

Main Street, Freeport, Maine.

# DOWNTOWN VISION PLAN

FREEPORT, MAINE

PROPOSAL FOR DOWNTOWN VISION PLAN (PHASE 2 & 3)

JULY 12, 2021

PRINCIPLE





Mary Davis  
Vice President  
Freeport Economic Development Corporation  
Town Hall  
30 Main Street  
Freeport, ME 04032

December 9, 2020

Dear Mrs. Davis,

On behalf of Principle, we have enjoyed working with you and the group you have introduced us to over the last several weeks. I am excited to submit the enclosed proposal for Community Planning Services for the Downtown Plan for the Freeport Economic Development Corporation. Principle specializes in helping create authentic places that reflect a community's self-identity and local character. We are happy to offer this service to the FEDC to help craft the community craft a vision for the future of downtown.

Our interdisciplinary team combines outstanding professional expertise in public engagement, urban design, master planning, mixed-use development, sustainability, zoning, mobility, historic preservation, architecture, and placemaking. Our team brings a depth of experience working together in New England communities like Freeport's to create walkable and vibrant community centers. We also have extensive experience planning, designing, and developing projects at a scale similar to that of Freeport's downtown.

Our team has a demonstrated, successful working relationship collaborating with municipal clients and the community. At Principle, we are experts at crafting creative, straight-forward, and action-oriented plans guided by a community's vision. We have established best practices for online virtual engagement and have collaborated with other industry experts over the past months to create a toolkit for a successful public design process during the COVID-19 public health crisis. The tools and systems for communicating, project managing, and delivering exceptional products within the budget and deadlines are already in place.

Our mission is to design and build quality environments that people will love. Our approach to urban design and planning finds inspiration in precedent and a community's most-loved places. We understand that the FEDC is seeking a qualified and experienced consultant to bring the community together around a shared vision for the future of downtown Freeport. We are thrilled for this opportunity to work a place that is not only a retail destination for millions of visitors each year, but a town that embodies the best that Maine has to offer, a historic downtown, stunning coastline, and a family-friendly community of makers, artists, brewers, craftsmen, and entrepreneurs.

If you have any questions, please feel free to contact me directly at 786-282-9669. Thank you for your consideration.

Sincerely,

Russell Preston

Founder and Director  
Principle Group

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# PRINCIPLE

791 TREMONT STREET  
STUDIO W513  
BOSTON, MA 02118

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# FIRM DESCRIPTION

## PRINCIPLE



Principle Group is an award-winning planning and urban design firm committed to creating authentic places. We design and build quality environments that people love. We believe in out-of-the-box engagement and creative public process to facilitate quality outcomes for our clients and partners. We have a deep understanding of changing market preferences and an innovative practice of modern comprehensive planning that allows local economies to grow in the direction of a community's vision. Our planning work facilitates quality human-scaled development and long-range planning that is reflective of the aspirations and character of the local community. We start from a user-friendly framework that makes updating zoning straightforward and—dare we say—fun.

Our core business is building comfortable spaces for people. We pride ourselves on shaping enjoyable experiences for living, working, and relaxing. We consult with organizations interested in the strong environmental, economic, and social returns that building engaging, pedestrian-oriented environments can produce.

Our passion is the art of building community. We approach all our projects with curiosity, insight, and creativity. The studio uses a mix of time tested principles, short term prototypes, and common sense solutions to build places and products people love. Our team is composed of experts in architecture, business, commercial real estate, design, ecology, planning, and public art.

The firm is headquartered in Boston. Principle was founded by Russell Preston in 2011.



Vision for Bow Street, Somerville, MA.



Vision for Camden Public Farmers Market, Camden, ME.

## RE-FRAMING COMMUNITY PROCESS

Our aim is to make it easy for the community to participate. We have come to appreciate the importance of re-framing how communities can be involved with defining, designing, and implementing improvements to their communities. In our work, it has become apparent that holding community meetings, soliciting public feedback, and giving public presentations are not just boxes to check off as a component of a larger planning process, but they are a critical aspect of the process. This integrated approach to community planning has taught our office to undertake this type of work from the perspective of co-designing with the community. Opening up the dialogue throughout the entirety of the project sets the stage for the best possible outcome, especially when the public ultimately becomes the primary user.

## CONTEMPORARY PLANS

Our clients ask us to create sophisticated plans that are clear and easy to navigate—by design. We work hard to craft master plans and community designs that are creative, straight-forward, and action-oriented. These sustainable plans for the future allow the vision to more quickly and effectively get into implementation.

We understand how proper town planning sets the stage for inclusive, healthy, and walkable neighborhoods and the conservation of critical natural resources. Our modern techniques peel back antiquated layers of regulation to facilitate the kind of evolution that allows local economies to grow and create a clear picture of the future a community wants to create.

## EFFECTIVE MANAGEMENT

Our team requests that we work with all stakeholders involved in each project we undertake to unearth solutions that genuinely reflects the present identity and future desires for the study area. We strive to manage our projects efficiently, with respect for everyone's time and the project budget. At Higgins Beach, we hit our target dates, completing the code within nine months from contract signing to unanimous code adoption. In Newcastle, Providence, and Newton, we committed to a challenging 1-year schedule for completing each of those planning efforts, which included corridor plans, neighborhood plans, comprehensive plans, and form-based code. We understand that the success of these kinds of community-based projects relies on quick turn-around times to maintain energy and enthusiasm, and we work hard to stay on schedule.

## KEY PERSONNEL CONTACT INFORMATION

Our team is located in New England.

