidean approach to a form-based one

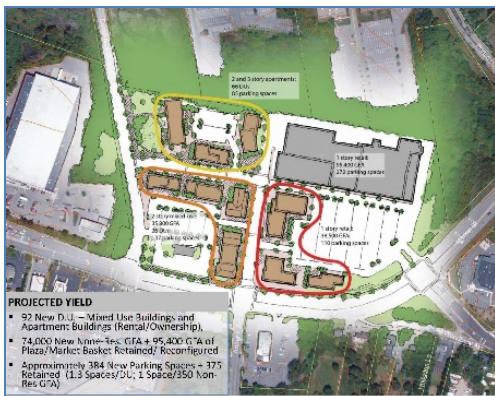
### **Smart Growth Chapter 40R District Master Plan, Form-Based Code & Design Standards** *Town of Danvers, Massachusetts (2016 – 2019)*



BCPD together with D&F prepared a comprehensive existing conditions report (Placemaking Audit), conceptual master plan (Vision Plan) illustrating 2 and 3-dimensional infill and redevelopment scenarios, and Chapter 40R Smart Growth Overlay District zoning regulations and design standards. This project included an extensive public outreach program with several stakeholder meetings and public workshops. The form-based zoning and design standards included a regulating plan, new use table and

performance standards, building typologies, open space and street design, and site plan review standards. The new Smart Growth Zoning package was adopted at Town Meeting by a vote of 104-5. The project has been expanded to include zoning and design standards for the downtown core and neighborhood, a strip commercial corridor, and two transitional industrial districts targeted for adaptive mixed use.

### **Gateway Corridors Residential Retrofit Form-Base Code** *City of Portsmouth, New Hampshire (2017)*



BCPD and D&F prepared a form-based zoning package to integrate mixed use and workforce housing along major commercial corridors including the Route 1 Bypass, Lafayette Road, and Woodbury Avenue. The new development standards are intended to facilitate the transition of underutilized strip development areas into walkable mixed-use districts with a diversity of housing types and meaningful open spaces. The new form-based code was enhanced with actual development scenarios under the proposed zoning and design standards, and relevant case studies of actual

development projects were provided. The new zoning and design standards were adopted unanimously by City Council in December 2017.

### **Form-Based Code for Downtown, Acushnet Ave. & Goulart Square**

*City of New Bedford, Massachusetts (2016)*



BCPD/D&F led a consulting team in the preparation of hybrid form-based zoning standards for the Downtown Business District, Acushnet Avenue International Marketplace, and Goulart Square Commercial District. The City of New Bedford is rethinking the development process and growing in smarter ways with a placemaking approach for its historic downtown and neighborhoods. The project involved an extensive visioning process with a week-long public design charrette that will generate new regulating plans and the implementation of innovative development and design standards to help ensure that reuse, infill and redevelopment occurs in ways that retains and enhance the City's traditional settlement patterns. Our approach requires close communications with New Bedford's city officials, downtown stakeholders and neighborhood residents to enhance that each of the districts achieve economic viability, walkability, and sense of place.

### **Greenbush-Driftway Vision Plan and Form-Based TOD Zoning Bylaws**

*Town of Scituate, MA (2018)*



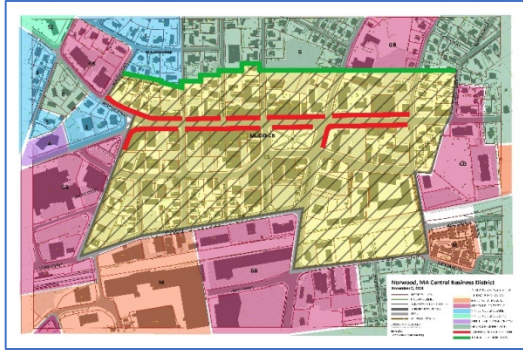
Working with the Scituate Economic Development Commission, BCPD and D&F prepared an existing land use and market assessment, conceptual master plan, and form-based code for infill development and redevelopment to create a walkable mixed-use district building off area attributes including the MBTA commuter station, historic Greenbush Village, the North River waterfront, Widows Walk Golf Course, and Scituate Harbor. The new form-based standards include a district/subdistrict regulating plan, use table and functional standards, building typology, open space and street design standards, parking reduction standards, and performance-based density increases. The new zoning package is currently under review by the Planning Board.

### **Downtown Form-Based Mixed Use Overlay District and Design Standards**

*Town of Norwood, Massachusetts (2019)*

Downtown Norwood has grown over the past 10 years as a food and entertainment district but is still hamstrung by highly visible storefront vacancies, moderate turnover, and auto-oriented development off of the Washington Street corridor. The town has not allowed residential and mixed use development in the Central Business District but recognizes the opportunity for reinvestment and the benefit of people living in the center near commuter rail service and supporting local businesses. Brovitz



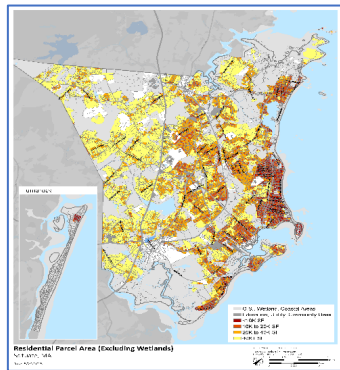


Community Planning & Design together with Dodson & Flinker worked with the town to create a Mixed Use Overlay District bylaw and design guidelines that can be applied to the downtown area as well as other village and neighborhood centers. The new MUOD will provide for a broad range of commercial and residential uses at appropriate densities. Context-based development standards ensure that new projects are consistent with the traditional development patterns and building scale.

This includes specific design standards for different types of buildings, retrofitting historic buildings, publicly oriented open spaces, shared parking, ground floor façade treatments, and attractive streetscapes.

### **Innovative Housing Production Zoning Bylaws and Design Guidelines**

*Town of Scituate, Massachusetts (2019)*



The Town of Scituate was awarded a grant from MassHousing Inc. under the Planning for Housing Production Program (PHP). The goal of this project is to implement key housing policies and zoning initiatives that are identified in the 2015 Housing Production Plan including the preparation of affordable housing guidelines, new inclusionary zoning provisions, amend residential development bylaws to expand flexibility and choice, make the ADU bylaw more flexible and user-friendly, prepare a new bylaw for “starter housing” on nonconforming lots, and consider the adoption of a Smart Growth Overlay District (Chapter 40R). A key focus is providing

housing choices in the villages center including Greenbush-Driftway, Scituate Harbor, and North Scituate. MassHousing retained Brovitz Community Planning & Design to assist the Town of Scituate in carrying out this project, and Dodson & Flinker provided mapping and analytical support.

### **Cross-Vitti Area Strategic Plan and Mixed-Use Bylaw**

*Town of New Canaan, Connecticut (2016)*

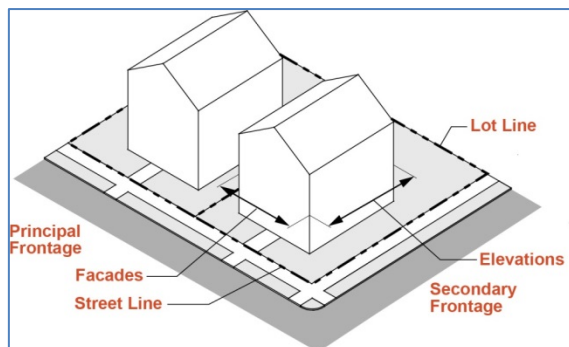
D&F and BCPD created a master plan and implementation strategies for an underutilized industrial district on the edge of New Canaan’s historic downtown. Beginning with stakeholder interviews and an internal workshop, the process culminated in a town-wide charrette designed to build consensus in support of changing the area from an automobile-dominated area to a pedestrian-friendly district with a mix of residential and commercial uses. The new mixed-use and form-based



development bylaw was prepared for the district and adopted by Town Council in 2016.

### **Route 7 Corridor Sprawl Retrofit Plan, Regulating Plan, and Form-Based Zoning**

*Town of Shelburne, Vermont (2015)*



BCPD and D&F led a highly interactive public participation process including a series of public scenario- building workshops, a 2-day design charrette, stakeholder interviews, and regular meetings with the steering committee and local officials. The goals for the new form-based code are to advance the vision expressed by the community including more mixed use development in strategic areas defined by a detailed regulating plan along the Route 7 corridor, improved

connectivity to neighborhoods and Lake Champlain, multimodal facilities and improved walkability, smart parking standards, stormwater best practices, streetscape enhancements, and active open spaces for civic gatherings of all types. The new Form-Based Code was adopted in the Spring of 2016.

### **Concept Development Plan and Form-Based Code for Urban Renewal District**

*Town of Medway, Massachusetts (2018-2019)*



BCPD and D&F were retained by the Medway Redevelopment Authority (MRA) to refine the conceptual development plan of the recently adopted Oak Grove Urban Renewal Plan and prepare new form-based zoning standards for the district. The goal of the project is to repurpose this underperforming suburban industrial park off Interstate 495 into a vibrant mixed use district. The new zoning and design standards will create a walkable mixed use village center, traditional neighborhood with a diverse range of housing types, and modern business park supported by attractive streetscapes, trails and open space for passive and active recreation.

### **Merrick Neighborhood Regulating Plan and Form-Based Code**

*Town of West Springfield, Massachusetts (2014)*

As a follow up to neighborhood revitalization plan, BCPD/D&F prepared a new form-based code for the neighborhood and adjacent industrial district to replace the underlying conventional zoning. These new character-building and context-sensitive standards encourage new mixed



use districts, higher quality building and lot design, a complete street hierarchy and design standards, active open and civic space standards, and efficient review procedures. The intent for the Town Council is to establish general form-based zoning districts and standards and, over time, convert conventional zoning into form-based regulations for targeted revitalization areas such town center and former heavy industrial districts.

### **Grove Street Area Strategic Redevelopment & Rezoning Plan**

*Town of New Canaan, Connecticut (2017)*



Dodson & Flinker and BCP&D teamed up to assist the Town evaluate potential redevelopment scenarios for a key downtown block adjacent to the commuter rail station. The public was engaged through a series of charrettes with land and business owners, neighborhood residents and the public at large. Three-dimensional digital models helped participants explore and react to a variety of redevelopment alternatives with varied site planning approaches, density and architectural treatment.

### **North Grafton Transit Village Strategic Area Plan, C40R Outline, Design Guidelines**

*Town of Grafton, Massachusetts (2017)*



D&F and BCPD helped the town create a North Grafton Transit Village (NGTV) Strategic Area Plan that defines the potential for a mixed-use village, focused on the MBTA commuter rail station, and other properties held in private and public ownership. This Plan addresses various challenges and opportunities related to future development and re-development within the project area, including historic and cultural resources, environmental constraints and attributes, recreation, infrastructure, housing needs and demands, economic development initiatives, and design objectives. The project team engaged residents, business and property owners, and public officials through a series of visioning workshops, stakeholder meetings, a visual preference survey, and public presentations to solicit input in preparing the strategic plan. The Strategic Area Plan assembles the public's goals for North Grafton into an overall conceptual master plan illustrating preferred future development scenarios with strategic actions for infrastructure improvements, zoning bylaw revisions, and other measuring to enhance land for development and moving forward in creating a mixed-use village.

