

Town of Andover Request for Proposals Plan of Conservation and Development

January 18th, 2023



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First Selectman Maguire
Andover Town Hall
17 School Road
Andover, CT 06232

Re: Consulting Services for 2023 Plan of Conservation and Development

Dear First Selectman Maguire,

The Tyche Planning & Policy Group is pleased to submit this proposal in response to the above solicitation. Our team would like to express its keen interest in continuing our work with the Town of Andover to provide the services necessary to assist in writing Andover's 2023 Plan of Conservation and Development.

The Tyche Planning & Policy Group ("Tyche") was formed to bring together a team of experts to work exclusively for the benefit of Connecticut's towns. While Tyche itself may be relatively new, its team has worked with and for municipalities in our State for many years. We have extensive experience working alongside municipal officials on a wide range of projects including: PoCD updates; Zoning Regulation Revisions; Planning Studies; Economic Development; Grant Writing and Administration; as well as Affordable Housing Plans. Our team has recently completed similar projects for the City of Middletown, Town of Old Saybrook, Essex, and Clinton.

The firm's principals have a combined thirty-five years in municipal planning in Connecticut, including two decades as private-sector consultants. We are among the best-respected planners in the State, holding Executive Board leadership positions with both the Connecticut Chapter of the American Planning Association (CCAPA) and the Connecticut Association of Zoning Enforcement Officers (CAZEO).

It is clear, based on the project overview and goals, that the Town has a strong understanding of what this project must accomplish and the importance of a well-written Plan of Conservation and Development. The team at Tyche has worked in multiple capacities with many Connecticut municipalities and has a particularly strong interest in working with communities that have a strong vision and willingness to adapt.

We are excited about the opportunity to continue our work with the Town of Andover and feel strongly that the Town's goals, coupled with our expertise and approach, will result in a valuable document that is widely endorsed and serves the Town well for many years. Our proposed team will focus on moving from a comprehensive, shared vision to legal, practical, and easily accessible solutions for the community. We would welcome the chance to speak more about how our capability, commitment, and successful track record of working with Towns on these types of projects makes us uniquely well suited to assist the Town in this endeavor.

Sincerely,



John Guskowski, AICP, LEED, ENV-SP
Principal



Michael D'Amato, AICP, CZEO
Principal

1. COMPANY INFORMATION

Tyche Planning & Policy Group, LLC was founded in January 2021 from a team of planning experts departing large engineering consulting groups to serve the communities of Connecticut with a more personal and tailored approach. The Group's principals have over 35 years of combined experience in municipal planning in Connecticut and are devoted to helping our client communities make thoughtful, sustainable decisions for their future. Tyche is incorporated as a Limited Liability Corporation in Connecticut, with principal offices in Vernon.

The firm is currently comprised of two principals and three associates. Resumes for the Group's principals, Michael D'Amato, AICP, CZEO and John Guskowski, AICP, LEED AP, ENV-SP are included in this Statement. Mr. D'Amato and Mr. Guskowski will be the primary team members providing services to the Town.

At Tyche, we all share a philosophy and approach to planning that reflects our role as facilitators and interpreters. While we possess deep technical expertise in areas such as data analysis, planning principles and practices, regulation development, and implementation, the initial key to this project

is the self-definition that comes from the community itself. We work directly with clients to further develop the project understanding and use that as the foundation to zero in on the most effective path forward to successful completion of the project or task. Clearly identifying that understanding helps us to place the goals, concerns, and aspirations of the community into a realistic context and focus on what is achievable. It also ensures that members of the community, Town staff and any involved Board or Commission members begin the project on the same page and with a feeling of ownership. These translated goals are consequently focused on realistic, easily understood action items or deliverables, which, when implemented, become the roadmap for getting from vision to reality.

Tyche brings a team of expert community planners that understand and work every day to solve the same issues and achieve the same goals as municipal planners. What sets our work apart is our demonstrated record of successful implementation and well-established understanding of municipal planning, particularly in Connecticut. Further, we work tirelessly to ensure that ultimately whatever product is created by this process is clearly reflective of the process.

TYCHE SERVICES



**MUNICIPAL STAFF AND
COMMISSION SUPPORT**



**REGULATION AND POLICY
DEVELOPMENT**



**COMPREHENSIVE AND
MASTER PLANNING**



**PROJECT PLANNING AND
PERMITTING**



John Guskowski, AICP, CZEO, LEED-AP, ENV-SP PRINCIPAL

EDUCATION

University of Connecticut, CT
M.S. in Natural Resources
Management & Engineering

Fairfield University, CT, B.A. in
Religious Studies

REGISTRATIONS & CERTIFICATIONS

- American Institute of
Certified Planners US
- LEED Accredited
Professional U.S.G.B.C US
- Envision Sustainability
Professional, I.S.I. US

MEMBERSHIPS & AFFILIATIONS

- Phi Beta Kappa
Fairfield University Chapter
- Connecticut Resource
Conservation &
Development Council
(R.C.&D.)
- Working Lands Alliance
- American Planning
Association (A.P.A.)
- Executive Board,
Connecticut Chapter, A.P.A
- Institute for Sustainable
Infrastructure

John has over 20 years of experience as a planner in Connecticut. He has served as staff Town Planner for the Towns of Thompson and Woodstock, CT, as well as consulting Planner to the Towns of Ellington, Essex, Clinton, Hampton, and Madison. He has led the research and writing of numerous local and regional Plans of Conservation & Development, village and corridor redevelopment studies, revisions of Zoning and Subdivision Regulations, and has overseen municipal development projects. His knowledge of municipal government, regulations, and permitting processes is an invaluable resource to municipalities and developers alike. He is experienced in grant writing, research and administration. He has assisted in the procurement and administration of over 10 million dollars in grant funds for municipalities across Connecticut.

Benefits Added to Team



Demonstrated Experience

Plan of Conservation and Development, City of Middletown, CT. John led an interdisciplinary team to write a new Plan of Conservation & Development for the City of Middletown. Tyche's staff directed a group including the Connecticut Economic Resource Center (CERC) on a project that required extensive public outreach and involvement, development of a new municipal master plan and all associated analysis and mapping for the 2020-2030 timeframe.

Consulting Town Planner, Town of Essex, CT. John provides ongoing planning services to the Town of Essex, Connecticut. He is charged with the implementation of several planning projects. These projects include the writing of a new POCD (adopted October 2015), revitalization of Ivoryton Center, the development of an affordable housing plan, overseeing a comprehensive transportation study, and working to develop village district overlay zoning. John provides on-site planning consulting services to the Town through regularly scheduled office hours on a weekly basis.

Consulting Planner, Town of Clinton, CT. Under a multi-year consultant services contract, John participated in numerous planning initiatives the Town was eager to tackle. His first assignment was to perform a study of redevelopment options for the former Morgan (High) School property. He has since overseen the rezoning and redevelopment plans for the site. He recently led the revision of the Town's POCD; assisted with the

AWARD

Outstanding Performance by a Council Member in the New England Region, 2007, 2010, 2014 presented by the New England Association of Resource Conservation & Development Councils.