### **Principle - Boston**

791 Tremont Street, Studio W513  
Boston, MA 02118  
(786) 361 5285  
[www.principle.us](http://www.principle.us)

### **Russell Preston - Project Director**

[russell@principle.us](mailto:russell@principle.us)

### **Ariane Rutt - Architect**

[ariane@principle.us](mailto:ariane@principle.us)

### **Logan Capone - Project Manager**

[logan@principle.us](mailto:logan@principle.us)

### **Carlos Sainz Caccia - Urban Designer**

[carlos@principle.us](mailto:carlos@principle.us)

### **Mandy Reynolds - Community Engagement**

[mandy@principle.us](mailto:mandy@principle.us)

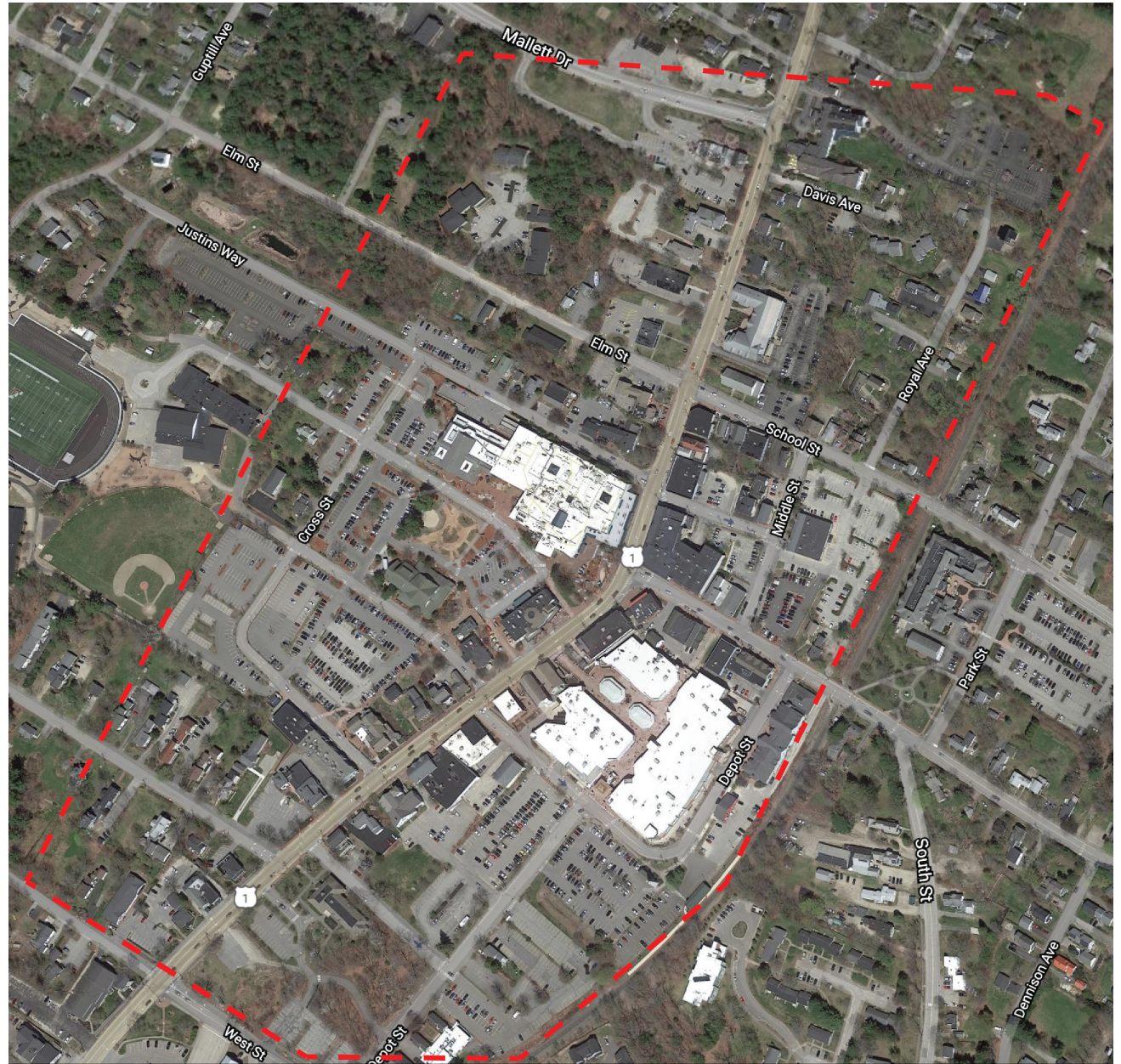
### **Ben Meader - GIS Analyst**

[ben@rhumblinemap.com](mailto:ben@rhumblinemap.com)

# SCOPE OF WORK

## PROJECT GOALS

1. Bring stakeholders together to understand the community's concerns, needs, and desires for the downtown.
2. Short-term strategy- An action oriented plan for the downtown that addresses the changes in downtown due to COVID-19, including need for outdoor space and an uncertain retail landscape.
3. Long-term vision for the downtown that crafts the framework for the future of downtown to help the Freeport council, town, residents, businesses and FEDC to to organize its resources, prioritize investments, and ultimately help to create an economically vibrant, walkable, healthy, and happy place to live, work, and shop.



Downtown Study Area.

## PHASE 1 EARLY ACTION PLAN

To move quickly and provide robust community input during the creation of the Early Action Plan for Downtown, we have organized the work for Phase 1 into three categories: Community Discussions, Implementation Organizing, and Planning Facilitation.

### COMMUNITY SURVEY

Principle Group, with the help of FEDC, will organize and lead the Community Discussions. We will initiate this public dialogue with a community survey that will help establish values, vision, issues, and opportunities related to the future of Downtown Freeport.

### PLACEMAKING KICK-OFF WORKSHOP

Following the Community Survey, we will host a Placemaking Workshop. The goal of this Workshop is to dig into the existing and emerging issues in Downtown and to organize the Community for future planning that will occur. We will need to remain flexible in how this Workshop responds to the evolving COVID-19 Public Health crisis. With this in mind, we have developed virtual and real-world equivalent activities for this Workshop. To provide a platform for many community members to participate in the planning, we will also launch a “Workshop-in-a-Box.” This tool will provide community members with direction and materials to administer the Placemaking Workshop in their own homes and at their own pace. These materials will then be submitted online and processed by the Principle team. We find that if people cannot participate in a workshop in real-time that this in-a-box approach can help include more members of the Community.