## REFERENCES

Dodson & Flinker with Brovitz Community Planning & Design

### **Wayne Feiden**

Director of Planning & Sustainability

City Hall, 210 Main Street

Northampton, MA 01060

Phone: (413) 587-1265

[wfeiden@northamptonma.gov](mailto:wfeiden@northamptonma.gov)

Projects:

- Downtown Public Realm Masterplan and Form-Based Code (2017-2019)
- Florence Masterplan and Form-Based Code (2018-2019)
- Two-family Form-based Code (2019)

### **Aaron Henry**

Director, Land Use & Community Services

Town of Danvers

Town Hall, 1 Sylvan Street, Danvers, MA 01923

Phone: (978) 777-0001 x3095

[ahenry@danversma.gov](mailto:ahenry@danversma.gov)

Projects:

- Maple Street Plan and Form-Based Code (2017)
- Downtown Plan and Form-Based Code (2018)

### **Joseph Laydon**

Former Grafton Town Planner (now Interim Town Administrator in Littleton)

(978) 540-2463

[jlaydon@littletonma.org](mailto:jlaydon@littletonma.org)

Projects:

- North Grafton Transit Village Masterplan and 40R Zoning (2017)
- Worcester Street Corridor Plan (2018)
- Village Mixed-Use Code (2018-2019)



## Joel Russell Associates

### **Janet Aaron**

Town Supervisor  
Town of Skaneateles  
24 Jordan Street  
Skaneateles, New York 13152-1198  
Telephone: 315-685-3473  
Email: [jaaron@townofskaneateles.com](mailto:jaaron@townofskaneateles.com)

### **James Freas**

Deputy Director of Planning  
City of Newton  
1000 Commonwealth Avenue  
Newton, Massachusetts  
Telephone: 617-796-1120 ext. 1137  
Email: [jfreas@newtonma.gov](mailto:jfreas@newtonma.gov)

### **George Proakis, AICP**

Planning Director  
City of Somerville  
93 Highland Avenue  
Somerville, Massachusetts  
Telephone: 617-625-6600, ext. 2504  
Email: [GProakis@somervillema.gov](mailto:GProakis@somervillema.gov)

## PROJECT EXAMPLES

Full copies of project reports, adopted bylaws and regulations, including form-based codes, may be found at the following links:

**Northampton Downtown and Florence Center Form-Based Code (In Progress, please do not share):**

<https://dodson.egnyte.com/dl/IYclfYem6T>  
<https://dodson.egnyte.com/dl/f4ppxmtiuH>

**Danvers Character-Based Zoning:**

<https://www.danversma.gov/documents/danvers-character-based-zoning/>  
<https://www.danversma.gov/documents/downtown-corridor-design-standards-and-guidelines/>

**Upton Center Visioning Project:**

[https://www.uptonma.gov/sites/g/files/vyhlf5121/f/uploads/upton\\_final\\_report\\_2019-0502.pdf](https://www.uptonma.gov/sites/g/files/vyhlf5121/f/uploads/upton_final_report_2019-0502.pdf)

**North Grafton Transit Village Plan:**

[https://www.grafton-ma.gov/sites/g/files/vyhlf4461/f/pages/north\\_grafton\\_transit\\_village\\_report\\_2017\\_0712.pdf](https://www.grafton-ma.gov/sites/g/files/vyhlf4461/f/pages/north_grafton_transit_village_report_2017_0712.pdf)

**Mullin Associates Reports:**

DW Plan.pdf

<https://dodson.egnyte.com/dl/UqRmt657wR>

Mansfield Fiscal and COCS.pdf

<https://dodson.egnyte.com/dl/PS9xcOtgiz>

MRPC Fiscal Write-Up.pdf

<https://dodson.egnyte.com/dl/GA8dxipRkK>

MRPC-Devens BAO - FINAL.pdf

<https://dodson.egnyte.com/dl/I2POPjafVK>

**Additional Team Project Examples:**

<https://dodson.egnyte.com/fl/CXaE0gurkf>

# OUTLINE OF PLANNING APPROACH

## Phase 1: Market Assessment and Fiscal Impact Analysis

Mullin Associates will lead the process of preparing a **fundamental market analysis** of the Ayer Road Commercial Zoning District, including an overview of the local and regional market conditions, trade area delineation and inventory of each market sector. This will include a process of local interviews and research, combined with data available from public and proprietary sources. The results will include an inventory and potential growth assessment for each market sector, a gap and leakage analysis, and estimates of the potential level of support for business expansion in the corridor.

Mullin Associates will use the results of the real estate market analysis to prepare **Fiscal Impact Analysis** showing the potential impact of additional development and revitalization within the study area. The fiscal impact analysis model will provide the town and others with a flexible tool to determine what the cost impact will be of any new development. In simple terms, the analysis determines what revenues, in the form of new tax monies, any development will bring into the town coffers and how much the town will have to pay out to provide the development with new services. The analysis can determine what the net loss or gain to the town will be, and what this will mean to an average homeowner on his or her tax bill. Mullin Associates will develop the analysis in a manner that can be easily updated and applied by local planners on the computer system of the Town's choice.

## Phase 2: Ayer Road Corridor Vision Plan

Dodson & Flinker will lead the project team in a process of existing conditions analysis, SWOT analysis, exploration of alternatives, and preparation of a recommended masterplan for the corridor. We strongly recommend a **Consensus-Building Approach** designed to make sure that those who are most affected by the plan are involved in making it. The result will not only be a better plan than we could come up with on our own, but also a plan that is clearly understood and enthusiastically supported by a broad spectrum of community stakeholders.

In broad terms, any successful consensus-building process includes:

- **Convening Stakeholders** who represent all those potentially affected by the plan and the various interests at play in the social and political life of the community.
- A **Shared Fact-Finding Process** that involves the stakeholders in vetting the maps, data and analyses about the project area and determining whether the information is accurate, complete and trustworthy. If they don't trust the facts they won't support the plan.
- Discussion of **Shared Community Values and Vision** for their community and the corridor.
- **Shared exploration of alternatives**, where all reasonable ideas are brought forward and tested against the community's vision and values.



- **Deliberation and decision making**, where stakeholders participate in refining concepts and looking objectively at how best to balance the goals of the community with the needs of the landowners, businesses and institutions.

## **The Working Group**

At the center of this proposed consensus-building process we recommend convening a Working Group composed of 30-40 community stakeholders. This could include residents, business owners and landowners within the Ayer Road Corridor; representatives of various demographic groups and business sectors from the town at large; as well as non-profits, service organizations, elected officials, board members, resident leaders, social service providers, clergy, etc. The exact size and make-up of the Working Group can vary; the key is that there is a representative for each interest group, and that person is recognized by their “constituents” as truly representing their interests.

Participation in project committees often fades over the course of a project because there are simply too many meetings, or the meetings themselves are unfocused. To avoid that, the Working Group’s commitment will be limited to four meetings, plus a public charrette or “visioning weekend,” with each meeting focusing on a key stage of the project:

**Meeting #1:** Walking tour of the study area, followed by a presentation from the consulting team describing our understanding of the site and its context; facilitated discussion of issues, problems and opportunities that need to be explored further; discussion of any additional research, mapping and analysis that is needed.

**Meeting #2:** Review revised consultant research, maps and analyses; work on conceptual planning ideas using plans of the study area.

**Planning and Design Charrette:** Depending on the available budget, this could take the form of a traditional week-long charrette with the full project team, or be done over a weekend. We have had good results with a Friday-Saturday format, starting with a public walking/driving tour of the project area Friday afternoon, followed by an early-evening supper and open house with displays of maps, analyses, and preliminary master planning ideas. The Friday session could conclude with a listening workshop to:

- Verify and expand the list of strengths and weaknesses of the center;
- Brainstorm needs, desires and opportunities for the future;
- Draft a shared vision statement.

On Saturday we would convene again to pull out maps and/or models of the corridor and work in small groups to develop ideas for development areas, vehicular circulation, parking, pedestrian

connections, parks, greenways, etc. At the end of the session each group presents its ideas to the other groups. Following the visioning workshop the consultant team will prepare a summary plan that combines, if possible, the best ideas that emerged from the workshop.

**Meeting #3:** Review results of public workshop, including a preliminary masterplan; discuss potential implementation strategies, including: design guidelines, 40R village zoning district, form-based code, infrastructure improvements, community-supported redevelopment, etc.

**Meeting #4:** Review revised masterplan and implementation strategy.

As the project moves forward, a key role of the Working Group will be to help plan, publicize and facilitate the public listening session and visioning workshop. Achieving significant participation, especially among today's over-scheduled households, is notoriously difficult. Having a sizable working group helps enormously, because its members are trusted by neighborhood residents and can issue the personal invitations that are often the only way to get people to show up. And even if people cannot attend, they can be confident that their interests have been taken into account through their Working Group representative.

### **Phase 3: Implementation Plan and Zoning Strategy**

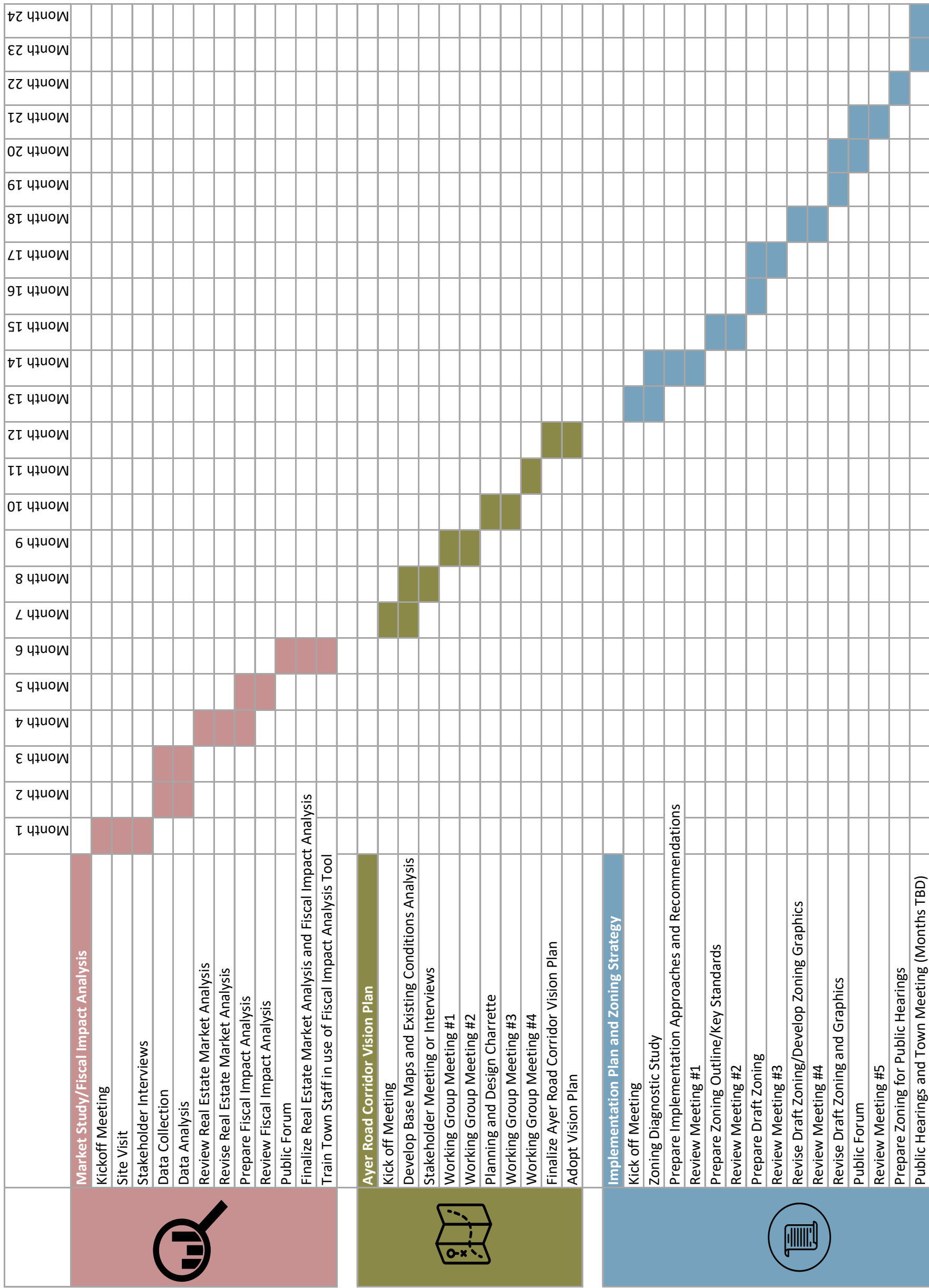
Led by Joel Russell, the project team will work with Town to evaluate a range of approaches to implementing the Vision Plan. This will likely include application of a Form-Based Code, at least within appropriate areas of the corridor. Building on what we hope will be a detailed and specific masterplan for the corridor, supported by landowners, businesses and local residents, we will develop a zoning approach that creates a clear and predictable process for both the Town and potential developers. Ted Brovitz will contribute to the process his extensive understanding and examples of elements and design standards for consideration by the team, and will provide case studies of what other towns have done and what the results were. As the code is outlined and starts to develop in detail, Dodson & Flinker will produce necessary maps and plan diagrams, as well as three dimensional diagrams, cross sections and other visuals to support the code.

## ESTIMATED BUDGET

Our project team has been working with small towns in the Northeast for more than 30 years. We understand that while the demand for planning and zoning services is constant, available funds are often constrained. Thus we are used to adjusting the scope, number of meetings and complexity of the final product to meet available resources – always with an eye towards maintaining the highest level of quality and service. The following fee estimates therefore range from a more basic and streamlined approach to one with a more robust public process, a more detailed market assessment and a masterplan developed to a more refined level of detail. The budget for zoning could likewise vary depending on the final approach; this estimate assumes that whether a simple corridor overlay or form-based code, it will be heavy on design content and richly illustrated with diagrams and photographs.