The RC&D Council is an independent, locally-based nonprofit (501c3) that focuses on issues regarding community conservation and development and natural resources preservation.

For the last several years, John has been serving as Chairman of the Connecticut RC&D Council.

APPOINTMENT

Connecticut Farmland Protection Advisory Board Member 2007-2017. Appointed to the statewide Board by State Senate President, Donald E. Williams.

Additional Relevant Experience

development of Incentive Housing Zone Regulations; wrote Village District regulations and co-wrote Natural Hazards Mitigation Plan.

Director of Planning and Development, Town of Thompson, CT. John served as Town Planner, Director of Economic Development, and Grants Writer. He wrote grant applications, received, and administered over \$1,000,000 in federal, state and private community development grant projects, and led the revision of Town Zoning Regulations. He led efforts to promote economic growth including the re-use of several old mill properties. In this capacity he also acted as support and advisory staff to Board of Selectmen, Planning & Zoning Commission, Small Cities Advisory Board and Economic Development Commission.

Town Planner/ZEO, Town of Woodstock, CT. John developed the scope of newly-created Planning Department in this rapidly developing Northeast Connecticut municipality. He led a comprehensive revision of Subdivision Regulations, implementing progressive cluster development. During his tenure he oversaw upgrades to Town GIS mapping capacity, Zoning Regulations, and Economic Development strategy, and served as the Zoning Enforcement Officer, interpreting and implementing Town Regulations.

Community Development Planner/Policy Analyst, Capitol Region Council of Governments (CRCOG), Hartford, CT. John acted as primary researcher, author, editor, and cartographer for comprehensive Regional Plan of Conservation and Development. He also coordinated regional efforts in environmental, agricultural, and land use planning/policy analysis among and beyond the 29 Hartford-area municipalities. He assisted municipal, regional, and nonprofit grant-writing efforts for conservation, open space, farmland viability, and smart growth projects. John also served as the interim Director of Planning and Community Development for Town of Ellington, CT.

CT Resource Conservation and Development Area, Inc., Haddam, CT. Since 2003, John has served as the volunteer President and CEO of this non-profit organization. In this role he has directed board and administrative activities, and overseen procurement and administration of over \$3 million in community development grants. He has also assisted in development of budget, program management, corporate oversight, and identification of future projects and resources. This position has involved extensive outreach and coordination to lead stakeholder groups in greenway and farmland viability projects, including farmers, local board members, chief elected officials, state representatives, nonprofit staff, and local and state government staff.



Michael D'Amato, AICP, CZEO

PRINCIPAL

EDUCATION

Central Connecticut State
University, CT
B.A. in Urban Planning

REGISTRATIONS & CERTIFICATIONS

- American Institute of
Certified Planners US
Certified Zoning
Enforcement Officer,
(CZEO) CT Association
of Zoning Enforcement
Officials
- CT Inland Wetland Agent
Certification, CT DEEP
- GIS Certificate Program
- Central Connecticut State
University, CT
- Shelter Fundamentals
Certified,
- American Red Cross

MEMBERSHIPS & AFFILIATIONS

- Connecticut Association
of Zoning Enforcement
Officials, Membership
Director
- West Hartford Zoning
Board of Appeals, Board
Member

Michael is a planner committed to furthering the goals of Connecticut's Municipalities and the planning profession overall by developing sound engagement strategies and reducing barriers in the regulatory process. Michael has worked for over 14 years in both the private sector and for multiple Connecticut Municipalities. He holds a Bachelor's Degree in Geography with a concentration in Urban Planning from Central Connecticut State University. In addition, he is also certified as a CT Municipal Inland Wetland Agent, a Certified Zoning Enforcement Officer (CZEO) and by the American Institute of Certified Planners (AICP). He has volunteered for the Connecticut Association of Zoning Enforcement Officials since 2015 where he currently serves as Membership Director.

Demonstrated Experience

Consulting Planning & Development Director, Town of East Windsor, CT. Working as a consulting Town Planner for the Town of East Windsor, Michael manages the staff and functions of the land use office including; the review of subdivision applications, the approval of large commercial developments, the reorganization of and revisions to the Town's Zoning Regulations, and the final execution of a multi-year planning study.

Consulting Zoning Administrator, Town of Ashford, CT. Michael provides planning and zoning services in the Land Use office. He has assisted the Planning and Zoning Commission with comprehensive revisions to the zoning regulations, developed new policies to reduce application timeframes for residents and business owners.

Consulting Land Use Administrator, Town of Willington, CT. Michael provides planning and zoning services as the department lead in the Land Use office. He has been tasked with the development of new zoning regulations, overseeing the implementation of a Town-wide GIS system, assisting with the roll out of an online permitting software and creating standardized procedures to streamline the application process.

Consulting Planning & Community Development Planner, Tolland, CT. Michael provided planning, zoning and wetlands services to the Town of Tolland's Planning & Community Development Department. He has assisted in the review of development proposals, drafted zoning regulations, enforced the zoning and wetland regulations, performed plan reviews and worked to streamline department policies.

Plan of Conservation and Development, City of Middletown, CT. Michael was part of a multi disciplinary team of professionals to assist the City of Middletown with the update to their plan. The project encompassed a comprehensive data analysis, an extensive community visioning process with widespread public input across multiple platforms.

Commercial Property Environmental Records Inventory, Town of Putnam, CT. Michael was part of a project team and assisted in the development of a Town-wide Environment Records Inventory. He led the project team in the database design and ultimate integration to the client's online GIS system to make this economic development tool available to all users.

EXPERTISE

- *Drafting, implementing and enforcing Municipal Codes*
- *Reviewing project plans and development recommendations*
- *Drafting RFP documents*
- *Development of Open Space Inventories*
- *Bicycle and Pedestrian Improvement Plans*
- *Grant Writing*
- *Streamlining Regulatory Review Process*
- *Planning and Zoning Training/Staff Development*
- *Virtual Meeting protocols and procedures*

TRAINING

- *Incident Command, FEMA Center for Domestic Preparedness, 2014*
- *Aquifer Protection Area Program Technical Training, Department of Energy and Environmental Protection, 2019*

Additional Relevant Experience

Assistant Town Planner/ZEO, Town of Newington, CT, 2014-2018. Michael was responsible for coordinating efforts to achieve Town planning initiatives, enforcing compliance with zoning regulations and maintaining positive dialog with the public and developers interested in investing in the community. He provided direct support to the Planning and Zoning Commission (P&Z) and the Zoning Board of Appeals; attending meetings and reviewing permit applications and plans for compliance with Town zoning regulations. He facilitated pre-application meetings, coordinated site walks and served as a liaison interfacing with multiple Town departments, residential and commercial developers. He assisted in the preparation of successful grant applications and helped to rewrite regulations to improve interpretation and implementation. He supported outreach with stakeholders and the community. Additionally, he worked to make information more accessible to the public and created processes and templates to standardize functions and data collection. He served as a member of the Safe Homes Task Force, charged with addressing blight and safety issues within the community.