### SITE WALK

The local Community must have an opportunity to walk Downtown in the context of thinking about its future. With public health restrictions taken into account, we will organize and lead a walking tour of the study area. This walk will include input activities for the Community so that we can better assess the issues and opportunities. We will consist

of these Site Walk feedback materials in the Workshop-in-a-box so that community members can do the Site Walk activity on their own.

### DRAFT EARLY ACTION PLAN & PUBLIC COMMENT

We will issue a rough draft of the Early Action Plan to the Community. Community members will have the ability to review and comment directly on the draft plan. This co-authoring and editing of the report will be another significant opportunity for community members to give additional input on the plan.

### FINAL EARLY ACTION PLAN

Following the public comment period, Principle and FEDC will make final edits to the plan. The public input on the draft will help to further improve the Early Action Plan.

### COMMUNITY PRESENTATION

We will give a formal presentation of the final draft of the Early Action Plan to the Community. Ideally, this is the formal launch of the Implementation work commencing in late spring as the weather warms.

## FEDC RESPONSIBILITIES IN PHASE 1

We have identified several tasks that will lead to a successful planning effort and, through discussion with FEDC, have determined that members of FEDC and their existing board and network of volunteers can lead these tasks. Principle will help support FEDC on these items through our work on the Community Discussions and Planning Facilitation tasks.

### ONE ON ONE STAKEHOLDER INTERVIEWS

The makeup of Downtown property owners, businesses, non-profits, community groups, and residents is extensive. FEDC will engage key stakeholders in discussions to ensure they are participating in the planning process. We will expect the information to learn through these discussions to be incorporated into Principle’s more extensive collection

of community input.

### WORKSHOP MARKETING

FEDC will market the community planning events through both the existing communication tools and platforms in Freeport and the project-specific website. Principle will create and support FEDC’s use of the project-specific website during Phase 1.

### FACILITATE WORKSHOP-IN-A-BOX GROUPS

Principle will train members of FEDC and their volunteers in the facilitation of the Placemaking Workshop. If public health restrictions permit, members of this group will help to facilitate small Workshop-in-a-Box groups. These meetings can occur virtually through Zoom or other online video platforms if public health restrict do not permit safe in-person discussions.

### TACTICAL URBANISM INSTALLATIONS AND PLACEMAKING EVENTS

The Early Action Plan’s goal is to establish a framework and coordinated strategy for implementing the opportunities in Downtown quickly. With this in mind, we expect FEDC to be organizing and planning the implementation of any installations, events, or activities throughout the planning process. The FEDC and its volunteers will progress these implementation efforts into the spring as the approach identifies priorities in late winter. Next summer, Downtown Freeport can be taking advantage of these opportunities and addresses the issues identified during the Early Action planning process.

## PHASE 2 COMMUNITY VISIONING

Through our discussions to date with FEDC and the members of the Town Council, we have planned two additional phases of work to create a long-term Downtown Plan entirely. The second phase of this planning effort will focus the community discussion around the long term vision for Downtown. This community visioning effort will occur during summer 2021 and into the early fall and will include the following activities and events.

### DOWNTOWN DESIGN WEEK

Principle will establish a temporary studio for five days to provide community members with a full opportunity to participate in the long term planning for Downtown. If the public health guidelines permit, we will locate this studio in Freeport and work with FEDC to identify a temporary studio located within the study area. All activities and events during the Downtown Design Week will also be available online, including real-time streaming of the studio design process. This open and transparent approach to community planning will provide the Community with the ability to give real-time feedback and for our team to quickly adapt plans in real-time for the Community to react to over the week. We often like to organize community social events throughout the week, such as bonfires, BBQs, movie nights, and community dinners. We will work with FEDC and the evolving public health guidelines to creative plan for this week to be a fun and exciting planning festival for Downtown.

### VISIONING WORKSHOP

During the course of Downtown Design Week, several significant community events will take place. The first of these will be a Visioning Workshop that will incorporate several activities that the Community will do to help guide the planning team on their goals, visions, and dreams for Downtown. This Workshop will also help establish the opportunities and constraints for the design and planning work to occur during Design Week.

### OPEN HOUSE EVENT

At the middle point of the Design Week, we will post all of the working drafts of the materials for the planning team and Community to review and discuss. This event will include design sketches, renderings, policy ideas, program ideas, and management ideas for the future of Downtown. This critique of the work allows the Community to further guide the direction for the planning. The results of this Open House will lead to a rework of the materials presented to incorporate the feedback of the Community.

### COMMUNITY FORUM EVENT

After the Design Week, the team will present all of the draft materials to the Community. This event will also include a final opportunity for members of the Community to comment on the materials.

### DESIGN WEEK REPORT & UPDATE TO THE EARLY ACTION REPORT

Principle will organize all of the materials created during the Downtown Design Week and the public feedback into a report. This document of the process will identify the common themes and elements of the vision for Downtown that are gaining consensus. This report will be posted online and will be available for public comment. Principle will also update the Early Action Report to capture any priority items that FEDC and the Town might want to advance.



## PHASE 3

### COMMUNITY DESIGN & PLANNING

The final phase of co-creating the Downtown Plan will occur during the fall of 2021 and conclude in the winter and spring of 2022. This phase of work will include several community events and a final draft of the Downtown Plan that is ready for Town Council adoption.

### DOWNTOWN PLAN REPORT DRAFT

Principle will produce a draft of the Downtown Plan incorporating all of the input gains during both Phase 1 and Phase 2 of the process. The draft will be both a printable document as well as a website. The document will include draft renderings and final diagrams, maps, and tables required to document the Community's vision for Downtown fully.

### COMMUNITY OPEN HOUSE EVENT

The Downtown Plan Report Draft will be published online and made available for community comment. Concurrently with the post of this draft, Principle and FEDC will host a Community Open House that will provide an introduction and guidance on the draft plan's contents. The Open House will also offer members of the Community the opportunity to give real-time feedback on the draft.