Phase 1: Market Assessment and Fiscal Impact Analysis:	\$30,000. - \$40,000.
Phase 2: Ayer Road Corridor Vision Plan:	\$50,000. - \$75,000.
Phase 3: Implementation Plan and Zoning Bylaw:	\$60,000. - \$80,000.
<b>Project Total:</b>	<b>\$140,000. - \$195,000.</b>

## Estimated Project Schedule





# DODSON & FLINKER

Landscape Architecture and Planning

## PETER FLINKER

Landscape Architect & Planner  
FASLA, FAICP

### PROFESSIONAL EXPERIENCE

---

#### **President, Dodson & Flinker, Inc. (formerly Dodson Associates)**

*Landscape Architects & Planners, Florence, Massachusetts*

Principal: 1998 - Present

Project Manager and Landscape Architect: 1987-Present

Landscape Architect and Certified Planner on projects ranging in scale from residential and commercial site design to regional planning. Active in exploration of the use of creative design and alternative technologies to accommodate growth in changing urban, suburban and rural landscapes. As an author and illustrator, has prepared numerous publications designed to help both professionals and laypeople understand complex planning and design concepts, including the award-winning South County Design Manual, the Urban Environmental Design Manual and the Rhode Island Conservation Development Manual. A frequent presenter to conservation groups, town boards and professional organizations on the topics of Smart Growth and Sustainable Development, has facilitated dozens of charrettes for Main Streets, village centers and highway corridors, and prepared numerous master plans and construction documents for schools, parks and other public facilities.

### SELECTED CURRENT AND RECENT PROJECTS

---

A leader in planning and design for schools, parks, streetscapes and other public facilities that balance creative site planning with efficient and cost-effective design strategies. Active in helping communities create master plans for historic districts, main streets and sensitive environmental areas. Selected projects over the last five years include:

**Downtown and Florence Masterplan & Form-Based Code** | Northampton, MA (on going)

**East Milton Square Masterplan and Zoning Strategies** | Milton, MA (on going)

**Upton Center Masterplan** | Upton, MA (2019)

**Natick Low Impact Development Zoning** | Natick, MA 2019

**Littleton Comprehensive Plan** | Littleton, MA 2018

**Village Resilience and Complete Streets Project** | Vinalhaven, ME 2017

**North Grafton Transit Village** | Grafton, MA 2017

**Groton Master Plan** | Groton, MA 2017

**Downtown Master Plan and Form-Based Code** | Danvers, MA 2016-2018

**Kingston Comprehensive Plan** | Kingston, MA 2016

**East Hampton Hamlet Master Plans** | East Hampton, NY, 2016

**Business District Master Plans** | New Canaan, CT 2015-2016

**Downtown Charrette and Form-Based Code** | New Bedford, Massachusetts, 2015

## AWARDS

---

### **American Planning Association - Massachusetts Chapter:**

2013 Planning Project Award for the Turners Falls Downtown Livability Plan

### **Boston Society of Landscape Architects:**

2019 Merit Award in Analysis & Planning for Montauk Hamlet Master Plan

2012 Merit Award in Analysis & Planning for the Exeter Visions Project

2007 Merit Award for the Urban Environmental Design Manual.

2006 Honor Award for The Rhode Island Greenspace Program.

2006 Honor Award for The Blackstone River Visioning Project.

1992 Merit Award for Mansfield Training School Masterplan.

### **American Society of Landscape Architects:**

2003 Merit Award in Analysis & Planning for the Buffalo Bayou Masterplan, Houston, TX.

2002 Honor Award for The South County Design Manual.

### **Rhode Island Historical Preservation and Heritage Commission:**

2002 State Historic Preservation Planning Award, for South County Watersheds Technical Planning Assistance Project.

## PROFESSIONAL REGISTRATION & ACTIVITIES

---

Massachusetts Registered Landscape Architect #976

Fellow, American Society of Landscape Architects, 2017

Member, American Institute of Certified Planners, 2000

Fellow, American Institute of Certified Planners, 2019

AICP Certified Environmental Planner, 2011

AICP Certified Urban Designer, 2011

ASLA Centennial Community Assistance Team: New England Greenway Project

Founding Member, Mill River Greenway Initiative

Massachusetts Certified Municipal Vulnerability Preparedness Provider, 2017

## EDUCATION

---

**University of Massachusetts at Amherst** - Masters in Landscape Architecture, 1987

**Hope College**, Holland, Michigan - Bachelor of Science in Biology, 1982



# DODSON & FLINKER

Landscape Architecture and Planning

## DILLON SUSSMAN

Senior Associate, Planning and Community Design

### PROFESSIONAL EXPERIENCE

---

#### **Dodson & Flinker**

*Landscape Architects & Planners, Florence, Massachusetts*

Senior Associate: 2018- Present

Senior planner, managing a wide range of projects, from regional and municipal planning projects to zoning and form-based codes. He has expertise in physical planning, urban design, site design, bicycle and pedestrian planning, zoning and form-based codes, low impact design, tactical urbanism, healthy community design, healthy aging, health impact assessment, food system planning, and authentic community engagement and decision-making. Dillon holds a M.A. in Landscape Design in Planning from the Conway School. He has extensive experience in documentary film-making and graphic design.

### PREVIOUS EXPERIENCE

---

Senior Planner & Urban Design Specialist, Pioneer Valley Planning Commission - Springfield, MA, 2014-2018

Planning & Design Associate, Joel Russell Associates - Northampton, MA , 2011–2014, 2017-2018

Principal, Designer & Planner, Ground Truth Design - Northampton, MA, 2008–2018

Video Producer & Editor, Monadnock Media - Sunderland, MA, 2001–2007

Associate Producer, InLight Interactive - Springfield, MA, 2000

Intern/Assistant Video Editor, Pinehurst Pictures - Northampton, MA, 1999–2000

Freelance Graphic Design, Various Clients - New York City, NY, 1999

Wayfinding Design Assistant, H Plus, Inc. - New York City, NY, 1997-1998

### AWARDS

---

Western Massachussetss Safe Routes to School Community of the Year, MassDOT Safe Routes to School, 2018  
(awarded to the Memorial School, West Springfield for work we did together)

Golden Shoe Award, Walk Boston, 2017

## SELECTED PRESENTATIONS

---

“Meaningful Community Engagement for Healthy Food Access” at the Ounce of Prevention Conference, Worcester, MA, March 2018

“Food Planing & Policy in MA Communities” at the Community Food System Conference, Boston, MA, December 2017

“Hampshire & Hampden Counties Food Access Map,” Safe Routes to Healthy Food National Partnership monthly meeting, webinar, October 2017

“Healthy Aging and Community Design,” at the Mass in Motion Action Institute, Worcester, MA, April 2014.

“Healthy Aging and Community Design” at the Western Mass Elder Care Conference, Holyoke, MA, May 2014.

“Form-Based Codes: Using Public Private Partnerships,” at the New York Planning Federation Annual Institute, Saratoga Springs, NY, April 2013 (with Joel Russell)

“Form-Based Codes,” at Conway School of Landscape Design, Conway, MA, January 2013 (with Joel Russell)

“Living Communities” (panel discussion) at NESEA Building Energy Conference, Boston, MA, March 2012

“Whole Systems Design” (panel discussion) at NESEA Building Energy Conference, Boston, MA, March 2011

“Introduction to Design Software,” Smith College Landscape Studies Class, Northampton, MA, April 2010

## AFFILIATIONS/VOLUNTEERING

---

Massachusetts Department of Public Health, Healthy Aging Fund Advisory Committee, 2018-present

Massachusetts Partnership for Health Promotion and Chronic Disease Prevention Leadership Team, 2017-2018

Built Environment Community of Practice, 2015-2018

Research Associate, Landscape Studies, Smith College, 2011-2013

Track Chair for 2014 Conference and Member, Northeast Sustainable Energy Association (NESEA), 2013

Member, Northampton Zoning Revisions Committee, 2009-2011

## EDUCATION

---

### **Conway School of Landscape Design**

Master of Arts in Landscape Design and Planning, 2008

### **Vassar College**

B.A. Self-designed Major in 20th Century Art, Philosophy and Linguistics, 1997

## EDUCATION

MS, Environmental Management,  
Duke University, Durham, NC, 1986

BA, Environmental Studies, Rollins  
College, Winter Park, FL, 1984

SmartCode® Training Program,  
Atlanta, GA, 2005

Architectural Survey Course,  
Boston Architectural College,  
Boston, MA, 2002

National Main Street Training  
Program, Portland, ME, 2001

Real Estate Development Financing  
Training Workshop, MIT School of  
Real Estate, Cambridge, MA, 1995

National Main Street® Training  
Program, Montpelier, VT, 1994

## AWARDS

2013 Outstanding Plan of the Year  
Award, Turners Falls Downtown  
Livability Plan, Montague, MA  
Chapter APA

2009 Honor Award, Buzzards Bay  
Downtown Vision Plan, Bourne, MA,  
VT Chapter ASLA

2008 Outstanding Plan of the Year  
Award, Buzzards Bay Downtown  
Vision Plan, Bourne, MA Chapter  
APA

2007 Outstanding Plan of the Year  
Award, Barrington NH New Town  
Center Plan, Northern New England  
Chapter APA

1995 Plan of the Year, Windham  
Regional Planning Commission,  
Downtown Brattleboro Master Plan

## PUBLICATIONS

Converting Downtown Streets from  
One-Way to Two-Way Traffic  
Circulation Report, Published in  
Main Street News 2002, and  
Downtown Ideas Exchange and  
Urban Transportation Monitor, 2000

Business Improvement District  
(BID) Handbook and Workshops,  
MA. Department of Housing and  
Community Development,  
Various Locations,  
Massachusetts, 2001

Contributing Author, Rural By  
Design, Revised Edition by  
Randall Arendt (not yet  
released). Chapter 7 - Form-  
Based Coding and Standards for  
Performance and Design 2013

## Professional Interests and Focus

Ted Brovitz has over 25 years of experience and has spearheaded numerous community master plans, strategic area plans, economic development and marketing strategies, land use regulations and design guidelines, and corridor plans throughout New England, Upstate New York, Florida, and in Idaho. His primary focus is on community placemaking, village and neighborhood revitalization, sprawl repair and retrofit, form-based and character-building zoning and design standards. Ted is a frequent speaker and has led several workshops on these topics. Ted is also an active member of the Congress for the New Urbanism, American Planning Association, Massachusetts Association of Planning Directors, and Urban Land Institute.



## Professional Experience

Ted has significant experience in both the public and private sectors. Over the course of his career he has held positions as an environmental planner, regional planner, municipal planner, executive director of downtown economic development corporations and business improvement districts, and as a consulting planner over the last 15 years focusing on sustainable community planning and design. Detailed descriptions of professional responsibilities in the following positions are available upon request.

### Principal, Brovitz/Community Planning & Design

*Marshfield, Massachusetts, July 2014 to Present*

Ted formed Brovitz/Community Planning & Design (BCPD) which focuses on innovative and comprehensive solutions to planning and revitalization challenges emphasizing sustainable community development, placemaking, context-based design and land use regulations, and environmental sensitivity.

