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## DOWNTOWN REVITALIZATION INSTITUTE



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DECEMBER 5, 2008

### MASTER PLANNING DOWNTOWN

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### AGENDA

**Networking Breakfast** 8:30 AM – 9:00 AM

**Welcome** 9:00 AM

**Design and Visual Components of Master Plans** 9:10 - 10:30 AM

David Spillane

*Principal and Director of Planning and Urban Design, Goody Clancy, Boston MA*

**Case Study:**

**Two Connecticut Towns and the Benefits of Master Planning** 10:45 – 12 noon

Patrick McMahon

*Director of Economic Development, Town of Suffield*

*and Economic & Industrial Development Coordinator, Town of Windsor Locks*

**LUNCH** 12:00 Noon

**Case Study:**

**The Downtown Lowell (MA) Development Renaissance** 1:00 – 2:30 PM

Adam Baacke

*Assistant City Manager / Director of Planning & Development, City of Lowell MA*

James Cook

*Executive Director, Lowell Development & Financial Corporation and The Lowell Plan, Inc.*

**Downtown Master Planning: The Developer's Perspective** 2:45 – 4:00 PM

Kenneth Olson

*President & CEO, POKO Partners, LLC – Real Estate Development*



*Charting Your Course to a Vibrant Downtown*

**MASTER PLANNING DOWNTOWN  
SPEAKERS - December 5, 2008**

**DAVID SPILLANE, AICP, RIBA  
PRINCIPAL AND DIRECTOR OF PLANNING AND URBAN DESIGN  
GOODY CLANCY**

David Spillane is Goody Clancy's director of planning and urban design and plays a leadership role on major urban projects. His work has been recognized through national awards from the American Institute of Architects, the Congress for the New Urbanism, and the Waterfront Center and numerous regional awards from the American Planning Association. Over the last ten years he has led design and planning projects for public and private sector clients in more than twenty states with a focus on revitalizing and reshaping urban waterfronts, downtowns and neighborhoods, and creating new communities through significant development projects. Recent work includes master planning for major new mixed-use waterfront districts in Louisville and Oklahoma City including more than 3,000 residential units. His firm's recent work within the DC area includes master planning for the area around the Braddock Metro Station on behalf of the City of Alexandria and preparation of the Kennedy Street Revitalization Plan on behalf of the DC Office of Planning.

He serves as a member of the City of Boston's Harbor Planning Advisory Committee, and as a design advisor to the Capital Center Commission in Providence, Rhode Island. He earned a Bachelor of Architecture degree at University College Dublin in Ireland and a Master in Architecture degree at the Harvard University Graduate School of Design.

**PATRICK McMAHON  
DIRECTOR OF ECONOMIC DEVELOPMENT, TOWN OF SUFFIELD  
ECONOMIC & INDUSTRIAL DEVELOPMENT COORDINATOR, TOWN OF WINDSOR LOCKS**

Patrick McMahon has twelve years experience in the fields of economic and community development. He served as Community Development Coordinator for the Town of Windsor for six years with a primary focus on the revitalization of the Wilson neighborhood and business district. Revitalization efforts included: a façade program, housing rehabilitation, small business loans, community-building activities, and roadway and infrastructure projects. He also served on the Board of Directors for Windsor's Main Street program, First Town Downtown.

For the last six years, he has served at Director of Economic and Community Development for the Town of Suffield. He oversaw nearly \$2 million in downtown streetscape improvements along Main Street and Mountain Road. He spearheaded the redevelopment of a vacant gas station on a visible downtown corner into a two-story brick office building. An important economic development focus has been on increasing tourism in the community.