### DOWNTOWN PLAN REPORT FINAL DRAFT

Principle will incorporate feedback from both the online comments and the Open House input into the Downtown Plan's Final Draft. This draft will again be published online and available to the Community for comment.

### TOWN COUNCIL WORKING SESSIONS

Concurrently with the publication of the Final Draft, Principle and FEDC will host up to three working sessions with the Town Council to discuss the Downtown Plan. We expect these discussions to be open to the public and provide the Community an opportunity to provide real-time input on the plan.

## DOWNTOWN PLAN ADOPTION

Principle will make final edits to the Downtown Plan following the results of the Town Council Working Sessions. The planning process will conclude with the Downtown Plan submitted to the Town Council for adoption.

## ADDITIONAL SERVICES

### MARKET STUDY

Understanding the evolving market dynamics for retail, office, industrial, and residential can be a helpful set of data points (rents, supply, vacancy, growth or decline projections, etc.) when planning a downtown. COVID-19 is currently affecting all of these sectors of the real estate industry differently. We may find that it would be helpful to create a snapshot of the market to better inform the discussions about Downtown Freeport before commencing work on Phase 2. We have included a budget number for additional services to analyze the market for the planning outlined in Phases two and three.

## MARKETING & EDUCATIONAL VIDEOS

We might find that there are clear topics that the Downtown Plan must address, such as parking. For the community to be better prepared to discuss these aspects of their community, we can create some educational materials, such as videos, that summarize the critical information. This resource can lead to better dialogue with the community on complex planning issues. We can also create specific marketing videos to help to gain additional input if required. We have allocated an additional services budget to provide some idea of the level of effort if we were to want to create some of the resources during the planning.



# DESIGN WEEK SCHEDULE

Help shape the future of Downtown Freeport!

## Downtown Design Week!

Pop Up Workspace

THURSDAY, OCTOBER 14TH—  
MONDAY, OCTOBER 18  
9:00 AM to 8:30 PM  
Drop in anytime to see work-in-progress and give us your feedback.  
Location TBD

RSVP at...

For more information visit:  
<https://www.freeportdowntown.me/>

t:+1 786 361 5285

If you require assistance to the venue, please contact...

All hands **DRAFT**  
Please attend!  
Family friendly!



## Key Events!

Kick-Off Workshop  
THURSDAY, OCTOBER 14th  
6:00 PM Kick-Off Workshop  
Location TBD

Community Block Party & Planning Open House  
SATURDAY, OCTOBER 16TH  
5:00–6:00 PM Planning Open House  
6:30–8:00 PM Community Block Party! Music, food + games  
Location TBD

Presentation & Workshop  
MONDAY, OCTOBER 18TH  
6:30 PM Presentation & Workshop  
Location TBD

## Topic Sessions

Join us for a more focused conversation at the workspace @ TBD

Housing Downtown  
Thursday, October 14th @ 1:00 PM

Getting Around Downtown: ADA Accessibility, Walking, Biking, & Parking  
Thursday, October 14th @ 3:00 PM

Art's & Culture: Growing Freeport's Creative Economy  
Friday, October 15th @ 9:00 AM

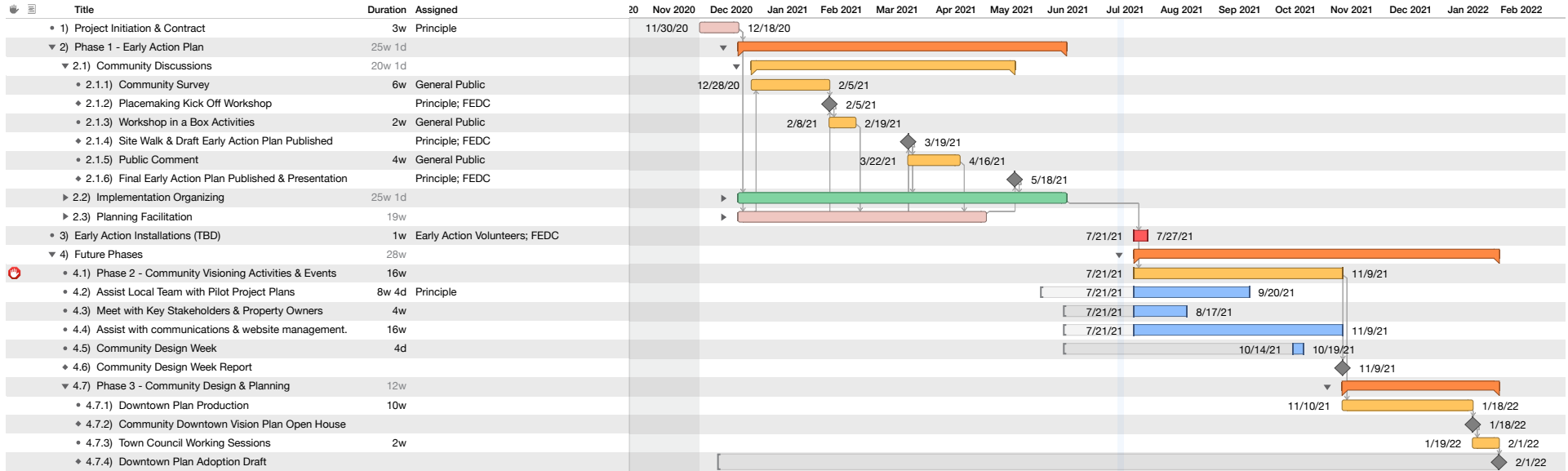
Mixed-Use Downtown  
Friday, October 15th @ 11:00 AM

Sustainability: Downtown Resiliency Planning  
Friday, October 15th @ 1:00 PM

Embrace the Outdoors: Freeport's Open Spaces & Natural Resources  
Friday, October 15th @ 3:00 PM