### Manager of Community Planning & Design, Howard/Stein-Hudson Associates

*Boston, Massachusetts, December, 2011 to July, 2014*

### Collaborative Partnership, The Cecil Group

*Boston, Massachusetts, January, 2010 to November, 2011*

### Senior Planner & Associate, Stantec Planning and Landscape Architecture, Inc. (Dufresne-Henry acquired by Stantec in June, 2006)

*Boston, MA and Sarasota, FL Offices, November 2000 to January, 2010*

### Executive Director, Hyannis Main Street Business Improvement District

*Hyannis, Massachusetts, November 1999 to November 2000*

### Executive Director, Fitchburg By Design, Inc.

*Fitchburg Massachusetts, September 1995 to November 1999*

### Director of Planning and Development, Town of Brattleboro, Vermont

*November 1989 to September 1995*

### Planning Director, Blackstone Valley Planning Council

*Sutton, Northbridge and Uxbridge, Massachusetts, March, 1988 to October, 1989.*

### Senior Planner, Strafford Regional Planning Commission

*Dover, New Hampshire: September, 1986 to March, 1988.*

## LECTURES & WORKSHOPS

Turning Transitional Neighborhoods, Corridors, and Industrial Districts into Vibrant Places Southern NE APA Conf., Providence, RI, October 2017

SPARKing New Ideas: Parking Strategies for Stronger Communities Conf., Boston, MA., April, 2014

Creating Vibrant Places: Putting Together All the Pieces of Diverse Neighborhoods and Village Centers, Southern NE APA Conf., Worcester, MA., October, 2013

Complete and Context-Based Street Design Toolbox, Mass. Association of Planning Directors Luncheon, February 2013

ULI Technical Assistance Panel: Campello Neighborhood Revitalization, Brockton, MA., 2013

ULI Technical Assistance Panel: The Future of Parking in Downtown Hyannis, MA., January 2013

Context-Based Zoning and Other Innovative Placemaking Tools, Southern NE APA Conference, Hartford, CT., September, 2012

Form-Based Code: A Status Report for New England, Build Boston Conference, November 2011

Achieving Compact, Mixed Use Neighborhoods: Municipal Incentives, Regulations and Form-Based Code Workshop, Growth Smart Rhode Island, July 2011

Downtown Design, Design Guidelines, and Façade Improvement Programs, Mass. Downtown Initiative, March 2010

Downtown Partnerships - Expanding the Tool Box for Revitalization; SNEAPA Regional Conference, Providence, RI, 2002

Downtown Parking - Perceptions, Reality and Strategies for Both; Annual Maine Downtown Revitalization Conf., 2002 and 2003

National League of Cities Conference, Presenter Moscow ID Downtown Master Plan, 2002

Business Improvement Districts Workshop, SNEAPA Regional Conference, Providence, RI, 2000

Getting Started on Downtown Revitalization Workshop, 1997, Mass. DHCD

## Example Project Experience

Ted Brovitz has completed numerous plans, studies and regulations over the past two decades. Three of his projects have won APA Chapter Plan of the Year awards including the Downtown Turners Falls MA Livability Plan, the Barrington NH New Town Center Plan and the Downtown Buzzards Bay MA Vision Plan. Full project descriptions and most plans are available in PDF format upon request.

## VISIONING WORKSHOPS AND DESIGN CHARRETTES

### Downtown & Neighborhood Design Charrette (7-Day)

*New Bedford, Massachusetts*

### North 40 Visioning Workshops and Future Use Report (3 Days)

*Wellesley, Massachusetts*

### Medfield State Hospital Reuse Visioning Workshop and Report (1-Day)<sup>3</sup>

*Medfield, Massachusetts*

### Kingston Placemaking Summit Design Charrette (3-Day)

*Kingston, Massachusetts*

### North Amherst and Atkins Corners Visioning Workshops<sup>2</sup>

*Amherst, Massachusetts*

### West Concord Village Design Charrette (3-Day) <sup>1</sup>

*Concord, Massachusetts*

### Buzzards Bay Downtown Design Charrette (3-Day) <sup>1</sup>

*Bourne, Massachusetts*

### Growth Centers and Future Land Use Design Charrette (3-Day)<sup>1</sup>

*Sandwich, Massachusetts*

### New Village Center Design Charrette (2-Day) <sup>1</sup>

*North Eastham, Massachusetts*

## DOWNTOWN PLANNING & REVITALIZATION

### North Grafton Transit Oriented Village Plan and Zoning

*Grafton, Massachusetts, 2016*

### Downtown and Neighborhood TOD Vision Plan

*Darien, Connecticut, 2015*

### Downtown Economic Development Plan<sup>3</sup>

*Peabody, Massachusetts, 2014*

### Downtown Livability Plan<sup>3</sup>

*Turners Falls, Massachusetts, 2013*

### Downtown Master Plan and Implementation Program<sup>2</sup>

*Norwood, Massachusetts, 2012*

### West Concord Village Master Plan and Land Use Regulations<sup>2</sup>

*Concord, Massachusetts, 2010*

### West Concord Village Design Guidelines

*Concord, Massachusetts, 2010*

### Buzzards Bay Downtown Vision Plan<sup>1</sup>

*Bourne, Massachusetts, 2010*

### Downtown Master Plan

*Brattleboro, Vermont*

## COMPREHENSIVE & MASTER PLANS

### Comprehensive Master Plan

Kingston, Massachusetts, 2018

### Local Comprehensive Plan<sup>3</sup>

Arlington, Massachusetts, 2014

### Local Comprehensive Plan<sup>3</sup>

Stoughton, Massachusetts, 2014

### Local Comprehensive Plan<sup>1</sup>

Sandwich, Massachusetts, 2010

### Comprehensive Master Plan<sup>1</sup>

Amherst, Massachusetts, 2008

### Comprehensive Master Plan<sup>1</sup>

Conway, New Hampshire, 2004

## FORM-BASED CODES (FBC)

### Maple St. Corridor 40R & Form Based Code

Danvers, Massachusetts, 2020

### Downtown Mixed Use Overlay FBC

Norwood, Massachusetts, 2019

### Oak Grove Park Concept Plan & FBC

Medway, Massachusetts, 2019

### R1-A Corridor Retrofit Form Based Code

Portsmouth, New Hampshire, 2018

### Greenbush TOD Mixed-Use Form Based Code

Scituate, Massachusetts, 2019

### Downtown and Gateways Form Based Code

Northampton, Massachusetts, 2019

### Cross-Vitti Industrial Retrofit Form Based Code

New Canaan, Connecticut, 2017

### Downtown & Neighborhood Centers FBC

New Bedford, Massachusetts, 2016

### Route 7 Corridor Illustrative Master Plan and Form Based Code

Shelburne, Vermont, 2015

### Merrick Neighborhood Zoning Audit and FBC<sup>3</sup>

West Springfield, Massachusetts

### Village Centers Concept Plans and FBC<sup>2</sup>

Amherst, Massachusetts, 2013

### Form-Based Code for Broad Street Redevelopment Area<sup>2</sup>

Manchester, Connecticut, 2014

### Downtown Buzzards Bay Form Based Code & Design Guidelines<sup>1</sup>

Bourne, Massachusetts, 2010

## LAND USE & DEVELOPMENT REGULATIONS

### Maple Street Area Smart Growth District Bylaw (C40R) and Design Standards

Danvers, Massachusetts

### Smart Parking Evaluation and New Bylaws<sup>3</sup>

Framingham, Massachusetts

### Smart Parking Evaluation and New Bylaws<sup>3</sup>

Wellesley, Massachusetts

### Zoning Audit, Bylaw & Design Guidelines<sup>3</sup>

Chelmsford, Massachusetts

### Zoning Evaluation & Design Guidelines for Commercial & Industrial Districts<sup>1</sup>

Westford, Massachusetts

## STRATEGIC PLANNING & ECONOMIC DEVELOPMENT

### Washington St. Neighborhood Plan

Grafton, Massachusetts

### Grove Street Strategic Area Plan

New Canaan, Connecticut

### Linden Street Corridor Vision Plan<sup>1</sup>

Wellesley, Massachusetts

### Historic Buildings Adaptive Reuse Study<sup>2</sup>

Weston, Massachusetts

### Buzzards Bay Façade Improvement Program and Design Guidelines

Bourne, Massachusetts

### Village Centers Façade Improvement Program and Design Guidelines<sup>2</sup>

Braintree, Massachusetts

### Bourne Green Business Campus Feasibility Study & Conceptual Plan<sup>1</sup>

Bourne, Massachusetts

### Affordable Housing Production Plan & Bylaw<sup>1</sup>

Duxbury, Massachusetts

### Smart Village Plan: Central Ave./Milton Village<sup>1</sup>

Milton, Massachusetts

### Lakefront Redevelopment Plan<sup>1</sup>

Canandaigua, New York

<sup>1</sup> Completed as project manager for Stantec Planning & Landscape Architecture and Dufresne-Henry, Inc.

<sup>2</sup> Completed in collaboration with The Cecil Group, Inc.

<sup>3</sup> Completed as Manager of Community Planning and Design, Howard/Stein-Hudson Inc.

## References and Testimonials

Available upon request.



**MULLIN ASSOCIATES**

Incorporated

206 North Valley Road ■ Pelham, MA 01002

---

## ***Introduction***

Mullin Associates Incorporated (MAI) was formed in 1990 by John R. Mullin and Zenia Kotval. They are both professors of Urban Planning who are committed to matching academic research to the pragmatic planning issues and problems of our communities. Since its formation MAI has had more than 160 projects across the United States in cities as large as Boston and Miami to islands as small as Chappaquiddick.

The firm has intentionally remained small and focused. It specializes in economic development, downtown regeneration and waterfront development. The firm's products include master plans, zoning regulations, feasibility studies, real estate analyses and projects with significant emphasis on citizen participation/mediation/facilitation. Firm members have also been involved in expert witness cases and advocacy assignments at the federal and state levels. In fact, the firm provided research and testimony on the landmark Kelo vs. New London Eminent Domain case.

The firm is committed to providing cutting edge solutions to the problems facing its clients. It recognizes that each community is special and unique. For this reason, the principles are committed to customizing the process and end results. The firm recognizes the importance of citizen participation, public and private partnerships and creating solutions that can be implemented with the resources available. We work until the client is satisfied.

As a small firm, we recognize the limits of our assignments. We select our projects with great care. Each project has the direct, active participation of the two principles and their different skill sets. The net result is that more than fifty years of experience is brought to each project. Moreover, as a result of the academic research work of the principles, the most current and successful tools and technology and best practices are utilized and applied to our projects.

Our firm members have been the recipients of honors ranging from selection as a Fulbright Scholars, Lilly Fellow, National Endowment for the Arts Grantee to a charter member of the Fellows of the American Institute of Certified Planners. The results of our work have been published in more than thirty scholarly journals. Moreover, we have been asked to present the results of our work before audiences in Estonia, Ireland, Portugal, Germany, Belgium, Italy, England and Uzbekistan. Finally, on more than thirty-five occasions, our clients have asked us back for further assignments. The firm is committed to bringing the most creative, tailored and proven solutions to the issues and problems facing our clients. We are determined to create products that match the fiscal, social and political realities of our communities. Finally, Mullin Associated Incorporated is committed to improving our communities.

---

## ***Our Track Record***

Our Firm's record is strong:

- Our projects have received awards from the American Society of Landscape Architects (Boston Chapter), the American Planning Association (Northern New England Chapter) and the Vermont Planners Association.
- Staff members have been recognized with awards from the Fulbright Foundation, Lilly Foundation and the National Endowment for the Arts.
- We have been continually asked back by clients for additional work.
- We have been invited to speak before Northern New England planning organizations on numerous occasions.
- Our work has been published in more than thirty journals.
- We always work until the client is satisfied.
- We only work on a few projects at any one time.
- We bring the best of planning practice from academia to "on the ground" conditions.
- We are committed to implementation.

---

## ***Our Expertise***

Mullin Associates Incorporated specializes in citizen participation intensive projects. Specializations include economic and industrial development, economic impact assessments, marketing and feasibility studies, downtown revitalization and master planning activities.

The Mullin Associates Principals comes with much experience:

*Dr. John Mullin*, founding partner of Mullin Associates Incorporated has worked as a practicing planner for more than thirty-five years. He holds degrees from the University of Massachusetts (BA, government), University of Rhode Island (MCP, community planning), Boston University (MSMBA, Business Administration) and the University of Waterloo, Ontario, Canada (Ph.D., Community Planning). He is a Fulbright Scholar, a National Endowment for the Arts Grantee and a charter member of the Fellows of the American Institute of Certified Planners. Dr. Mullin recently retired, after thirty-eight years in the military, as a federally recognized Brigadier General in the Massachusetts Army National Guard. He is currently a professor of Urban Planning at the University of Massachusetts Amherst. John will be the Lead Facilitator and Consultant for the proposed study.

*Dr. Zenia Kotval* is an Equal Partner in Mullin Associates. She is a professor of urban and regional planning at Michigan State University. She has twenty years of planning experience. She holds a bachelor's degree in architecture (India) and masters and Ph.D. degrees in regional planning from the University of Massachusetts. She is a member of the American Institute of Certified Planners. Her expertise is in project management, quantitative assessments, economic development, fiscal impacts and community-based decision-making and facilitation. She is the author of many peer-reviewed articles and book chapters on planning pedagogy and policy impact studies.