Mr. McMahon also serves as a part-time Economic Development Consultant for the Town of Windsor Locks. He facilitated the completion of a Main Street Master Plan for the community which included recommendations for streetscaping, redevelopment parcels, recreation opportunities, and transportation initiatives including trying to bring the Amtrak stop back downtown. Another primary

focus for Windsor Locks is traffic management improvements on Ella Grasso Turnpike (Route 75) which is an important access point to Bradley International Airport. Mr. McMahon is a member of the Bradley Development League, a consortium of the four towns surrounding Bradley International Airport, with a mission to enhance the economic development potential of New England's second largest airport. Mr. McMahon has secured over \$8 million in competitive state and federal grants for various projects in Suffield, Windsor and Windsor Locks. He has a joint JD/MPA degree from the University of Connecticut.

### **ADAM BAACKE, AICP**

#### **ASSISTANT CITY MANAGER / DIRECTOR OF PLANNING & DEVELOPMENT, CITY OF LOWELL MA**

Adam Baacke has worked for the City of Lowell Department of Planning & Development since 2000, including as Chief Planner and as Deputy Director prior to his current position. During that period, the City of Lowell has seen over 2.6 million square feet of formerly vacant downtown buildings rehabilitated and reoccupied with new uses, including over 1600 new housing units and dozens of new retail businesses and restaurants. Mr. Baacke acted as project manager and principal author for the City of Lowell's first Comprehensive Master Plan in 30 years and the comprehensive redrafting of the City's entire zoning code and map between 2001 and 2004. He also conceived of and continues to lead the implementation of the Hamilton Canal District, one of New England's most dramatic mixed-use, transit-oriented development projects.

Mr. Baacke holds degrees from Cornell University and the University of Massachusetts-Boston's McCormack Institute. Before coming to Lowell, he has worked as a planner, historic preservationist, and designer of museum exhibits, theater scenery and special events in Upstate New York, Pennsylvania, and New Hampshire.

### **JAMES COOK**

#### **EXECUTIVE DIRECTOR, LOWELL DEVELOPMENT & FINANCIAL CORPORATION AND THE LOWELL PLAN INC.**

James Cook currently serves as Executive Director of the Lowell Development and Financial Corporation, a quasi-public lending agency providing low-interest incentive financing. He is also the Executive Director of the Lowell Plan, Inc., a private, nonprofit economic development agency. Before being named to these concurrent positions in 1990, Mr. Cook held various positions in the city's Division of Planning and Development. Beginning as a planner in 1977, he was promoted to Assistant Director in 1983. In 1986 he became director and in 1988 was given the title of Assistant City Manager.

A substantive part of Mr. Cook's efforts as Lowell Plan Director has been to help promote Lowell to a broad range of interests including prospective businesses, residents and tourists. For four years the Lowell Plan administered the city's "There's a lot to like about Lowell" marketing campaign, working in concert with the Greater Merrimack Valley Convention & Visitor's Bureau to maximize the impact of our agencies' resources. The Lowell Plan continues to advance Lowell' revitalization on a number of fronts and to work in partnership with the city and a variety of agencies to promote Lowell as a great place to work, live and visit.

## **KENNETH OLSON**

### **PRESIDENT & CEO, POKO PARTNERS, LLC – REAL ESTATE DEVELOPMENT**

Kenneth Olson began his career in real estate finance, working with Bank Leumi, Bear Sterns, and then as Director of Finance for Markham Company, a private mortgage lender. In 1989 with the downturn of the real estate market, he first became involved in workouts of foreclosed properties in varying degrees of disrepair. Mr. Olson negotiated with banks and other financial institution handling more than \$60 million in workouts and debt restructure. In each of the debt restructure the financial institutions were kept whole for principle and interest. As a result of the successful debt restructure and portfolio property acquisition, Markham created GTE Realty Company to engage in property management and development. Mr. Olson was appointed Senior Vice President. His responsibilities included the redevelopment of all the real estate owned by the company, including project planning, construction, management, and leasing.

Mr. Olson founded POKO Management and POKO Partners in 1993 to become more actively involved in the management and development of real estate for his own portfolio and in partnership with others. POKO has been focused on community development with commercial and residential components, including affordable, mixed-income and market rate housing. Under the leadership of Kenneth Olson, POKO has concentrated on development and management activities in the tri-state area, in addition to the development of an award-winning resort community in the Bahamas.