Downtown Historic Resources & Character  
Saturday, October 16th @ 9:00 AM

# SCHEDULE



# BUDGET SUMMARY

## Freeport Downtown Plan - 6/30/2021

	Length	Total	Notes
Phase 1 - Early Action Plan	26 Weeks	\$ 49,802	
Phase 2 -Community Visioning	TBD	\$ 50,652	tentative upon further funding
Phase 3 - Community Design & Planning	TBD	\$ 49,581	tentative upon further funding
<b>Total Fee</b>		<b>\$ 150,035</b>	

## Additional Services

	Total
Market Study	\$ 17,150
Marketing & Educational Videos	\$ 5,140
Direct Expenses	\$ 1,115
<b>Total Fee</b>	<b>\$ 23,405</b>

# BUDGET WORKPLAN

Work Plan	Weeks
	60
<b>Phase 1 - Early Action Plan</b>	
<b>Activities</b>	
Project Initiation	20
Workshop in a Box Activities	12
Public Comment Activities	12
Communications & Website Management	10
<b>Deliverables</b>	
Community Survey	22
Placemaking Kick Off Workshop	64
Site Walk Event	64
Draft Early Action Plan	116
Final Early Action Plan	30
Public Presentation	24
<b>Fee Summary for Scope</b>	
Total Hours	374
Sub-Total Fee	\$ 47,430
Direct Expenses	\$ 2,372
<b>Total Fee for Scope</b>	<b>\$ 49,802</b>

Principle							
Director	Senior Associate	Associate	Associate	Associate	Associate		
Russell Preston	Ariane Rutt	Logan Capone	Carlos Sainz Caccia	Mandy Reynolds	Ben Meader	Renderings	Market Study
\$235	\$165	\$105	\$105	\$105	\$105	\$250	\$175
0	0	4	8	0	8	0	0
2	0	8	0	2	0	0	0
2	0	8	0	2	0	0	0
0	0	6	0	4	0	0	0
4	0	14	2	2	0	0	0
10	4	16	16	14	4	0	0
8	8	16	16	8	8	0	0
12	16	24	24	24	16	0	0
6	0	8	8	8	0	0	0
4	4	8	4	4	0	0	0
48	32	112	78	68	36	0	0
\$ 11,280	\$ 5,280	\$ 11,760	\$ 8,190	\$ 7,140	\$ 3,780	\$ -	\$ -

<b>Phase 2 -Community Visioning</b>	
<b>Activities</b>	
Stakeholder Meetings	18
Design Week Preparation	42
Community Survey #2	13
Communications & Website Management	20
<b>Deliverables</b>	
Downtown Design Week	90
Design Week Visioning Workshop	36
Design Week Open House Event	36
Design Week Community Forum Event	36
Community Design Week Report	55
Update to Early Action Report	8
<b>Fee Summary for Scope</b>	
Total Hours	354
Sub-Total Fee	\$ 48,240
Direct Expenses	\$ 2,412
<b>Total Fee for Scope</b>	<b>\$ 50,652</b>

6	0	12	0	0	0	0	0
4	0	8	8	16	6	0	0
1	0	8	2	2	0	0	0
2	0	8	2	8	0	0	0
20	20	20	20	10	0	0	0
8	8	8	8	4	0	0	0
8	8	8	8	4	0	0	0
8	8	8	8	4	0	0	0
4	4	24	20	3	0	0	0
2	0	4	2	0	0	0	0
63	48	108	78	51	6	0	0
\$ 14,805	\$ 7,920	\$ 11,340	\$ 8,190	\$ 5,355	\$ 630	\$ -	\$ -

<b>Phase 3 - Community Design &amp; Planning</b>	
<b>Activities</b>	
Communications & Website Management	8
Open House Prep	26
Community Office Hours	22
Stakeholder Meetings	12
<b>Deliverables</b>	
Renderings	40
Downtown Plan Report Draft	120
Community Open House Event	27
Downtown Plan Report Final Draft	32
Town Council Working Sessions (3)	15
Downtown Plan Report Adoption Draft	22
<b>Fee Summary for Scope</b>	
Total Hours	324
Sub-Total Fee	\$ 47,220
Direct Expenses	\$ 2,361
<b>Total Fee for Scope</b>	<b>\$ 49,581</b>

0	0	4	0	4	0	0	0
4	0	8	4	6	4	0	0
4	0	8	2	8	0	0	0
6	0	0	0	6	0	0	0
0	0	0	0	0	0	40	0
14	8	30	30	30	8	0	0
8	3	8	0	8	0	0	0
4	4	8	8	8	0	0	0
6	0	9	0	0	0	0	0
4	0	6	6	4	2	0	0
50	15	81	50	74	14	40	0
\$ 11,750	\$ 2,475	\$ 8,505	\$ 5,250	\$ 7,770	\$ 1,470	\$ 10,000	\$ -

<b>Additional Services</b>	
<b>Activities</b>	
Existing & Emerging Conditions Research	8
Design Week	50
<b>Deliverables</b>	
Market Study	40
Marketing & Educational Videos	44
<b>Fee Summary for Scope</b>	
Total Hours	142
Sub-Total Fee	\$ 22,290
Direct Expenses	\$ 1,115
<b>Total Fee for Scope</b>	<b>\$ 23,405</b>

0	0	0	0	0	0	0	8
0	0	0	0	0	0	0	50
0	0	0	0	0	0	0	40
4	0	24	0	0	16	0	0
4	0	24	0	0	16	0	98
\$ 940	\$ -	\$ 2,520	\$ -	\$ -	\$ 1,680	\$ -	\$ 17,150

# WHAT WE DO PRINCIPLE

# PRINCIPLE



Existing conditions of Promenade Street.



The proposed vision for Promenade Street as a result of the community engagement process. Several key infrastructure investments can transform Promenade Street into an actual world class Promenade.