---

## *Selected Projects*

### **BOARD TRAINING AND FACILITATION**

- Metropolitan Area Planning Commission Annual Retreat
- Woonsocket Industrial Development Corporation Board Retreat
- Blackstone Valley Development Foundation Board Retreat
- Lincoln Institute of Land Policy Staff Retreats
- Federal Environmental Protection Agency Training Sessions
- Concord Regional Development Corporation Board Retreats

### **ORGANIZATIONAL AND MANAGEMENT CONSULTING**

- **Strategic Organizational Plan for the Metropolitan Area Planning Council (MAPC), Boston, Massachusetts.** Developed an organizational plan for the largest regional planning agency in Massachusetts
- **A Consensus Building Project for Provincetown, Massachusetts.** This project helps build consensus and future direction between all government boards with reference to re-engineering government services.
- **Organizational Assessment and Plan for Federal Hill House in Providence Rhode Island.** Conducted an assessment of current organizational and management practices and helped the Board develop goals and objectives for their strategic plan.
- **Reorganization Study for Economic Development functions for Attleboro, Massachusetts.** At the request of the Mayor, we conducted research on different organizational models for economic development and recommended one best suited for Attleboro.
- **A Strategic Plan for the Economic Development Commission in Mansfield, Massachusetts.** Conducted board training and helped the Commissioners create a mission statement and goals and objectives for economic development.
- **Consolidation and Reorganization Strategy for Concord Regional Development Corporation, Concord, New Hampshire.** Helped to separate economic development organizations merge into one entity with a new set of bylaws and functions.

### **MASTER PLANNING AND COMMUNITY DEVELOPMENT ACTIVITIES**

- **Master Planning for Mansfield, Massachusetts.** Creating a workable implementation plan for the Town and School system.
- **Master Planning Activities for the Town of Billerica, Massachusetts.** Responsible for the state of the region data report, a citizens survey on community values and a goal setting town-wide charrette
- **Master Planning Activities for the Town of Longmeadow, Massachusetts.** Responsible for the state of the region data report, a citizens survey on community values and a goal setting town-wide charrette

- **Masterplan for the Island of Chappaquiddick, Massachusetts.** Responsible for collecting data, organizing committees, holding charrettes, writing a survey and preparing a citizen based Master Plan for the Island in accordance with Chapter 81-D.
- **Masterplan for the City of Holyoke, Massachusetts** Responsible for organizing, facilitating and preparing reports on a series of six charrettes held across the City.
- **Neighborhood Commercial Corridor Plan for New Britain, Connecticut.** Responsible for collecting data, facilitating and preparing reports for the Broad Street Neighborhood Revitalization Committee.
- **Economic Strategies Plan for the West Bay Coalition, Rhode Island.** An Economic Strategies Plan for seven West Bay Communities of Rhode Island. This project involved more than 20 focus sessions and three charrettes.

#### **FISCAL/ECONOMIC ASSESSMENTS AND INDUSTRY SPECIFIC STUDIES**

- **Fiscal Impact Assessment and Buildout Analysis for Harvard, Massachusetts.** In collaboration with MRPC, we are conducting a fiscal impact assessment for various buildout scenarios for the Town.
- **Fiscal Impact Assessment of Limited Housing Development on the Town of Upton, Massachusetts.** The impact assessed the projection of the direct current public costs and revenues associated with housing on the town of Upton.
- **Targeted Industry Study for Miami Dade County, Florida.** A study in cooperation with the Metropolitan Center, Miami. The Study assessed industrial competitiveness for Furniture, Film and Publishing Industries.
- **Fiscal Impact Assessment for Down Island Golf Club on Oak Bluffs, Massachusetts.** The impact assessed the projection of the direct current public costs and revenues associated with the golf club and housing proposals on the town of Oak Bluffs.
- **Fiscal Impact Assessment for Bulls Bridge Golf Club and housing development on the towns of Kent and in New Milford, Connecticut.** The impact assessed the projection of the direct current public costs and revenues associated with the golf club and housing proposals on the Connecticut towns.
- **Fiscal Impact Assessment of CISCO Industries on the Town of Boxboro, Massachusetts.** The impact assessed the projection of the direct current public costs and revenues associated with CISCO Industries on the town of Boxboro.
- **Community Character and Economic Impacts of the IKEA project in New Rochelle, NY.** As part of the assessment, we reviewed the developers draft EIS, assessed the development in terms of impacts on community patterns, job base, and market feasibility.
- **Assessment of the Granite Industry in Vermont.** An industry specific study looking at the competitiveness of the Granite industry in Vermont.
- **Economic Action Plan for Barre, Vermont.** The plan focused on aspects of economic development such as current economic trends and competitive advantage, reuse potential of vacant buildings and

developable land, industrial and small business development, education and training, infrastructure and partnerships for development. The consulting team received the 1995 New England American Planning Association (APA) Chapter Award.

- **Economic Impact of YAEC Nuclear Power Plant, Rowe, Massachusetts.** The economic impact assessment included direct and indirect job and income multipliers due to the YAEC Power Plant.
- **Economic Impact of the Housing Industry in Massachusetts.** We used the local impact model developed by the National Home Builders Association to assess the economic impact of construction activity, the ripple effect of that activity and the ongoing, annual impacts of residential development.
- **Economic Impact of the Myles Standish Industrial Park in Taunton, Massachusetts.** This study assessed the direct and indirect job and income multipliers and the fiscal impact assessment of the industrial park on the City of Taunton.
- **Economic Impact of the Non Profit Service Sector on the Pioneer Valley Region of Massachusetts.** The study assessed the job and income multipliers for the human service industries and their economic impact on the City of Springfield and the Pioneer Valley.
- **Economic Impact of the Lollapalooza Band Performance in North Kingstown, Rhode Island.** This study was a cost benefit analysis of a one-time band concert for North Kingstown. It included a survey of merchants and the indirect impact of the concert on their businesses.
- **Re-Use Study for the Waverly Mill Complex in North Adams Massachusetts.** This study looked at reuse options, market demand, preliminary designs and proforma analysis for the Waverly Mill.
- **Re-Use Study for the Kirby Mill in Mansfield, Connecticut.** This study looked at reuse options, market demand, preliminary engineering and architectural drawings, fiscal Impacts, ownership options and proforma analysis.
- **Re-Use Study for the New Market Mill in New Market, New Hampshire.** This study looked at reuse options, market demand, fiscal Impacts, ownership options and proforma analysis.
- **Assessment of the Paper Industry in Pioneer Valley.** An industry specific study looking at the competitiveness of the Paper industry in the Pioneer Valley of Massachusetts
- **Economic Assessment for Clock Tower Place (former Digital Mill Complex) in Maynard, Massachusetts.** The impact assessed the projection of the direct current public costs and revenues associated with Mill reuse.
- **Market Feasibility Study for the Blackburn Industrial Park, Gloucester, Massachusetts.** The study assessed market feasibility, use options, fiscal impact assessments and conceptual layout plans.
- **Assessment of the Biotechnology Industry in Pioneer Valley.** An industry specific study looking at the competitiveness of the Biotech industry in the Pioneer Valley of Massachusetts.
- **Market Feasibility Study for the Sheffield Industrial Park, Sheffield, Massachusetts.** The study assessed market feasibility, use options, fiscal impact assessments and conceptual layout plans.

- **Industrial Sites Feasibility Study for Taunton, Massachusetts.** The study identified and ranked parcels for industrial use within the City.
- **Mill Reuse Studies.** We have undertaken mill reuse studies for the following properties:
  - ✓ Kirby Mill in Mansfield, Connecticut
  - ✓ New Market Mill Yard in New Market, New Hampshire
  - ✓ Stanley Woolen Mills in Uxbridge, Massachusetts
  - ✓ Waverly Mills in North Adams, Massachusetts
  - ✓ Digital Mills in Maynard Massachusetts

## **FACILITATION FOR COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIES**

- City of Fitchburg, MA
- Montachusets Region
- Berkshire County Regional Planning Commission, Pittsfield, MA
- Metropolitan Area Planning Council, Boston MA
- Southeast Regional Planning and Economic Development District, Taunton MA
- US Virgin Islands
- Pioneer Valley Planning Commission, Springfield, MA
- Multiple training sessions throughout EDA Region 1 districts for EDA and NEDA

## **DOWNTOWN DEVELOPMENT AND MARKETING**

- **Downtown Plan for Ayer, Massachusetts.** The Downtown Plan for Ayer included a major citizen participation component along with design, marketing, feasibility and management strategies for Downtown.
- **Downtown Plan for Middletown, Connecticut.** The Downtown Plan for Middletown included an assessment of properties, the strengths and weaknesses of the retail segment, the role of office, residential and institutional uses proxemic to Downtown, interviews with merchants bankers, landlords college personnel and other key players to recommend marketing, feasibility and management strategies for Downtown.
- **Downtown Plan for Brattleboro, Vermont.** The Plan for Brattleboro included focus groups and design charrettes to articulate the visions, goals, objectives and strategies for Downtown businesses. It included targeting assessments for new businesses and development of a business retention strategy for Downtown merchants.
- **Downtown Marketing Report for Falmouth, Massachusetts.** This report analyzed data pertaining to the retail market assessments for Downtown. It assessed current market potential and future demand by retail sector. The report provided lifestyle characteristics for Falmouth residents and assessed potential buying power for various retail sectors.
- **Downtown Visions and Marketing Report for Holden, Massachusetts.** This study involved a community wide visioning charrette and a market assessment report for Downtown Holden and the village of Jefferson.

## **PROJECTS WITH EXTENSIVE CITIZEN PARTICIPATION AND FOCUS GROUPS**

- **Visioning Charrettes and Master Planning Workshops.** We have facilitated over 300 visioning and master planning workshops throughout New England and New York. These range from site-specific visions (e.g.: South Groton Mill in Grafton, MA, Blackburn industrial Park in Gloucester, MA); to neighborhood studies (Blackstone Heritage Corridor, Farmington Center, CT, Higganum Village Center in Haddam, CT); to issue specific (downtown revitalization, tourism development, parking issues); to master planning workshops for entire communities (Upton, Mendon, Spencer, Leominster, Waltham, Chappaquiddick etc.).
- **The Massasoit Compact for Southeast Massachusetts.** This year long process lead to a compact between government officials and business leaders in Southeast Massachusetts. This compact includes benchmarks to gauge effectiveness of economic policies and practices.
- **Economic Strategies Plan for the West Bay Coalition, Rhode Island.** An Economic Strategies Plan for seven West Bay Communities of Rhode Island. This project involved more than 20 focus sessions and three charrettes. It was funded by EDA.
- **Economic Action Plan for Barre, Vermont.** The plan focused on aspects of economic development such as current economic trends and competitive advantage, reuse potential of vacant buildings and developable land, industrial and small business development, education and training, infrastructure and partnerships for development. The consulting team received the 1995 New England American Planning Association (APA) Chapter Award.
- **Economic Strategies Plan for the United Chamber of Commerce, Southeast Massachusetts.** The United Chamber represents nine towns in Southeast Massachusetts. Over a six-month period, we facilitated monthly focus groups with the Economic Development Committee to outline an economic strategies plan for the region, including organizing a regional conference on Economic Development.
- **Strategic Planning Process for Sudbury, Massachusetts.** Facilitated six focus group sessions over a six-month period for the strategic planning process in Sudbury.