Bicycle / Pedestrian Plan development (Complete Streets). Maple Hill Road and Robbins Avenue Complete Streets Improvements. The project involved the conversion of a major downtown corridor from two lanes of traffic in each direction to one-lane in each direction with accommodations for new buffered bicycle lanes on both sides of the road, pedestrian protected crossings and ADA sidewalk upgrades. The plan creates a safe connection from a vital residential area to the Town center.

Revision to Newington Blighted Premises Code. Developed valuable web-based tool for public use. Created a search engine which allows a user to search by address to show permitted and specially permitted uses. Also shows all allowable uses for a searched property.

Land Use Tech/Zoning Enforcement Officer, Town of Somers, CT. Michael provided support to the Planning, Zoning and Wetlands Commissions by reviewing and processing land use applications and building permits. He prepared reports to State agencies and assisted in the development and procurement of solicitations (RFPs, RFQs). In support of an update to the Town's Plan of Conservation and Development (PoCD), Michael conducted research, gathered and analyzed data, prepared a Community Outreach survey and assisted with community visioning sessions. He worked to identify methods to support and encourage local agricultural uses. He conducted existing conditions analyses to recognize Open Space parcels which would contribute to the Open Space goals of the Town.

Economic Development Specialist, Town of Berlin, CT. Michael provided support to the Town's Economic Development Coordinator. In this role, Michael assisted with the coordination of business networking events, developing outreach and collateral materials, and guiding local business entities on permitting, compliance and operational issues. Mr. D'Amato attended committee meetings and prepared agendas, meeting minutes and legal notices. He assisted with regulatory revisions and supported planning initiatives such as streetscape revitalization projects involving façade improvements and an overhaul to signage regulations.



Robin M. Newton, AICP, CZEO

SENIOR PLANNER

EDUCATION

*Western Connecticut
State University, CT
B.S. in Justice and Law
Administration*

REGISTRATIONS & CERTIFICATIONS

*American Institute of
Certified Planners US*

*Certified Zoning Enforcement
Officer, (CZEO) CT Association
of Zoning Enforcement
Officials*

*CT Inland Wetland
Agent Certification, CT
DEEP*

*Notary Public, State of
CT*

*Certified Grant
Administrator, CDBG*

TRAINING

*The New England Basic
Economic Development
Course, 2021*

*UConn Clear GIS Training,
2011 Aquifer Protection Area
Program Technical Training,
DEEP, 2009*

MEMBERSHIPS & AFFILIATIONS

*Connecticut Association of
Zoning Enforcement Officials,
President*

American Planning Association

Robin has over 20 years experience serving in Connecticut Municipal planning departments with the last 14 years as a Municipal Planner. Robin has served as a municipal wetlands agent, zoning enforcement officer and code compliance officer. Robin has assisted several municipalities with comprehensive zoning regulation rewrites, PoCD updates, and implementation and training for Municipal Permitting Software programs. Robin has served on the Connecticut Association of Zoning Enforcement Officials Executive Board since 2010 and has been the President since 2014.

Demonstrated Experience

Consulting Town Planner, Town of East Granby, CT- Serves as the Town Planner. Responsible for assisting with the administration of the Land Use Department along with the Planning and Zoning Commission. Assists in preparing meeting packages for the Planning and Zoning Commission. Participates in meetings with developers, property owners and other Town staff to assist with any development questions. Works with the EDC to assist in Economic Development related tasks.

Shared Town Planner, Towns of Middlefield and Durham, CT- Robin has served as the Town Planner for both Towns. Robin supervises the land use staff, has implemented permitting software and continued updates, and has developed land use processes and policies to ensure timely responses to the public. Robin has created a development guide to assist the public through the land use commission process along with the administrative permitting process. Robin assists the First Selectman in preparation and submission of Town Grants and RFP's along with serving as Project Manager on a number of Town projects.

Consulting Zoning Enforcement Officer, Town of Bloomfield, CT- Assisted the Town of Bloomfield with enforcement related activities and zoning permit reviews. Provided code enforcement activities. Created online forms related to the processing of code related complaints and follow up. Developed a training guide for the new Zoning Enforcement Officer.

Assistant Director of Planning, Town of Simsbury, CT - Robin served as staff to multiple land use boards and commission including Historic District, Zoning Commission, Wetlands, ZBA and Planning. Robin undertook a complete rewrite of the Zoning Regulations to make the document user friendly and more accessible, assisted with the supervision of the land use department staff, and helped prepare documents related to PoCD and Regulatory updates.

Code Compliance Officer, Town of Simsbury, CT- Robin served as the Town Code Compliance Officer enforcing the Town's Zoning Regulations and Ordinances. Robin assisted with updates to the process and tracking of all complaints, orders and times to ensure there was timely follow up and outreach back to citizens.

EXPERTISE

Drafting, implementing and enforcing of Municipal Regulations and Ordinances

Reviewing project plans and development recommendations

Drafting RFP documents

Drafting of Municipal Grant opportunities

Planning and Zoning Training/Staff Development

Permitting Software Implementation, updating

Assistant Town Planner, Zoning Enforcement Officer, Town of East Windsor, CT -

Robin served as the Towns Assistant Town Planner, Zoning/Wetlands Enforcement Officer. Robin assisted the Town with the updating of the PoCD which was completed in house. She write updated Zoning and Wetland Regulations for the Town along with updating all tracking of applications and complaints. Robin served as the Towns Online Permitting Administrator who was responsible for the implementation of the software, staff training and permitting software updates.

Wetlands Adminstrator/Erosion Control Inspector, Town of Suffield, CT -

Robin served as the Town's municipal wetland agent and reviewed all applications along with provided all enforcement Sedimentation inspections for all active developments and provide quarterly letters and bills in accordance with the Towns E&S program.

MS4 Administrative Consultant, Town of Suffield, CT-

Robin assisted the Town Engineering Department with the implantation of the Town's Stormwater Management Program and Compliance with the State's MS4 program. Robin assisted in creating training opportunities for the Public Works Department, Developed Public Outreach brochures and creation of the Town's outfall location program.



Rachael Burstein

COMMUNITY DEVELOPMENT PLANNER

EDUCATION

Northeastern University, MA

B.A. in Political Science,
Environmental Studies, and
Urban Studies

SKILLS & EXPERTISE

- Professional policy writing and analysis
- ArcGIS
- Adobe InDesign
- SPSS Statistics
- R Statistical Software
- StreetMix

PUBLICATIONS

"Ending Parking Minimums in Boston to Improve Livability,"
Roosevelt Network's 10 Ideas
Journal, June 2021

Rachael has worked in various policy and planning roles over the last five years. She holds a Bachelor's Degree in Political Science, Environmental Studies, and Urban Studies from Northeastern University. She is skilled at writing effective and engaging materials for policy and planning. She is experienced in ArcGIS and InDesign, and utilizes these tools to produce high quality work.