## SERVICES

- COMPREHENSIVE PLANNING
- URBAN DESIGN
- DOWNTOWN PLANNING
- MASTER PLANNING
- PUBLIC PROCESS / CHARRETTES
- WALKABILITY STUDIES
- TACTICAL URBANISM CAMPAIGNS
- BUILDING DESIGN
- COMPLETE STREET DESIGN
- CORRIDOR PLANS
- PROJECT IMPLEMENTATION
- FORM-BASED ZONING
- DESIGN REVIEW
- SEMINARS & WORKSHOPS
- BRANDING & MARKETING
- SITE SELECTION & ASSEMBLY
- INVESTMENT PROCUREMENT
- FEASIBILITY STUDIES

# WASHINGTON STREET VISION & CODE

## PRINCIPLE

**LOCATION** Washington Street Corridor, Newton, MA

**CLIENT** City of Newton

**YEAR** 2018 - 2019

**STATUS** Vision Plan Approved, Zoning Code Under Review.

**TEAM** Principle, StreetPlans, Urban Advisors, Kittleson Associates, TieschlerBise, Imai Keller Moore Architects, Carrico Illustration

**MORE INFO** [newtonma.gov/gov/planning/lrplan/washington\\_street\\_vision.asp](http://newtonma.gov/gov/planning/lrplan/washington_street_vision.asp)

Washington Street in Newton, Massachusetts, is an auto-centric four-lane thoroughfare that runs through several village centers in the city. Adjacent to the commuter rail and only several miles from Cambridge and Boston, Newton has become a target of development pressure. City residents and staff wanted to approach the issue more proactively than they had done in the past.

### TEAM APPROACH

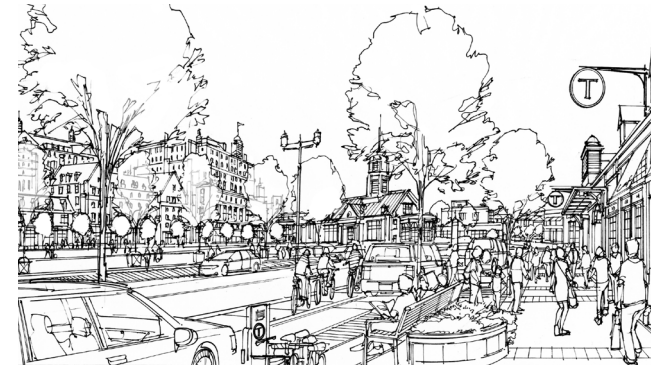
“Hello Washington Street!” is an initiative with the City of Newton to proactively plan the future of Washington Street via a community-based process with residents, local businesses, and City Councilors. The thirteen-month process from April 2019 to May 2019 resulted in a vision plan and form-based zoning code draft for the areas that link West Newton to Newtonville to Newton Corner. The process featured a week-long pop-up design studio in one of the villages in the study area, which was open to the public 12-hours a day. Over the course of the week,

our team worked full-time in a pop-up studio and engaged with the public in interactive design activities, meetings, and cookouts to learn more about the study area, public preferences, and educate citizens about zoning and form-based codes. Over 400 residents showed up on location to participate throughout the week.

*From the desk of Mayor Fuller: “Russell Preston and the staff at the Principle Group have a unique track record of effective, intensive neighborhood involvement. They will be helping us do something really difficult – develop consensus on the mix of office; retail and housing; building heights and density; automobile, bicycle, pedestrian and mass transit strategies; open space; and other issues from the vibrancy of Washington Street’s village centers to encouraging arts & culture and small, local businesses.”*



Proposed redevelopment of the Newtonville shopping center and Washington Street.



Proposed air rights deck park above the Turn Pike with development at the existing Commuter Rail West Newton Station.



Existing conditions of Washington Street at West Newton.





Vision for the redevelopment of Washington Street from a sprawling suburban corridor to a walkable, liveable neighborhood center.

# MASHPEE COMMONS MASTERPLAN AND CODE

## PRINCIPLE

**LOCATION** Mashpee Commons, Mashpee, MA

**CLIENT** Mashpee Commons LP

**YEAR** 2016 - Present

**STATUS** In Progress

**TEAM** Principle, Duany Plater-Zyberk & Company, Imai Keller Moore Architects, Simon Consulting

**MORE INFO** [mashpeecommons.com](http://mashpeecommons.com)

The plan and code for Mashpee will guide development from a suburban retrofit of a typical strip mall into a new town center for the Town of Mashpee. After years of struggling to gain local support for the idea of building a compact, walkable neighborhood in a community that has lacked a mixed-use downtown, the developer sees change take place.

### TEAM APPROACH

Principle and the Mashpee Commons by Design Team worked with the Town and the Cape Cod Commission closely to further plans for residential neighborhood development at The Commons. The objective is to strengthen the existing commercial core and provide a whole neighborhood where people can walk from home to work, dine, and enjoy the community. Principle is leading the design of the master plan, including new regional and local street designs, schematic building designs for development, and crafting the form-based code that will shape the community. The public process began in the fall of 2017, and the Vision Plan is currently in production.

### PROJECT IMPACT

The proposed form-based zoning code is designed to create a new variety of buildings and housing types in Mashpee Commons, such as townhomes and low-rise apartments. Over time, the zoning code guides development, which enables The Commons to transition into a mixed-use, walkable neighborhood and maintain the charming character of the Cape. The goal is to position the Commons to attract both young and aging residents who are looking for an alternative to single-family homes and wish to be closer to amenities. The public process focused on engaging the community through a series of talks and a pop-up studio to result in a cohesive vision to guide growth and development that is rooted in local precedent.



Visioning Meeting, Mashpee Commons 2017.



The neighborhood framework plan to guide the future expansion of the town center.



Rendering of a proposed greenway with a variety of building types surrounding it that include small and large multi-family buildings and townhouses.



Rendering of the future Jobs Fishing Road converting it from an auto-orient bypass road to a walkable and pedestrian friendly street with a mix of building types that are both residential, mixed-use, and hospitality.