## **ZONING AND REGULATION RELATED PROJECTS**

- **City of Leominster, Massachusetts.** Revised the City's zoning code and held 8 visioning sessions
- **Town of Dunstable, Massachusetts** Revised the City's zoning code
- **City of Middletown, Connecticut.** Revised the Institutional Development zone and created a new zone for Wesleyan College.
- **Biotechnology Bylaw for Springfield, Massachusetts.** Created a Biotech Bylaw in accordance with National and State regulations.
- **Town of Ware, Massachusetts.** Created new Industrial Zone for the Town
- **Town of Ayer, Massachusetts.** Revised Town's zoning and created new downtown zoning.
- **Biotechnology Bylaw for Grafton, Massachusetts.** Created one of the first Biotech Bylaws in the State of Massachusetts

---

## ***Municipal References***

### **Higganum Center, Haddam CT Village Plan**

Contact: Bill Warner, Planning Director, Haddam, CT (860-345-8531x219) [townplanner@haddam.org](mailto:townplanner@haddam.org)

### **Montachusett Region Fiscal Impact Model**

Contact: Glenn Eaton, Executive Director, Montachusett Regional Planning Commission (978) 345-7376 x 310). [geaton@mrpc.org](mailto:geaton@mrpc.org)

### **Comprehensive Economic Development Strategy for the US Virgin Islands.**

Contacts: Donnie Dorsett, Director of Economic Development – USVI (340-774-9793)  
[donnie.dorsett@ber.vi.gov](mailto:donnie.dorsett@ber.vi.gov)

### **Strategic Economic Development Plan for Wilmington and Dover, VT.**

Contacts: Jeff Lewis, Executive Director, Brattleboro Development Credit Corporation. (802-246-1800).  
[jlewis@brattleborodevelopment.com](mailto:jlewis@brattleborodevelopment.com)

**The Economic Impacts of the Restoration of Schell Bridge, Northfield, MA** Contacts: Sue Ross, Co-Chair, Friends of Schell Bridge, [suross@comcast.net](mailto:suross@comcast.net)

### **Economic Impact of the Springfield Technical Community College (STCC) Technology Park on the City of Springfield, Massachusetts**

Contact: Paul Stelzer, Project Director, O'Connells Group. (413-540-2703)  
[pstelzer@oconnells.com](mailto:pstelzer@oconnells.com)

### **Assessment of Costs for Operation and Maintenance Services for the Massachusetts Military Reservation.**

**Contact:** H. Carter Hunt, Jr., VP, Defense Sector Initiatives, MassDevelopment. (508-563-2785)  
[CHunt@Massdevelopment.com](mailto:CHunt@Massdevelopment.com)

**Fiscal Impact Analysis Toolkit for the Lincoln Institute for Land Policy.** Contact: Armando Carbonal, Vice President, Lincoln Institute of Land Policy (617-661-3016) [acarbonnal@lincolninst.edu](mailto:acarbonnal@lincolninst.edu)

## **JOHN R. MULLIN, Ph.D., FAICP**

Professor Emeritus of Urban Planning  
Department of Landscape Architecture & Regional Planning  
340 Olver Design Building  
University of Massachusetts  
Amherst, MA 01003  
E-mail: [jmullin@umass.edu](mailto:jmullin@umass.edu)

Senior Partner  
Mullin Associates Inc.  
206 North Valley Road  
Pelham, MA 01002  
413-253-7550

### **ACADEMIC/ADMINISTRATIVE EXPERIENCE**

#### **Department of Landscape Architecture and Regional Planning, 340 Olver Design Building, University of Massachusetts Amherst, 1978-Present**

- Professor Emeritus of Urban Planning (2012-Present)
- Director/Associate Director of the Center for Economic Development (1990-Present).
- Professor of Urban Planning (1978-2012).
- Director of the Graduate Program in Regional Planning (1980-85, 1999-2001).
- Director of the Ph.D. Program (1996-99).
- Department Head (1990-94).
- Director of the National Rural Fellows Program (1980-84).

#### **Dean of the Graduate School, University of Massachusetts Amherst, 2003- 2012**

- Directed a 6000 student (Ph.D. and Masters) graduate program with 91 degree options housed in nine colleges.
- Oversaw new program development and academic quality control.
- Served as a member of the senior leadership team.
- Coordinated the University of Massachusetts-City of Springfield Economic Development Initiative.

#### **Vice Provost for University Outreach, 2003-04 /Vice Chancellor for University Outreach, University of Massachusetts Amherst, 2001-03**

- Served as a member of the University's senior management team.
- Oversaw the University's Outreach and On-line Education Programs.
- Took on additional responsibility as the Dean of the Graduate School.
- Administered Cooperative Extension, Continuing Education and WFCR (the University's public radio station).

### **ACADEMIC INSTRUCTION**

- Currently teaching Honors College Class entitled Introduction to New England Town Planning.
- Graduate courses taught include City Planning, Downtown Revitalization Planning, Economic Development Planning, Industrial Planning, Planning History and Theory, Planning Tools and Techniques, Historic Preservation Planning, Planning Budgeting, Planning Studio, Planning Law and Urban Issues.
- Previously taught as an assistant professor at Michigan State University (1975-78).
- Served as research advisor to more than 20 Ph.D. students and 100 master's students.
- Served as guest lecturer at, among other United States based institutions, Amherst College, Boston College, Boston University, California Polytechnic University (Pomona), Dartmouth College, Harvard University, Massachusetts Institute of Technology, Smith College, University of New Hampshire and the Lincoln Institute of Land Policy.



## ZENIA KOTVAL, Ph.D., FAICP

### Home Address

3853 Plover Place  
East Lansing, MI 48823  
Email: kotval@msu.edu  
Phone: (517) 336-4403

### Campus Address

552 W. Circle Drive  
Michigan State University  
East Lansing, MI 48824  
Phone: (517) 353-9362

---

### **CURRENT PROFESSIONAL AND ACADEMIC APPOINTMENTS**

---

- Professor of Urban and Regional Planning Program, School of Planning Design and Construction, Michigan State University.
- Director, Urban Collaborators, MSU Extension and School of Planning Design and Construction, Michigan State University
- Fellow of the American Institute of Certified Planners
- Board Member, Planning Accreditation Board 2015-18
- Educator for the Planning Accreditation Board's Site Visitation Pool
- Fulbright Scholar at Tartu College, Tallinn University of Technology, Estonia 2011
- Adjunct Professor, Landscape Architecture and Regional Planning, Tartu College, Tallinn University of Technology, Estonia
- Adjunct Professor, Landscape Architecture and Regional Planning, University of Massachusetts at Amherst
- Teaching Faculty, Lincoln Institute of Land Policy, Cambridge, Massachusetts.
- Honorary Professor, Tashkent State University, Tashkent, Uzbekistan
- Editorial Board Member, Journal Urban Design and Planning, Institution of Civil Engineers
- External Expert Reviewer, National Center of Science and Technology Evaluation, Ministry of Education and Science, Republic of Kazakhstan (2011 to present)

### **EDUCATION**

---

**Ph.D. in Regional Planning** with a concentration on Industrial and Economic Development. Department of Landscape Architecture and Regional Planning. University of Massachusetts at Amherst. (May 1994).  
Dissertation: Rethinking State and Local Industrial Policy: A Case Study of Six New England Mill Towns.

**Masters in Regional Planning** with a concentration on "Land Use and Industrial Development". Department of Landscape Architecture and Regional Planning. University of Massachusetts at Amherst. (May 1989).  
Master's Thesis: Reindustrialization in the Blackstone River Valley of Massachusetts.

### **RESEARCH AND PROFESSIONAL EXPERIENCE**

---

#### **Books Authored or Edited**

White, Sammis and Zenia Kotval (Editors), *Financing Economic Development in the 21<sup>st</sup> Century*. Published by ME Sharpe: Armonk, NY . 2012. ISBN 978-0-7656-2782-7

#### **Refereed Journal Articles**

1. Kotval-K, Z, Cassi Meitl and Zenia Kotval, "Creating Public Assets from Brownfields: A Comparison of Policies and Practices in the United States and Germany" *Journal of Urban Regeneration and Renewal*, October 2017, #11 (1): 60-78.
2. Kotval-K, Z, Zenia Kotval and Cassi Meitl "Should the public sector play a greater role funding Brownfield Redevelopment Projects? A Transatlantic Comparison". *International Planning Studies*. September 2017, #22 (4): 366-383.
3. Schliemann, B. et al., "The adaptive reuse of closed military bases in New England". *International Journal of Heritage Architecture*. January 2017, #1 (2), 216-225
4. Nutt, N. et al., "Supilinn, Tartu—The Lively Vernacular Against Urban Renewal: A Lefebvorean Critique", *Space and Culture*. October 2016, #19(4): 332-344.
5. Mullin, John and Zenia Kotval. "Key Trends in Port Regeneration". *Environmental Law and Management*, December 2015, #27: 99-103.

6. Kotval, Zenia and John Mullin. "Challenges and opportunities for sustainable waterfront revitalization", *International Journal of Social Sustainability in Economic, Social and Cultural Context*. 2015, #10, (3-4), p. 19-30.
7. Tintõra, J., et al., Urban brownfields in Estonia: scope, consequences and redevelopment barriers as perceived by local governments. *Moravian Geographical Reports*, February 2015, Vol. 22, No. 4, p. 25–38.
8. Nurme, Sulev et al., "Baroque manorial cores and the landscape" *Journal of Cultural Heritage Management and Sustainable Development*, November 2014. 4(2): 166-183.
9. Cooper J et al., "University Community Partnerships", *Journal of Humanities* Special Issue, March 2014. 88-101. Open Access: [www.mdpi.com/journal/humanities](http://www.mdpi.com/journal/humanities).
10. Nutt, Nele et al., "Restoring manor parks: exploring and specifying original design and character through the study of dendrologous plants in Estonian historical manor parks", *Baltic Forestry*. February 2014. 19(2): 280-288.
11. Kotval, Zenia, Patricia Machemer and Jeff Keesler: Experiential Learning Within The Context Of International Partnerships And Study Abroad Programs, *Transylvanian Review of Administrative Sciences*, Special Issue: February 2013. 68-80.
12. Kotval, Zenia et al. 2012. A Living Wage Standard: A case study of the US Virgin Islands. *Local Economy*. Volume 27 Issue 5-6 August 2012 pp. 622 - 638.

#### **Extramural Presentations at Conferences**

1. Mullin, John and Zenia Kotval, "The Military Never Leaves: An assessment of base closures in New England" "International Conference on Defense Sites: Heritage and Future" Malta, April 18-20, 2018
2. Kotval, Zenia, "Urban Collaborators and Extension", *MSUE Fall Extension Conference*, Detroit, October 24-25, 2017
3. Kotval-K Zeenat and Zenia Kotval, "Access to Fresh Foods in Mumbai, India: A Different Culture", *Associated European Schools of Planning Conference Planning Conference*. Lisbon, Portugal, July 13-16<sup>th</sup>, 2017
4. Kotval, Zenia, "Pedagogy: Planning Practicum and Experiential Teaching", *Associated European Schools of Planning Conference Planning Conference*. Prague, Czech Republic, July 13-16<sup>th</sup>, 2015
5. Kotval, Zenia and John Mullin, "The future of post closing nuclear power plant communities: Towards a sustainable future for a forgotten group of American cities and towns", 11th International Conference on Environmental, Cultural, Economic and Social Sustainability. Copenhagen, Denmark, January 21-23, 2015
6. Kotval, Zenia and John Mullin, "Waterfront redevelopment implications in small tourist towns", 10th International Conference on Environmental, Cultural, Economic and Social Sustainability. Split Croatia, January 22-24, 2014
7. Kotval, Zenia, Angela Uttke and John Mullin, "Base Closings: A Transatlantic Comparison of Planning Approaches" published abstract for paper at the joint *Association of Collegiate Schools of Planning Associated European Schools of Planning Conference Planning Conference*. Dublin, Ireland, July 13-17<sup>th</sup>, 2013
8. Kotval et al., "An Impact Assessment of an Urban Planning Practicum on Participating Communities", published abstract for paper at the joint *Association of Collegiate Schools of Planning Associated European Schools of Planning Conference Planning Conference*. Dublin, Ireland, July 13-17<sup>th</sup>, 2013
9. Kotval, Zenia and John Mullin, "The Strategic Use of the Charrette Process: Thoughts for the Practice and Theory", published abstract for paper at the *Associated European Schools of Planning Conference*, Ankara, Turkey. July 11-15, 2012
10. Kotval, Zenia, "Experiential Learning and Study Abroad" *Universitatea Babes-Bolyai, Cluj-Napoca, Romania*. February 2012.

#### **Selected funded research contracts, grants or commissions in last 7 years**

- EDA University Center for Regional Economic Innovation. (2016-2021) \$747,440. Co-PI
- Michigan State University Extension grant for Urban Collaborators (2008-2018) \$100,000 per year

## **ACADEMIC RESEARCH/PUBLICATIONS/PRESENTATIONS**

### **Research Activities**

Research centers upon downtown revitalization, industrial planning, mill town revitalization, and waterfront development.

- Served as principle investigator, co-principle investigator or researcher on federal grants funded by the United States Department of Agriculture, Department of Education, Department of Housing and Urban Development, Department of Transportation, Economic Development Administration, National Aeronautical and Space Administration, and the National Endowment for the Arts.
- Received research/lecture/technical assistance grants from such non-federal sources as the Cox Foundation, Eurasia Foundation, German Academic Exchange Service, Luso-American Foundation, National Rural Fellows Inc., and the Orton Foundation.