Demonstrated Experience

Affordable Housing Plan Development, Waterbury, Madison, Willington, Ashford, Scotland, Voluntown and Ledyard, CT. Rachael has developed, and is in the process of developing affordable housing plans for several CT municipalities, contributing demographic and housing research, public survey distribution and analysis of results, review and analysis of zoning regulations and plans of conservation and development, and the ongoing development of these plans as mandated by Section 8-30j of the Connecticut General Statutes.

Economic Development Consultant, Willington, CT. As a consultant to Willington's Economic Development Commission, Rachael managed and developed application materials for the Connecticut Economic Development Association's "Best Practices in Economic Development & Land Use" Certification Program. She worked with Town Staff to update the Town website and Economic Development Commission's website to achieve these criteria and crafted a narrative for the application that reflects Willington's values and progress. In June 2022, Willington was awarded Silver-level certification.

Planning Consultant, Open Communities Alliance and TALK, Glastonbury, CT. Rachael partnered with nonprofits focused on housing and equity to produce Connecticut's first "Fair Share" municipal housing plan for proposed adoption by the Town of Glastonbury. In this role, she developed strategies to guide Glastonbury's fulfillment of its Fair Share goal of 1,550 new, affordable housing units. She assisted in writing recommendations used in the final report and helped to evaluate feasibility and impact of proposed strategies. Part of this analysis was utilizing ArcGIS to assess potential properties' development restrictions, access to schools, and sewer and water infrastructure.

Final Document Layout, Towns of Durham, Thompson, and Old Saybrook, CT. Using InDesign graphic design software, Rachael created aesthetic, professional layouts for Affordable Housing Plans and Plan of Conservation and Development updates for the Towns of Durham, Thompson, and Old Saybrook. She compiled images and graphics to personalize these reports and made the document user-friendly for a variety of audiences.



Stephen E. Hnatuk, CZE0

ASSOCIATE PLANNER

EDUCATION

University of Connecticut, CT
B.S. Natural Resources
B.S. Applied and Resource
Economics

Central Connecticut State
University, CT
Current Graduate Student,
Planning Specialization

REGISTRATIONS AND CERTIFICATIONS

- *Certified Zoning Enforcement Officer, (CZE0) CT Association of Zoning Enforcement Officials*
- *CT Inland Wetland Agent Certification, CT DEEP*
- *GIS Certificate Program Central Connecticut State University, CT*

SKILLS & EXPERTISE

- *Drafting, implementing and enforcing Municipal Codes*
- *Reviewing project plans and development recommendations*
- *Grant Writing*
- *Technical report writing, graphical, and analytical skills*
- *ESRI ArcGIS*

Steve is a planner who has 4 years of municipal and private sector planning and zoning experience. Steve acts as project lead for multiple municipal consulting projects with tasks including acting as lead staff support to local land use offices to provide technical planning, zoning, wetlands, economic development, or other land use support. Steve assists clients in the scoping, design, development, execution, and final delivery of planning projects including Municipal Plans of Conservation and Development, Affordable and Fair Share Housing Plans, Zoning and Ordinance Regulatory Reviews and Analysis among others. He holds dual bachelor's degrees in Natural Resources and Applied and Resource Economics from the University of Connecticut and is currently enrolled in the master's of Geography program at Central Connecticut University where he specializes in Planning. In addition, he is also certified as a CT Municipal Inland Wetland Agent, and a Certified Zoning Enforcement Officer (CZE0).

Demonstrated Experience

Interim Town Planner and Zoning Administrator, Town of Guilford, CT. Steve manages the staff and functions of the land use office including the review of subdivision applications, the approval of large commercial developments, the reorganization of and revisions to the Town's Zoning Regulations, and the enforcement of the zoning regulations. Steve is currently assisting with the roll out of an online permitting software and creating standardized procedures to streamline the application process.

Consulting Land Use Administrator, Town of Deep River and Town of Chester, CT. Steve provides planning and zoning services in the Land Use offices of the Towns of Deep River and Chester. He has assisted in the review of development proposals, plan reviews and enforced the zoning regulations. He is in the process of assisting in the Deep River Planning and Zoning Commissions with a Plan of Conservation and Development rewrite.

Land Use Officer, Town of Newtown Land Use Agency, Newtown, CT. In this position, Steve performed a range of roles, including reviewing applications and plans before the Planning and zoning and inland wetlands commissions, drafting reports and recommendations for the inland wetlands commissions, and drafting and researching amendments to the zoning regulations including all 2021 legislative updates. He reviewed permit application and made determinations regarding existing approved and permitted uses on properties, and investigated and enforced zoning, inland wetlands, and forestry regulations violations. Steve conducted field inspections for compliance with town codes and coordinated grant applications such as DEEP Invasive Aquatic Plants grant and conducted water sampling and analysis of town surface water and stormwater outfalls.

Laboratory and Field Analysis Assistant, University of Connecticut, Storrs, CT. Collaborating with Dr. Michael Dietz, Steve designed and implemented the stormwater outfall screening program for Storrs, CT compliance with the General Permit for the Discharge of Stormwater from Small Municipal Separate Stormwater Systems, mandated by USEPA Stormwater Phase II rules. He also assisted in organizing a Stormwater Management Plan, containing information on the stormwater system, Low Impact Development, and Best Management Practices.

2. PROJECT EXAMPLES AND REFERENCES

Update to Plan of Conservation and Development Old Saybrook, CT

Our Team is in the process of helping the Town of Old Saybrook Planning Commission and staff "course correct" on their approach to the development of the Town's Plan of Conservation & Development. The prior Planning Director had taken an approach of breaking the PoCD into individual chapters and updating a chapter every year or two. The result of this was that some chapters- Housing and Open Space, for example - were more than 15 years old and dramatically obsolete, and that the format did not match from one chapter to another. We are moving forward with updating the oldest chapters in conjunction and establishing a new philosophical and structural framework so that all chapters can be updated and become a unified document. Our new framework will combine approximately ten disparate documents into six new chapters encompassing all municipal goals.

Old Saybrook is a coastal community concerned with balancing conservation and resilience of sensitive environment, encouraging appropriate economic development, and dealing with housing concerns in a community lacking public wastewater facilities. As each municipality has its own unique problems and needs, our Team works hard to understand and address those concerns.