# WOONASQUATUCKET VISION PLAN

## PRINCIPLE

**LOCATION** Woonasquatucket Corridor, Providence, RI

**CLIENT** City of Providence

**YEAR** 2017-2018

**STATUS** Adopted

**TEAM** Principle, Horsley Witten Group, Urban Advisors,  
Kyle Zick Landscape Architecture, TND Engineering

**MORE INFO** [www.providenceri.gov/planning/woonasquatucket/](http://www.providenceri.gov/planning/woonasquatucket/)

Principle worked with the City of Providence and the EPA to develop a long term strategic vision for the 560 acre Woonasquatucket River corridor, including several diverse neighborhoods in an arts-industrial, yet developing section of Providence. Challenges included incorporating several large catalyst brownfield sites into the plans, engaging the community in a dialogue about the future of the area, and planning to keep affordability and the industrial character in tact.

## TEAM APPROACH

Principle facilitated engagement with a diverse community of stakeholders during an intensive public process, including public picnics, a weeklong design charrette, and dozens of focus group meetings. During the weeklong design charrette, the team worked in real-time with the public to create a cohesive vision for the neighborhood. This iterative process leveraged existing community assets to address effects from land contamination as well as issues such as displacement and preservation of neighborhood identity.

## PROJECT IMPACT

The Woonasquatucket Vision Plan will guide development as well as the City's capital improvements along Providence's Woonasquatucket River. The Plan aims to stimulate economic growth that benefits neighborhood stakeholders as it strengthens environmental and social resilience. It will be used to guide and prioritize the many investments planned and underway in the Woonasquatucket Corridor, determine other needed investments, visualize what desirable reinvestment looks like, and advocate for and secure resources for implementation. In 2019, the City began design on the first phase of infrastructure improvements.



Existing conditions of Promenade Street.



Several key infrastructure investments can transform Promenade Street into an actual world class Promenade.



Vision for the development of Atwells Avenue.



Vision for the redevelopment of Dead Street with infill maker and industrial buildings, a linear skate park, and outdoor public gallery.

# CAMDEN TANNERY PARK

## PRINCIPLE

**LOCATION** Camden, ME

**CLIENT** Cranesport LLC

**YEAR** 2020-present

**STATUS** In progress

**TEAM** Principle, Maple Street Design Studio, Interfluve

**MORE INFO** [www.camdentannerypark.com](http://www.camdentannerypark.com)

The 3.5-acre site is the former site of the Apollo Tannery, and is currently an empty lot used for the Camden Farmer's Market. The Town of Camden acquired the site in 2003, and is presently remediating the site with the help of the EPA's Brownfield Cleanup Grants. In 2014, a majority of Camden voters supported using commercial and business uses for the site, as opposed to preserving it as a park or open space. Camden Tannery Park is a proposed industrial eco-village on the bank of the Megunticook River. The project consists of 19 workshops and a community barn made of locally sourced, sustainable materials using economic construction. The Park focuses on three primary 'active' uses, a Common Market, Light Industrial Incubator Spaces, and an Event Venue. The proposal preserves green space and enhancing the riverwalk that runs along the site.

## TEAM APPROACH

The proposal is based on six key principles. **Building Community** with a public space for gatherings and events. **Economic Development** by creating jobs, incubator space, and workshops. **Placemaking** for people of all ages to play and enjoy in all seasons, including a public square for the Farmer's Market and the community to use for outdoor concerts, ice skating, and other community gathers. **Sustainable Construction**, including low impact

site remediation and timber frame construction for the workshops and barn. **Vibrant Street Life** with spaces for community gathering, natural landscape features, and safe streets for bikers and pedestrians. **Preserve Ecology** by using low impact site remediation, restoring the riverbank, and enhancing the riverwalk.

## PROJECT IMPACT

If approved, the industrial eco-village will bring new jobs and economic activity that supports local makers, artists, and entrepreneurs to the town. The Camden Tannery Park supports the economic ecosystem, start-ups, and early-stage businesses. Year-round programming of the Farmer's Market, Winter Fire + Ice Festival, Fall Film Festival, and the barn space for conferences and events provides a place for community gathering. The site will be cleaned up in partnership with the Town and EPA, and the river and riverwalk will be restored and accessible to the public.



The proposed Maker Barn and Gateway Green from Washington Street.



The proposed public plaza during a fall film festival.



The proposed public plaza during the winter Fire and Ice Festival, with an ice skating rink, vendors, and live music.



Bird's eye view of the proposed Tannery Park with the workshops facing Washington Street, and a new proposed street that connects Washington Street to Rawson Avenue. Parking is placed throughout for access to the workshops. There is an open space on the Gateway Green, and the Camden Farmers Market on the public plaza. The Barn faces the public plaza. The restoration of the riverfront allows pedestrians to stroll along the riverwalk, and access the river to fish.

# HIGGINS BEACH FORM-BASED CODE

## PRINCIPLE

**LOCATION** Higgins Beach Neighborhood

**CLIENT** Town of Scarborough, Maine

**YEAR** 2015 & 2017

**STATUS** Adopted

**TEAM** Principle

**MORE INFO** [www.scarboroughmaine.org/departments/planning-codes/higgins-beach-resource-site/higgins-beach-zoning-repair-documents](http://www.scarboroughmaine.org/departments/planning-codes/higgins-beach-resource-site/higgins-beach-zoning-repair-documents)

## CLIENT CHALLENGE

Higgins Beach, a turn-of-the-century planned beach community, was challenged by the conventional zoning adopted in the sixties, which put all of the existing homes into non-conformity. Since that time, anyone seeking to renovate their home has been required to comply with uncharacteristic setbacks as well as other onerous environmental regulations.

## TEAM APPROACH

For a week, our team set up a studio in one of the classic Higgins Beach cottages, inviting the neighborhood in during the course of a multi-day charrette to discuss their issues and hopes. A highly simplified and customized form-based code was crafted to reflect the existing reality on the ground; no illustrative vision plan was required. .

## PROJECT IMPACT

The code was adopted unanimously within 6 months of project initiation. Numerous applications have come in under the new code, clearly showing how the improved standards can produce buildings in character with the neighborhood. There is broad consensus that the new regulations were a great success for a neighborhood that both feared change but also knew the existing condition was not working. Building on the initial success, modifications to the code were tracked and Principle was hired a second time to conduct a code audit. Minor adjustments were made to the code to further improve the function and built results.