### **Publications**

- Authored or co-authored 33 refereed journal articles, 15 book chapters, 39 scholarly/technical reports, and 12 book reviews.
- Served as editor/co-editor for two newsletters.
- Publications have appeared in, among others, Community and Banking, the Economic Development Review, Economic Development Quarterly, Environmental Law and Management, Historical Journal of Massachusetts, Humanities, International Journal of Heritage Architecture, International Journal of Public Policy, Journal of the American Planning Association, Journal of Economic Development, Journal of Planning Education and Research, Journal of Planning Literature, Journal of Social Sustainability, Journal of Town and City Management, Journal of Urban History, Journal of Utopian Studies, Local Economy, Man and Environment, Massachusetts Benchmarks, New England Journal of Public Policy, Northeast Journal of Economics and Business, Pennsylvania Journal of Community Development, Portuguese Studies Review, Planning Perspectives, Planning Practice and Research, Small Town Magazine, Town Planning Review, Transportation Research Record, and Urbanism Past and Present.

### **Conference Presentations**

- Papers and/or presentations have been presented before conferences of, among others, the American Association of Geographers, American Historical Association, American Planning Association, Association of Collegiate Schools of Planning, Association of European Schools of Planning, International Association of Traffic Engineers, International Committee for the Conservation of Industrial Heritage, International Urban History Group, National Business Incubator Association, Regional Science Association, Society of Architectural Historians, Society for Portuguese Studies, Society of City and Regional Planning Historians and the United Kingdom Environmental Law Association.

## **INTERNATIONAL ACADEMIC EXPERIENCES**

- Delivered papers at conferences in Australia, Austria, Belgium, Canada, China, Croatia, Denmark, England, Finland, Germany, India, Ireland, Italy, Norway, Portugal, Romania, Singapore and Turkey.
- Lectured at Berlin Technical University (Germany), Cambridge University (England), Dortmund University (Germany), University of Lisbon (Portugal) and University of Ulster (Magee College, Northern Ireland).
- Provided a series of lectures at the Massachusetts Institute of Technology for twenty international students as part of the Hubert Humphrey International Scholars Program.

Last updated August 18, 2020

- Participated in preparing faculty exchange programs between the University of Massachusetts Amherst and universities in China, India, Northern Ireland, and Portugal.
- Responsible for the graduate education at the University of Massachusetts Amherst for approximately 1500 international students per year.
- Recipient of a Senior Fulbright Grant (Portugal), German Academic Exchange Fellowship (Germany) and Luso-American Research Grant (Portugal).

## **SPECIAL HONORS**

- Outstanding Program Site Evaluator, Association of Collegiate Schools of Planning (2018).
- William R. Dale Excellence in Urban Planning Prize, California Polytechnic Institute (2013).
- President's Service Award, Association of Collegiate Schools of Planning (2004).
- Chancellor's Medal for Academic Achievement, University of Massachusetts (2001).
- Outreach Professor of the Year, University of Massachusetts (2000).
- Charter Selectee, Fellow of the American Institute of Certified Planners (1999).
- Outstanding Teacher of the Year, College of Food and Natural Resources, University of Massachusetts (1995).

## **PROFESSIONAL ASSOCIATIONS**

- American Institute of Certified Planners (Fellow).
- American Planning Association.
- Society of Architectural Historians.
- Society for Industrial Archeology.
- Society of City and Regional Planning Historians.
- Ancient and Honorable Artillery Company.

## **EDUCATION**

- Ph.D., Regional Planning and Resource Development, University of Waterloo, Waterloo, Ontario (1973-76).
- Master of Science in Business Administration, Boston University, Boston, Massachusetts (Heidelberg Campus), 1970-72).
- Master of Community Planning and Area Development, University of Rhode Island, Kingston, Rhode Island (1967-69).
- Bachelor of Arts in Government, University of Massachusetts, Amherst, Massachusetts (1963-67).

## **PROFESSIONAL PLANNING EXPERIENCE**

- Director/Assistant Director, Center for Economic Development (1990-2020). Directed more than 150 technical assistance projects to cities and towns across Massachusetts.
- Senior Partner, Mullin Associates Incorporated (1992-Present). Projects focused on mill town revitalization, economic development and port regeneration.
- Senior Partner, LandUse Incorporated (1980-92). Projects focused on zoning and town planning.
- Freelance Consultant (1973-80).
- Master Planning Officer, United States Army Corps of Engineers (1970-72). Work focused on facilities planning.
- Urban Planner, Boston Redevelopment Authority (1968-70). Work focused on the revitalization of the inner harbor.

## **PLANNING AWARDS (2010-2020)**

- Recipient: Planning Accreditation Board Award as Outstanding Site Visitor (2018).
- Recipient: Dale Award for Academic Excellence in Urban Planning Research, California Polytechnic Institute, Pomona, California (2013).
- Recipient: Charles E. Downe Award for Outstanding Contributions in Municipal Planning, Massachusetts Chapter of the American Planning Association/Massachusetts Association of Planning Directors (2012).
- Recipient: Everett Barney Award for Outstanding Service to the City of Springfield, MA. (2010), City of Springfield Office of the Mayor.

## **PROFESSIONAL PLANNING COMMITTEE ASSIGNMENTS (2010-2020)**

Member: *American Planning Association Future Studies Workgroup*, 2019-2020.

Member: *American Planning Association FAICP Nominating Committee (Massachusetts)*, 2019.

Member: *Board of Directors of the Western Massachusetts Development Corporation*, 2001-2016.

Member: *Curriculum Evaluation Committee, Northeast Economic Development Association*, 2002-2016.

Chair: *Site Visitation Selection Committee, Association of Collegiate Schools of Planning*, 2010-2016.

Member: *Selection Committee, Hubert Humphrey Fellowships in Urban Planning*, 2004-2016.

Member: *New England Federal Reserve Bank Development Research Advisory Board*, 2010-2012.

## **MILITARY EXPERIENCE**

- Retired as a federally recognized Brigadier General in the United States Army National Guard (2005).
- Served thirty seven years in the United States Army as an Active Duty, Reserve and National Guard engineer officer.
- Graduated from the United States Army War College and The United States Army Command and General Staff College.

## **JOEL S. RUSSELL, ESQ.**

16 Armory Street, Suite 7, Northampton, Massachusetts 01060

Telephone: (413) 584-7228

Mobile Telephone: 413-537-5942 E-mail: joelrusl@gmail.com

---

I am a land use attorney with over 30 years experience with a wide range of clients, public and private. My private practice encompasses zoning, land use planning and regulation, land conservation, and public policy. My entire career has focused on planning and implementing projects aimed at making communities and regions more sustainable, including the adoption of land use laws and form-based codes that I have drafted for over 50 communities. My practice is national, from California to Maine, with a focus on the Northeastern US. I have been a member of the Bar in New York, Massachusetts, and Connecticut.

---

### **LAND USE ATTORNEY AND PLANNING CONSULTANT PRINCIPAL OF JOEL RUSSELL ASSOCIATES**

**Northampton, Massachusetts**

**1988—present**

Planning consulting and legal practice focusing on five primary areas: (1) planning and zoning for sustainable development, agricultural preservation, affordable housing, and protection of community character, (2) climate change mitigation and adaptation, (3) drafting form-based codes and design standards, (4) public participation in planning, and (5) land conservation. Clients include cities, towns, counties, developers, conservation organizations, landowners, and regional planning agencies. Work products include comprehensive plans, zoning ordinances, form-based codes, and other types of land use regulations.

### **EXECUTIVE DIRECTOR, FORM-BASED CODES INSTITUTE**

**2013 – 2015**

**Chicago, Illinois**

Executive Director of small non-profit organization consisting of a network of leading form-based code practitioners in the US who provide education and training in the use of form-based codes.

### **GLYNWOOD FELLOW, GLYNWOOD CENTER**

**2007--2012**

**Cold Spring, New York**

Part-time residency at the Glynwood Center providing advice and assistance on food systems, agriculture, and land use policy, including presentation at a seminar on land use policy, agriculture, and climate change.

### **EXECUTIVE DIRECTOR, DUTCHESS LAND CONSERVANCY, INC. Millbrook, New York**

**1985—1988**

Co-founded and directed land conservation organization that has protected thousands of acres of land using conservation easements and that helps municipalities revise land use regulations to protect farmland and open space.

**ADJUNCT ASSOCIATE PROFESSOR OF ENVIRONMENTAL STUDIES** 1988—1990  
**BARD COLLEGE**  
**Annandale-on-Hudson, New York**

Member of Graduate Committee and Professor in Masters of Science in Environmental Studies program. Courses taught: Land Use Planning, Environmental Decision Process, and Environmental Ethics.

**LAND TRUST DIRECTOR AND COUNSEL** 1982—1984  
**SCENIC HUDSON, INC.**  
**Poughkeepsie, New York**

Initiated land conservation program for major conservation organization in the Hudson Valley.

**RESEARCH FELLOW AND LECTURER IN LAW** 1979—1982  
**FRANKLIN PIERCE LAW CENTER**  
**Concord, New Hampshire**

Research and consulting to government agencies and private developers on renewable energy resource development, water law, and environmental policy; supervised staff of part-time law students; wrote report to Congress on hydropower development; taught courses in environmental law, energy law, and legal writing.

**LECTURER** 1981—1982  
**NEW HAMPSHIRE COLLEGE, GRADUATE SCHOOL OF BUSINESS ADMINISTRATION**  
**Manchester, New Hampshire**

**ASSOCIATE** 1978—1979  
**CLARK-MCGLENNON ASSOCIATES, INC.**  
**Boston, Massachusetts**

Consultant to federal agencies on environmental policy and mediation.

**LAWYER/PLANNER** 1977—1978  
**SKIDMORE, OWINGS & MERRILL**  
**Boston, Massachusetts**

Consultant to federal and state agencies on environmental impacts of railroad, highway, and mass transit projects; water supply planning and drafting of environmental impact statements.

### ***EDUCATION***

A.B., *cum laude*, HARVARD COLLEGE  
M.U.A. (Master of Urban Affairs), BOSTON UNIVERSITY  
J.D., BOSTON UNIVERSITY

### ***MEMBERSHIPS***

Member of the American Planning Association, New York Planning Federation  
Member of the Bar in New York, Massachusetts, and Connecticut  
Member, Regional Plan Association, New York City  
Member and Chair, Board of Trustees of the Conway School of Landscape Design, Conway, Mass.  
Member of the Congress for the New Urbanism, CNU-A accredited  
Member, Massachusetts Zoning Reform Working Group  
Former Chair, Northampton Zoning Revision Committee  
Board of Trustees, Kestrel Land Trust



# **JOEL RUSSELL ASSOCIATES**

## **LIST OF LAND USE CODE REVISIONS**

### **DRAFTING ENTIRE CODE**

Town of Brunswick, Maine\*  
Town of New Marlborough,  
Massachusetts  
City of Newton, Massachusetts  
City of Springfield, Massachusetts\*  
Town of Shutesbury, Massachusetts\*  
Town of West Tisbury, Massachusetts\*  
Town of Williamsburg, Massachusetts  
Whitewater Township, Michigan  
Town of Amenia, New York\*  
Town of Austerlitz, New York  
Town of Chesterfield, New York\*  
Town of Dover, New York\*  
Town of Essex, New York  
Town of Forestport, New York\*  
Town of Gardiner, New York\*  
Town of Goshen, New York\*  
Town of Hector, New York  
Town of Hillsdale, New York\*  
Town of Hoosick, New York  
Town of Philipstown, New York\*  
Town of Reading, New York\*  
Town of Sand Lake, New York  
Town of Skaneateles, New York\*  
Town of Washington, New York\*  
Town of Westport, New York\*

### **DRAFTING REVISED CODE SECTIONS**

Town of Madison, Connecticut  
Town of Harwich, Massachusetts#  
Town of Lenox, Massachusetts#  
Town of Monterey, Massachusetts  
Town of Nantucket, Massachusetts  
City of Northampton, Massachusetts\*  
Town of Richmond, Massachusetts\*  
Town of South Hadley, Massachusetts\*  
Town of Whately, Massachusetts  
Acme Township, Michigan\*  
Whitewater Township, Michigan  
Town of Babylon, New York\*#  
City of Beacon, NY\*#  
Village of Chatham, New York\*  
Village of Hempstead, NY\*#  
Town of Irondequoit, New York  
Town of Lagrange, New York\*  
Town of Ghent, New York  
Town of Kent, New York  
Town of Lloyd, New York\*#  
Town of Mendon, New York  
City of New Rochelle, NY\*#  
Town of Pine Plains, New York\*  
Town of Philipstown, New York\*  
City of Poughkeepsie, New York\*#  
Village of Sackets Harbor, New York\*  
City of Saratoga Springs, New York\*#  
Village of Skaneateles, New York\*  
Town of Shawangunk, New York\*  
Town of Southampton, New York\*#  
Town of Westport, New York\*  
City of Springfield, Massachusetts\*  
Town of Tyringham, Massachusetts\*  
City of Syracuse, New York\*#  
Richland County, South Carolina  
Town of Sullivan's Island, South  
Carolina\*

\*Code or revision was adopted

# Form-Based Code

## **SELECTED SPEAKING ENGAGEMENTS AND PRESENTATIONS**

Joel S. Russell

“Local Zoning and Regulation for Land Protection,” for Regional Conservation Partnership Conference, University of Massachusetts, November 2018

15 presentations on preparation and implementation of form-based codes as instructor for the Form-Based Codes Institute, nationwide (including Orange County, CA, Albany, NY, New Rochelle, NY, White Plains, NY, Salt Lake City, UT, Chicago, IL, Springfield, MA, and Boston, MA), 2013 -2015

Presentations on Form-Based Codes at National Conferences of the American Planning Association and Congress for the New Urbanism, 2013 - 2015

“Land Use Tools to Protect Local Food Systems,” for Berkshire Regional Planning Commission, Lee, Massachusetts, June 2011;

“Integrating Form-Based Codes into Existing Zoning,” at American Planning Association national conference, Boston, Massachusetts, April 2011.