OLD SAYBROOK PLAN OF CONSERVATION AND DEVELOPMENT RESIDENTIAL DEVELOPMENT DRAFT FOR WORKSHOP DISCUSSION REVISED OCTOBER 27, 2021

1. HOUSING CONDITIONS

2. GUIDING PRINCIPLES AND POLICIES FOR RESIDENTIAL DEVELOPMENT

3. IMPLEMENTATION TABLE: POLICIES AND ACTIONS



4. POLICIES & ACTIONS

POLICY 1: Continue strategic acquisition and stewardship of open

- Build on the Preserve by identifying adjacent properties for acquisition, as well as adding to the Town's
- Seek to purchase additional land near the Town Beach and Harvey's Beach to address erosion losses
- Identify properties that would provide connections between existing open space, critical habitat areas, and
- Prioritize a portion of municipal open space funding for stewardship of existing open space holdings
- Formalize and strengthen partnerships with land trusts, the Nature Conservancy, and State of Connecticut
- Empower local volunteers to assist with open space and trail maintenance
- Seek opportunities within established neighborhood to develop pocket parks
- Discourage incompatible municipal uses adjacent to or within sensitive open spaces

POLICY 2: Connect People with Natural Resources

- Work with neighboring communities on shoreline greenway and blueway connections
- Improve and promote public access points to shoreline and riverfront
- Conduct a review of protected open space holdings to identify opportunities to expand both vehicular and
- Develop, through Parks & Recreation and Economic Development, an interactivity plan to encourage use
- Encourage use of open space for low-impact cultural events and performances
- Promote Old Saybrook's natural resources as an economic development driver
- Foster public-private partnerships to fund dredging projects to reduce sedimentation of South Cove and
- Work with marinas to encourage visitation of Old Saybrook and foster tourist connections between marinas



Old Saybrook's R
Old Saybrook has six Residen
frontage requirements. On Ol
Complete Zoning Regulation

Zone Label		
Residence AAA District	Single detached dwelling per lot; home business; boarding house; accessory apartment; park; playground; open space land; farm; accessory uses; keeping of livestock or poultry.	Maximum Gross Floor Area: 20%
Residence AA-1 District	Single detached dwelling for one (1) family and not more than one (1) dwelling per lot; home business; boarding house; accessory apartment; park; playground; open space land; farm; accessory uses; keeping of livestock or poultry.	Minimum Lot Area (served by public water supply): 40,000 square feet Minimum Lot Area (not served by public water supply): 40,000 square feet Maximum building coverage: 20% Maximum Gross Floor Area: 40%
Residence AA-2 District	Single detached dwelling for one (1) family and not more than one (1) dwelling per lot; home business; boarding house; accessory apartment; park; playground; open space land; farm; accessory uses; keeping of livestock or poultry.	Minimum Lot Area (served by public water supply): 20,000 square feet Minimum Lot Area (not served by public water supply): 40,000 square feet Maximum building coverage: 20% Maximum Gross Floor Area: 40%
Residence A District	Single detached dwelling for one (1) family and not more than one (1) dwelling per lot; home business; boarding house; accessory apartment; park; playground; open space land; farm; accessory uses; keeping of livestock or poultry.	Minimum Lot Area (served by public water supply): 20,000 square feet Minimum Lot Area (not served by public water supply): 40,000 square feet Maximum building coverage: 40% Maximum Gross Floor Area: 20%
Residence B District	Single detached dwelling for one (1) family and not more than one (1) dwelling per lot; home business; boarding house; accessory apartment; park; playground; open space land; farm; accessory uses; keeping of livestock or poultry.	Minimum Lot Area (served by public water supply): 12,500 square feet Minimum Lot Area (not served by public water supply): 40,000 square feet Maximum building coverage: 20% Maximum Gross Floor Area: 40%
Residence AA-3 District	Single detached dwelling for one (1) family and not more than one (1) dwelling per lot; home business; boarding house; accessory apartment; park; playground; open space land; farm; accessory uses; keeping of livestock or poultry.	Minimum Lot Area (served by public water supply): 87,120 square feet Minimum Lot Area (not served by public water supply): 40,000 square feet Maximum building coverage: 10% Maximum Gross Floor Area: 20%

TOWN OF OLD SAYBROOK

PLAN OF CONSERVATION AND DEVELOPMENT

4

TOWN OF OLD SAYBROOK

PLAN OF CONSERVATION AND DEVELOPMENT

1

Middletown Plan of Conservation and Development Middletown, CT

Our Team led an interdisciplinary group of consultants on re-envisioning a new visionary document for this community of nearly 50,000 residents. Our approach took advantage of numerous different public-outreach approaches, including several public design charrettes, stakeholder input sessions, direct participation in community group meetings, online polling, targeted social media advertisements, and traditional public hearings as part of special Commission meetings. Our document drafting approach, working with the Planning & Zoning Commission, replaced the traditional "Housing/Transportation/Open Space/Economic Development" chapter approach with a cross-cutting thematic Plan that grew out of bold concepts such as "We envision a Middletown that is Vibrant" and "Middletown seeks to be Connected." The result was a reader-friendly, well presented, visionary document.

MIDDLETOWN 2030: THE VISION

We envision a Middletown that is Thriving.

A thriving Middletown 2030 will be achieved through a commitment to economic development that increases opportunities for businesses old and new, creates meaningful, well-paid jobs, promotes housing diversity, and enhances the overall quality of life in the City. The riverfront will be made accessible and will showcase a dynamic balance of conservation, recreation, and development. Parking downtown will be available, accessible, and unobtrusive. Daily needs can be fulfilled by neighborhood centers. The housing stock will grow, providing more housing options. Anchor institutions will function as drivers of sustainable economic growth.

We envision a Middletown that is Vibrant.

A vibrant Middletown 2030 will be achieved through a commitment to the preservation and integration of place and community throughout the City. Public spaces will give residents and visitors opportunities to enjoy the City and its amenities. Streetscapes will be aesthetically appealing and promote a sense of place. Communication and public engagement will unite the neighborhoods into a single community. The City will provide rich opportunities for personal growth and social and civic interaction.

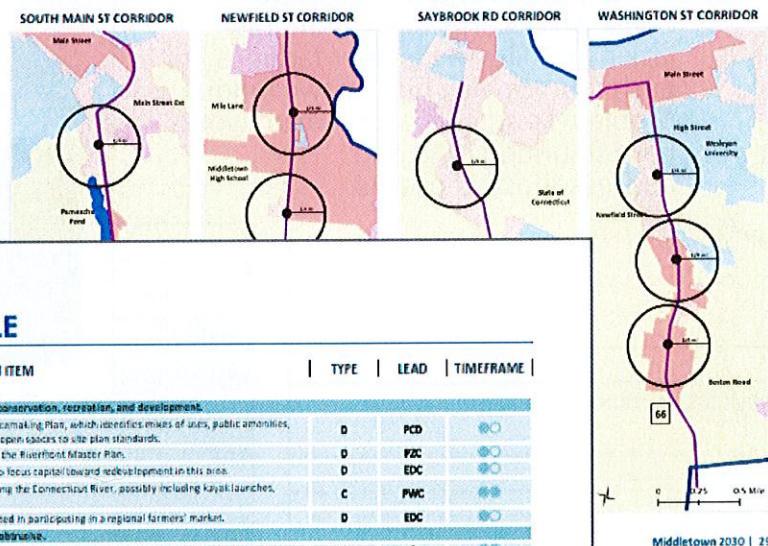
We envision a Middletown that is Connected.

A connected Middletown 2030 will be achieved through a commitment to transportation that facilitates access to employment, recreation, and housing. The transportation modes of moving from one place to another will be integrated into a unified green corridor. The City will not expand beyond the City core. Telecommuting will be available to every home and business.

We envision a Middletown that is Sustainable.

A sustainable Middletown 2030 will be achieved through a commitment to the preservation and integration of place and community throughout the City. Public spaces will give residents and visitors opportunities to enjoy the City and its amenities. Streetscapes will be aesthetically appealing and promote a sense of place. Communication and public engagement will unite the neighborhoods into a single community. The City will provide rich opportunities for personal growth and social and civic interaction.

CORRIDOR PLANS FOR NEIGHBORHOOD CENTERS



IMPLEMENTATION TABLE

ACTION ITEM	TYPE	LEAD	TIMEFRAME
THRIVING			
Goal 1: An accessible riverfront that includes a dynamic balance of conservation, recreation, and development.			
Create a Riverfront Master Plan that builds on the PPS Riverfront Planning Plan, which identifies uses of users, public amenities, recreational activities, and opportunities for conservation and other open spaces to site plan standards.	D	PCD	2030
Amend zoning codes and design standards that achieve the vision of the Riverfront Master Plan.	D	PZC	2030
Establish a Tax Incremental Finance (TIF) District along the riverfront to focus capital toward redevelopment in this area.	D	EDC	2030
Increase recreation opportunities with small scale improvements along the Connecticut River, possibly including kayak launches, floating boat docks, or small piers to engage the river's edge.	C	PWC	2030
Collaborate with nearby towns that might have local farmers interested in participating in a regional farmers' market.	D	EDC	2030
Goal 2: Parking downtown that will be available, accessible, and unobtrusive.			
Create a wayfinding and parking pathway signage program to improve access to alternative parking areas in the downtown core.	C	P	2030
Engage in coordinated discussions between City, Middletown Area Transit, Chamber of Commerce, key employers, and DOT on remote parking and a downtown circulator and a bike share program.	D	P	2030
Create online access to parking maps with possible real-time information on the availability of parking.	D	P	2030
Identify appropriate development and redevelopment opportunities within the City's two Opportunity Zones and promote an Opportunity Zone Investment Fund as a financing option.	C	PZC	2030
Goal 3: Development that fosters creating and revitalizing neighborhood centers.			
Amend zoning codes to allow flexibility of uses and residential densities and create new and revitalized existing neighborhood centers.	D	PZC	2030
Amend zoning codes to ensure a streamlined permitting process for appropriate uses and developments.	D	PZC	2030
Identify properties for development along the main corridors and coordinate with property owners to develop marketing materials and provide informational assistance to potential developers and site professionals.	C	PCD	2030
Encourage minority and women owned business creation utilizing programs offered by the City, the Chamber of Commerce, and other not-for-profit organizations.	C	EDC	2030
Goal 4: A growing housing stock with more housing options.			
Amend zoning codes to allow new opportunities to construct accessory housing units on residential lots in the Sewer Service Area.	D	PZC	2030
Amend zoning codes to ensure development density, including housing and mixed use, creating a vibrant level of activity in the Downtown and neighborhood centers.	D	PZC	2030
Create a housing plan that addresses the long-term availability of affordable housing.	D	PZC	2030
Goal 5: Anchor institutions serving as economic drivers for sustainable growth.			
Collaborate with anchor institutions and the Downtown Business District to maintain a unified focus on the promotion of desirable businesses, redevelopment of vacant or underused properties, and enhancement of public amenities and infrastructure.	C	EDC	2030
Collaborate with key anchor institutions, facilitated through the Chamber of Commerce, to align and coordinate on major goals and investment plans.	C	EDC	2030
Partner with key stakeholders such as Middlesex Health and Pratt & Whitney to encourage the location of complementary health care, wellness, engineering, and technology businesses in Middletown, including expanded housing opportunities for employees.	C	EDC	2030

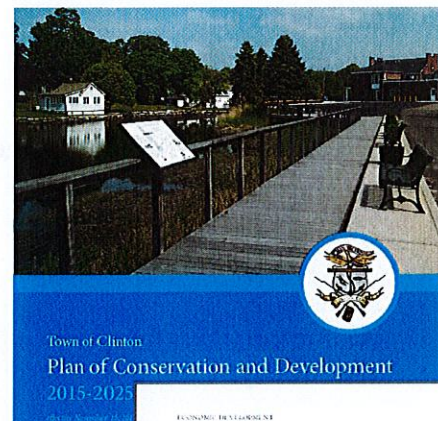
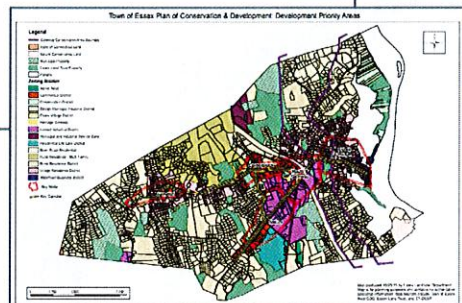
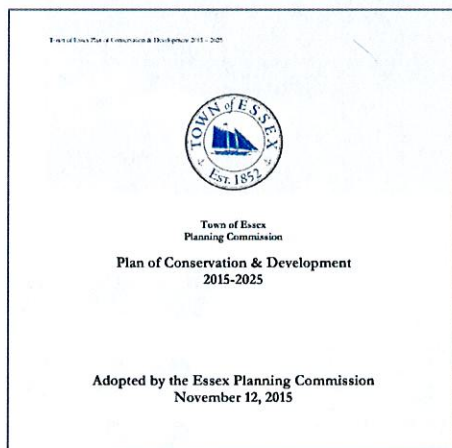
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Plan of Conservation and Development Essex, CT and Clinton, CT

As part of our ongoing planning services contracts with the Towns of Essex and Clinton, Our Team led the efforts to update the municipal Plans of Conservation and Development, which were each completed in the fall of 2015.

The Town of Essex's planning process was led by the Planning Commission and involved a series of targeted input sessions in which stakeholder groups from the different historic villages of Essex (Essex, Centerbrook, and Ivoryton) was invited to a conversation on the community's future. Similar sessions were held with businesses and other stakeholders for economic development, and conservation organizations.

The Town of Clinton's planning process was led by a subcommittee of the Planning & Zoning Commission, which took a very active role in reviewing the draft documents, convening over 30 meetings to discuss priorities and progress. The Plan also created a series of ten "Planning Focus Areas," doing an in-depth analysis of key geographic regions of Clinton, identifying the scale, type, and intensity of development appropriate in each area.