“Natural Resource Protection Zoning,” at American Planning Association national conference, New Orleans, Louisiana, April 2010.

“Has Agricultural Protection Zoning Worked,” at American Planning Association national conference, New Orleans, Louisiana, April 2010.

“An Introduction to Form-Based Zoning,” for the Northampton Design Forum, Northampton, Massachusetts, January 2010.

"Land Use Planning For Improved Water Quality," at the Lake Ontario Coastal Initiative, Brockport, New York, August 2009;

“Form-Based Zoning,” for Berkshire Regional Planning Commission, Lenox, Massachusetts, October 2008;

“Natural Resource Protection Zoning” at workshop sponsored by The Trustees of Reservations, Chesterfield, Massachusetts, March 2008;

"Land Use Regulation and Climate Change," at conference on "Climate Change, Agriculture, and Community Planning," sponsored by the Glynwood Center, Cold Spring, NY, December 2007

"Creating Workforce Housing" and "Creating Traditional Neighborhood Districts," panelist at "Land Use Leadership Graduate Retreat" sponsored by Pace University, November 2006 in Hyde Park, NY

"Zoning and Other Land Use Techniques for Affordable Housing," panelist at conference on Workforce Housing sponsored by Pace University, November 2006 in Yonkers, NY

"Codifying New Urbanism: Transect Zoning," at annual conference of the New York Planning Federation; Saratoga Springs, New York, October 2005

"New Urbanist Codes," principal co-presenter at advanced training workshop for certified planners, sponsored by the American Institute of Certified Planners, July 2005 in Chicago and in September 2005 in Washington, DC

"Tools and Techniques for Farmland Protection," community training workshop for the "Keep Farming" program of the Glynwood Center, held in Chatham, NY, February 2005

"Overlay Zoning for Water Quality Protection," keynote address at workshop sponsored by the Canandaigua Lake Watershed Alliance, Canandaigua, New York, May 2004

"Cluster Development" workshop sponsored by four towns and several other organizations in Ulster County, New York, May 2004

"How to do Cluster Developments" at workshop sponsored by The Trustees of Reservations, Chesterfield, Massachusetts, March 2004

"Rural Zoning Solutions," at workshop sponsored by The Trustees of Reservations, Worthington, Massachusetts, March 2003

"Visioning and Public Participation," at CT chapter of American Planning Association conference, Rocky Hill, Connecticut, June 2002

"Translating Design into Law," at Congress for the New Urbanism X, Miami Beach, Florida, June 2002

"Time for a Change in Massachusetts Zoning Statutes," at Annual Meeting of the Central Massachusetts Regional Planning Commission, June 2002

"What Should You Do in a Region That Is Mostly Unzoned?" at planning conference in Greenville, South Carolina, May 2002

"Setting the Stage for the Code: What the Code Should Include" and "State of the Art—Code Examples," at The Seaside Institute's Seminar on Codes and Ordinances, Seaside, Florida, November 2001

"Design Standards and Illustrated Codes" and "Drafting and Updating Land Use Codes," at the New York Planning Federation Annual Institute; Saratoga Springs, New York, October 2001

"Cluster Development and Mixed-Use Villages" and "Open Space Preservation Techniques" at forums in North Stonington, Connecticut, October 2001

"So You've Got the Money: Now What?" presentation on acquiring open space land to the Westchester Open Space Alliance, Mt. Kisco, New York, April, 2001

"Protecting Blufflands through Planning and Zoning," a day-long seminar sponsored by the Blufflands Alliance; Dubuque, Iowa, February 1999.

Community-wide "Land Use Forum" for the Mid-Hudson Preservation Alliance; Pine Plains, New York, November 1998.

"How to Write Flexible Zoning Ordinances to Implement Master Plans" for New Designs for Growth (two presentations); Traverse City, Michigan, August 1998.

"Bridging the Gap Between Planning and Ordinances," for Urban Stormwater Management Workshops sponsored by North Carolina State University; New Bern and Raleigh, North Carolina, June 1998.

"Community Diagnostic Studies," at the American Planning Association's annual conference; Boston, Massachusetts, April 1998.

"Maintaining Rural Character: Potential Roles and Methods for Planning Boards," sponsored by the Berkshire Regional Planning Commission; Lee, Massachusetts, March 1998.

"Protection of Important Open Spaces in Suburban Areas," for the McLean Open Space Alliance; Belmont, Massachusetts, February 1998.

"Rural Planning and Zoning," at a conference on new approaches to rural planning, sponsored by the Managing Change Coalition of Southwest Ohio; Springfield, Ohio, November 1997.

"Using Design Standards to Promote Good Community Design" and "Integrating Design and Preservation Reviews," at the New York Planning Federation Annual Institute; Saratoga Springs, New York, October 1997.

"Creating a Supportive Regulatory Environment for Downtown Revitalization," a day-long workshop sponsored by the Massachusetts Department of Housing and Community Development Downtown Revitalization Program; Shelburne Falls, Massachusetts, June 1997.

"Preserving Community Character," a training workshop sponsored by Citizen Planners Training Collaborative; Pittsfield, Massachusetts, April 1997.

"Basic Land Use Regulation" and "Techniques for Retaining Community Character and Preserving Open Space," guest lectures at the Conway School of Landscape Design; Conway, Massachusetts, 1992 through 2011

"Dealing with Social Conflicts over Land Use Decisions," at the Land Trust Alliance National Rally '96; South Burlington, Vermont, October 1996.

. "Improving Community and Site Design," "Design Guidelines in Local Zoning," "Design Guidelines for Appropriate Development," "Improving Site Design," and "Community Planning Charrettes," at annual conferences of the New York Planning Federation; Ellenville, New York, October 1993 and October 1994, and Syracuse, New York, October 1996.

"New Directions in Rural Zoning," keynote address at the Utah Rural Summit; Cedar City, Utah, September 1996.

"Design for Land Conservation," a three-day workshop at the Conway School of Landscape Design; Conway, Massachusetts, August 1996.

"Improving Community Planning and Design—Practical Solutions for Real Places" and "Comprehensive and Strategic Planning—Case Study: Village of Chatham, New York," at the Capital District Region Planning and Zoning Institute; Albany, New York, June 1996.

"Gaining Better Design in Development and Redevelopment Projects," for the New York Planning Federation's Training Institute and "Recreating Main Street: Implementing New Visions through Public Participation, Master Plans, and Design Guidelines," at the New York Main Street Alliance Manager's Training Institute; Ithaca, New York, June 1996.

"Better Design in Project Review—How to Work with Applicants," for the Training School of the New York Association of Towns; New York, New York, February 1996.

"The Role of Land Trusts in Local Land Use Planning," keynote address at Wisconsin's Land Trust Conference 1996; Wausau, Wisconsin, January 1996.

"Planning and Zoning for Land Trusts" and "Reaching a Broader Constituency in Exurbia," at the Land Trust Alliance National Rally '95; Pacific Grove, California, October 1995.

"Can Charleston be a Model for Regional Development?" Addlestone Lecture at the College of Charleston; Charleston, South Carolina, April 1995.

"Protecting Rural Character," at the Southern Beaufort Land Use Symposium; Bluffton, South Carolina, April 1995.

"Innovative Planning and Zoning to Protect Community Character and Encourage Appropriate Development," Annual Meeting of the Onondaga County Planning Federation; Syracuse, New York, November 1994.

"Planning and Zoning for Compact Growth," statewide satellite broadcast at Utah State University; Logan, Utah, March 1994.

"Comprehensive Planning," statewide satellite broadcast sponsored by New York Planning Federation and New York State Office for Rural Affairs; Albany, New York, March 1994.

"Community Planning Charrettes," Cornell University Dept. of Landscape Architecture; Ithaca, New York, October 1994.

"Conservation Easements," workshop for real estate professionals sponsored by the New Paltz Environmental Conservation Commission; New Paltz, New York, September 1994.

"Watershed Management and Land Use Planning," presentation to Tri-County Lake Association; Skaneateles, New York, July 1994.

## SELECTED PUBLICATIONS OF JOEL RUSSELL

“Mandating Conservation Easements to Protect Open Space in Cluster Developments,” *Municipal Lawyer* (New York State Bar Association publication), Winter 2012,

“Local Agricultural Preservation: Making the Food System Connection,” PAS Memo published by the American Planning Association, March 2011

“Natural Resource Protection Zoning: the Green Side of Smart Growth,” with Lacy, Jeffrey, AICP, and Robert W. Ritchie, Esq., Newsletter of the Massachusetts Chapter of the American Planning Association, December 2010

"Building Your Planning Process from the Ground Up," Planning Commissioners Journal, Winter 2010

"How Well Has Agricultural Protection Zoning Worked," Practicing Planner, December 2009; adapted and reprinted in Spring 2010 issue of Planning News (NY Planning Federation)

“Form and Substance: What New York Land Use Lawyers Need to Know about Form-Based Land Development Regulations,” (with Robert J. Sitkowski), *New York Zoning Law and Practice Report*, November/December 2007

"Overlay Zoning to Protect Surface Waters" Planning Commissioners Journal, Spring 2004

"Making Zoning Revision Work for Your Community," Planning News (NY Planning Federation Newsletter), Spring/Summer 2003

"How Dimensional Standards Shape Residential Streets" Planning Commissioners Journal , Spring 2003

"Massachusetts Land Use Laws—Time for a Change" (lead article), Land Use Law and Zoning Digest (APA Publication), January 2002

"Amending Land Use Regulations to Promote Smart Growth" (feature article), Planning News (NY Planning Federation Newsletter) , Fall 2001

"Land Trusts and Planning Commissions: Forging Strategic Alliances" (feature article) Planning Commissioners Journal, Spring 1999

"Diagnosing Your Community Before You Plan" (feature article) Planning Commissioners Journal, Spring 1997



"Streamlined Comprehensive Planning in Chatham" New York Planning Federation Planning News, Summer 1996

"A New Generation of Rural Land Use Laws" American Planning Association Zoning News, July 1996

"The Need for New Models of Rural Zoning" American Planning Association Zoning News, June 1996

"Planning Charrettes" (with Andrew Meyers) American Planning Association PAS Memo, August 1995

"Land Trusts and Community Planning: Reaching a Broader Constituency" Land Trust Exchange, Winter 1995

Rural Development Guidelines (principal author, with Anne Tate and Chester Chellman) New York Planning Federation, October 1994

Hamlet Design Guidelines (with Anne Tate and Jennifer Shakespeare) New York Planning Federation, October 1994

Building Form Guidelines (with Anne Tate and Jennifer Shakespeare) New York Planning Federation, October 1994

"Rethinking Conventional Zoning" Planning Commissioners Journal, Summer 1994

"Lot Sizes and Residential Density" New York Planning Federation Planning News, Spring 1994

"Community Planning That Works" (feature article, with Amy Naylor and Anne Tate) Planning Commissioners Journal, January/February 1993

"The Opportunities And Risks Of Developer Easements" Land Trust Alliance Exchange, Winter 1993

"Regulatory Techniques For Preserving Open Space" Land Trust Alliance Exchange, Fall 1990

"The Coon Farm: Acquisition-Resale With Easement" Regional Plan Association  
TOOLS AND STRATEGIES: Protecting the Landscape and Shaping Growth, 1990