ECONOMIC DEVELOPMENT

	Historic Center	West End	East End	Westbrook	Clintonville	Clintonville	Clintonville	Clintonville	Clintonville
Development Units									
Higher Density Residential									
Office									
Transit Oriented									
Commercial									
Municipal/Industrial									
Municipal/Industrial									
Tourism/Recreation									
Recreation/Recreation									
Commercial Recreation									

* Appropriate Development for Focus Area
 * Strategic Development for Scale, Context, and Potential
 * Not Appropriate for Focus Area

Figure 3: Map of the Town of Clinton Planning Focus Areas

The Focus Areas were identified to both reflect and protect areas of infrastructure capacity and investment. Beyond the town's economic market focus that would create opportunities for Clinton to compete for business, the Focus Areas also support the business in places or grows through investment in the structural capacity to succeed. Adequate roads, pedestrian and transit system, water and wastewater capacity, general infrastructure, and other infrastructure all help to place in place growth. In the specific case of economic capacity, the Town area moves beyond the middle-classing approach of the NWC. Instead, the Town will develop middle-classing that will enable further growth. The deliberate focus on infrastructure development and investment in the town area of Focus Areas helps to identify and prioritize the expansion of limited municipal funds for all these resources.

Affordable Housing Plans Multiple Municipalities across Connecticut

From the onset of CGS Section 8-30j, our firm has assisted CT municipalities with the completion of their Affordable Housing Plans. As of June 2022, Tyche assisted in writing over 20% of the total completed Affordable Housing Plans in Connecticut. Tyche has assisted a wide range of municipalities, from Voluntown to Waterbury. We have been particularly involved in SCRCOG Towns such as Madison, as well as the RiverCOG regional Affordable Housing Plan. Each Plan is tailored to the needs of the given community, making our firm skilled in delivering thoughtful and unique Plans to a range of towns and cities.

Our Team has completed, or is in the process of completing, Affordable Housing Plans for the following Towns:

- Ashford
- Avon
- Durham
- East Windsor
- Essex
- Hampton
- Ledyard
- Madison
- Middlefield
- Old Saybrook
- Plainfield
- Putnam
- RiverCOG Municipalities (Deep River, Chester, Lyme, Essex, Clinton, East Hampton)
- Scotland
- Voluntown
- Waterbury
- Willington
- Woodbury



References

Community	Contact	Project Description	Project Duration
<i>Middletown, CT</i>	Marek Kozikowski, City Planner & Director of Land Use Email: mkozikowski@middletownct.gov Phone: 860-638-4595	Comprehensive Plan of Conservation and Development (PoCD) Update	2019-2020
<i>Old Saybrook, CT</i>	Chris Costa, Town Planner Email: chris.costa@oldsaybrookct.gov Phone: 860-395-3131	Affordable Housing Plan in compliance with CGS 8-30j, PoCD updates	2020-2021
<i>Lower Connecticut River Valley Council of Governments (RiverCOG)</i>	Megan Joufflas, Senior Planner Email: mjoufflas@rivercog.org Phone: 860-581-8554	Project Team Member for development of Regional Affordable Housing Plan and member Town Housing Plan Annexes	Ongoing
<i>East Hartford, CT</i>	Eileen Buckheit, Development Director Email: ebuckheit@easthartfordct.gov Phone: 860-291-7303	Regulation updates for large-scale redevelopment projects including adaptive reuse, brownfield redevelopment, site design for all users	2019-2021
<i>Waterbury, CT</i>	Robert Nerney, Planning Director Email: rnerney@waterbury.org Phone: 203-574-6817x7294	Development and implementation of Transit Oriented and Special Development Districts to facilitate large-scale development/re-use projects.	2018-2019
<i>Clinton, CT</i>	Karl Kilduff, Town Manager Email: kkilduff@clintonct.org Phone: 860-669-9333	Comprehensive Plan of Conservation and Development (PoCD) Update	2015
<i>East Windsor, CT Essex, CT Willington, CT Madison, CT</i>	Multiple, contact information available upon request.	Planning & Development Department staff member, supporting land use Commission, performing plan reviews, regulation development, PoCD Implementation, etc.	Ongoing

3. APPROACH

Proposed Scope

We propose to structure our update of the Andover Plan of Conservation & Development with the following tasks:

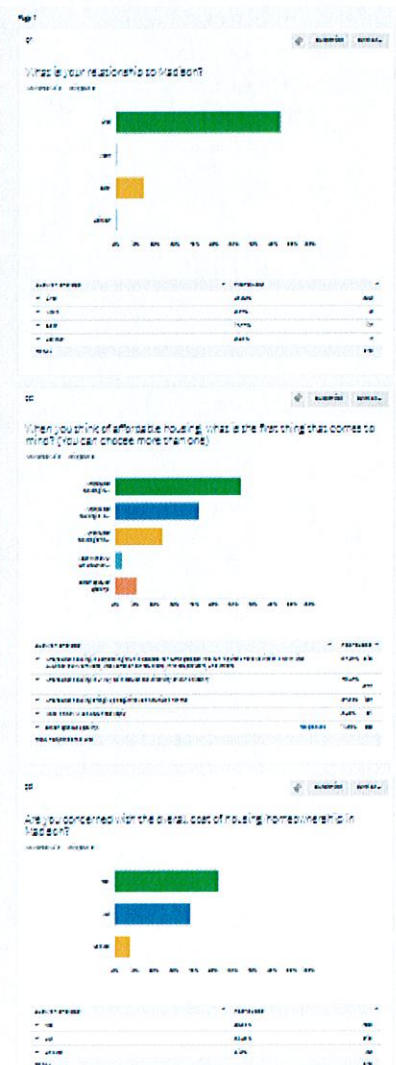
1. **Baseline Review of Existing Data & Plans:** Our team will work with Town staff to compile and review existing plans, including the 2015 Plan of Conservation & Development; 2022 Affordable Housing Plan; the Andover Incentive Housing Zone Chapter; and the Andover Complete Streets Master Plan.
2. **Data Update and Assessment:** Our team will work with Town staff to provide assessment of currently available data from U.S. Census Bureau, State of Connecticut and available market analyses. We will also work to update inventories and mapping for historic properties, protected open space, developed lands, infrastructure and utilities expansion, and associated mapping.
3. **Public Participation Process:**

Community Survey: Our team will work with the Town's Advisory Committee to develop a survey, available in multiple formats, to solicit public opinion and input into broad community goals. We will assist in publication and distribution of the survey, as well as analysis and presentation of results, both to the Advisory Committee and the general public (via a dedicated project page on the Town website).

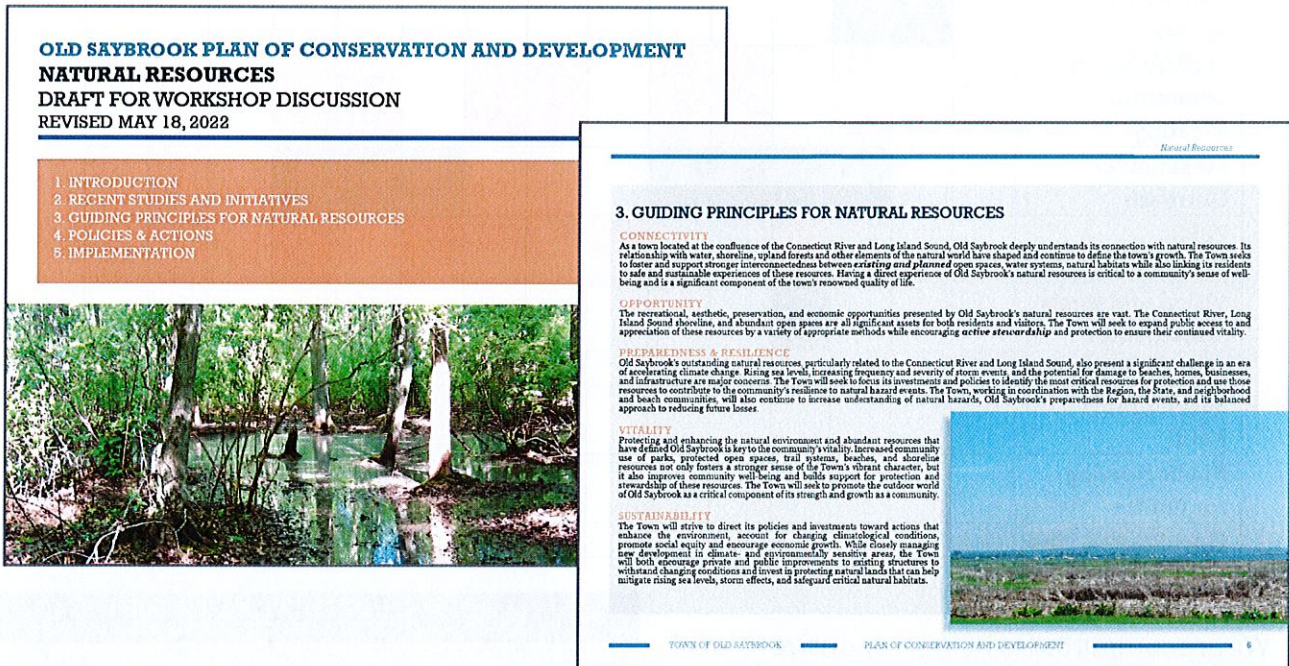
Staff & Advisory Committee Meetings: Our team will hold a regular series of meetings with the PoCD Advisory Committee to discuss goals, identify stakeholders, assess community input, and review drafts of the Plan in progress. An additional, informal schedule of meetings will be held with key Planning staff to ensure the project is on point and on schedule.

Stakeholder Outreach: Our team will conduct individual or small group interviews with key individuals and groups with particular insight into the conditions and future of Andover, as identified by Town staff and the Advisory Committee. Interviews will be conducted virtually or in-person as appropriate, and summaries of input will be compiled and presented to the Advisory Committee.

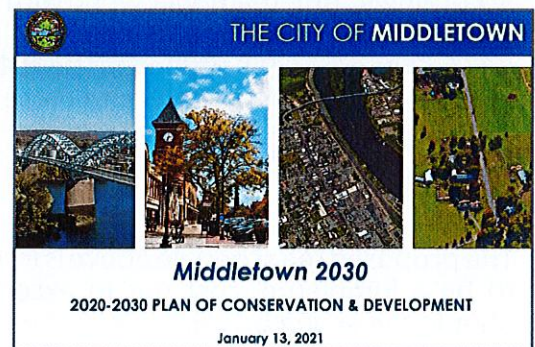
Public Presentations: Our team will help to coordinate the planning of up to four public information and input meetings intended to discuss the scope and purpose of a PoCD and to solicit direct input about public priorities and concerns. It is anticipated one public meeting will be Our team will lead the discussions and presentations, which may be conducted in-person or virtually, depending on the Town's preference and current circumstances.



4. **Vision & Goals Statement:** Working with the Advisory Committee, our Team will summarize community input to draft a working Vision Statement for the future of Andover and a list of principal goals around which the Plan will be structured. The development of these elements will mark the beginning of the drafting of the Plan.
5. **First Draft of PoCD and Preliminary Update to Affordable Housing Plan:** Our Team will develop a complete first draft of the PoCD, presented informally in MS Word format, for discussion and review by Town staff and the Advisory Committee. The draft will be available for markup and commentary, as well as to identify potential graphics, maps, or other elements to be added. It is anticipated that the review process for the first draft will be approximately one month.



6. **Second Draft of PoCD and AHP:** Following input from the Town staff and the Advisory Committee, our Team will make necessary revisions and develop a more formal complete draft of the PoCD, laid out in Adobe InDesign format and including all proposed graphics, illustrations, maps, and data visualizations. This draft will form the basis of the document to be considered by the Planning & Zoning Commission at a public hearing and will be made available in hard-copy and electronic format for review in advance of the hearing.



7. **Public Hearing for PoCD:** Per the requirements of Section 8-23h of the Connecticut General Statutes, our Team will work with Town staff to schedule and conduct a public hearing of the Andover Planning & Zoning Commission. We will prepare a detailed presentation of the process and draft Plan and respond to comments and questions by the public and the Commissioners.
8. **Final Printed Plan:** Following the public hearing, our Team will incorporate any final changes requested by Town staff or the Commission into the final approved Plan. This Plan will be provided in electronic format (both PDF and InDesign).

Proposed Schedule and Fees

SCHEDULE:

Task Month (tasks in blue, meetings in orange)

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Baseline Review of Existing Data & Plans															
Data Update and Assessment															
Community Survey															
Staff/Advisory Committee Meeting															
Stakeholder Outreach															
Public Presentations															
Vision and Goals Statements															
First Draft PoCD															
Second Draft PoCD															
Public Hearing for PoCD															
Final Printed Plan															

We are committed to being responsive to local preferences, as well as changing conditions. Accordingly, our team will work with Town Staff to tailor the scope as needed. Based on the foregoing, we proposed the following fee structure for assistance with these tasks.

The hourly rate for a member of the Tyche team is \$125.00/hour.

The proposed fee schedule above is intended to be a lump-sum, cost not to exceed fee. Should the scope be modified at the mutual agreement of the Town of Andover and Tyche Planning & Policy Group, a separate fee proposal will be provided.

Tyche Planning & Policy Group does not anticipate any reimbursable expenses or charges on this project.

Task	Fee
<i>Baseline Review of Existing Data & Plans</i>	\$7,500
<i>Data Update and Assessment</i>	\$7,500
<i>Community Survey</i>	\$3,000
<i>Staff/Advisory Committee Meetings</i>	\$10,000
<i>Stakeholder Outreach</i>	\$5,000
<i>Public Presentations</i>	\$4,000
<i>Vision and Goals Statements</i>	\$2,000
<i>First Draft PoCD</i>	\$17,500
<i>Second Draft PoCD</i>	\$7,500
<i>Public Hearing for PoCD</i>	\$2,000
<i>Final Printed Plan</i>	\$4,000
TOTAL:	\$70,000

4. SERVICES TO BE PROVIDED BY THE TOWN

The items below represent the services Tyche expects the Town of Andover to provide during the development of the 2023 Plan of Conservation and Development.

- Coordination of Project Committee
- Liaison to municipal departments
- Meeting support
- Document organization
- Research assistance – progress and data updates
- Photography
- Document review and editing