Residents at a community cookout to kick-off the public process.



Houses built under the new zoning.



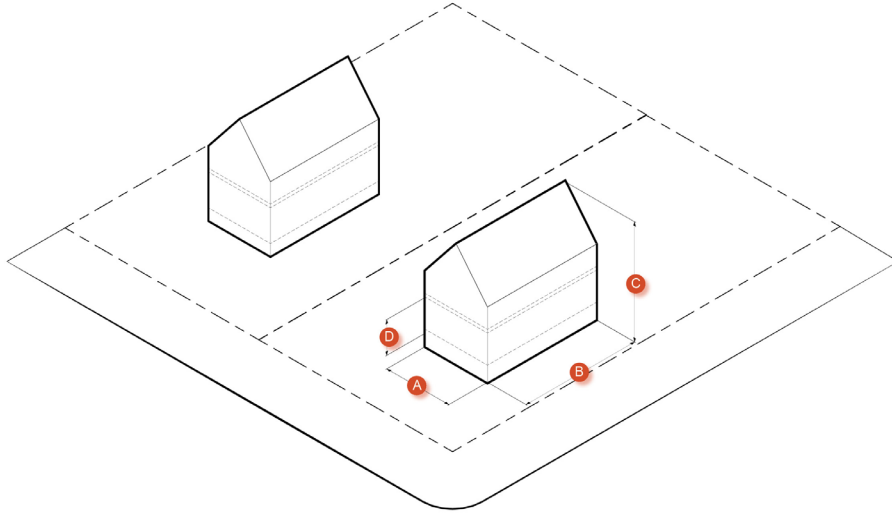
A house built under the new zoning.



**B. PRINCIPAL BUILDING TYPES & STANDARDS**

**1. COASTAL COTTAGE**

A detached residential building type with one principal dwelling unit and defined by a narrow, projecting center massing that has a wrap-around porch, which is typically engaged on the sides.



**BUILDING FORM**

Building Width	18 ft max	<b>A</b>
Building Depth	36 ft max	<b>B</b>
Total Stories	2 stories max	<b>C</b>
First Story Height*	10 ft max	<b>D</b>
Upper Story Height*	n/a	
Roof	See Table 4.1	

\*See Article 4.A.2 for Height Standards

**FACADE COMPOSITION**

Ground Story Fenestration	20% min
Upper Story Fenestration	15% min

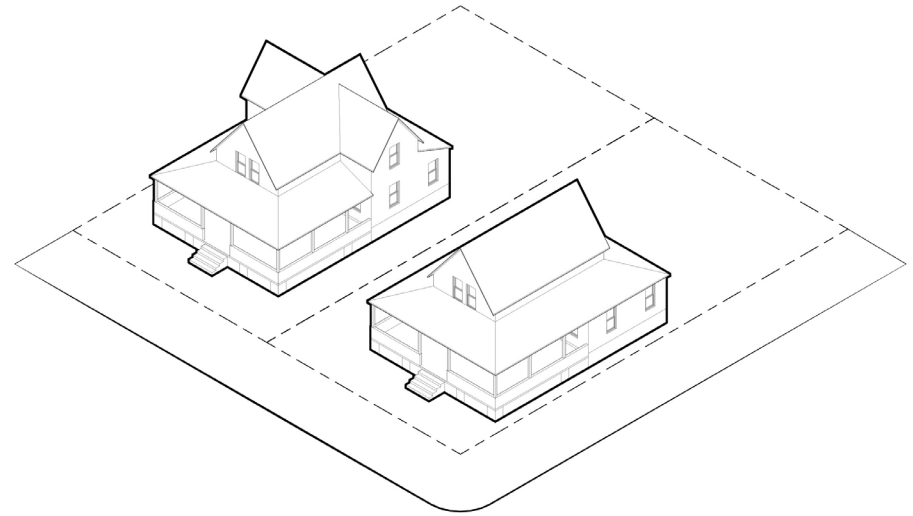
**FRONTAGES**

**See Article 4D**

Residential Yard	Required
Shopfront	Not Permitted
Beachfront Yard	See Special Requirements Map
Beachfront Garage Court	See Special Requirements Map

**1. COASTAL COTTAGE**

A detached residential building type with one principal dwelling unit and defined by a narrow, projecting center massing that has a wrap-around porch, which is typically engaged on the sides.



**COMPONENTS**

**See Article 4C**

Projecting Porch	Permitted
Integral Porch	Not Permitted
Engaged Porch	Permitted
Balcony	Permitted
Bay Window	Permitted
Dormer Window	Permitted
Cross Gable	Permitted
Roof Walk	Not Permitted
Stoop	Permitted
Rear Addition	Permitted
Side Addition	Permitted

**STANDARDS**

- i. A minimum of two components must be applied to the base building massing, including a Porch as required under the Residential Yard Frontage standards (Article 4D)

# VALOR

## PRINCIPLE

**LOCATION** 1467 Tremont Street, Mission Hill, Boston, MA

**CLIENT** New Urban Partners, LLC

**YEAR** 2011-2017

**STATUS** Completed

**TEAM** Principle, Choo & Company, Shadrawy & Rabinovitz, Potomac Capital Advisors

**MORE INFO** [www.valorboston.com](http://www.valorboston.com)

The land at 1467 Tremont had been vacant for more than 50 years, but was a great location for creating transit-oriented housing needed in Boston. Several factors made this particular piece of property difficult to develop: zoning constraints for setbacks and parking requirements on the property made it nearly infeasible to build on the land; and the land area was an unusual size for conventional mixed-use development, which required the design of the building to be much more compact than similar structures.

### TEAM APPROACH

Our approach to the project enabled us to overcome zoning hurdles by creating a contextual design using a unique architectural focal point at this important intersection along Tremont Street. The building's style is inspired by the art deco and neoclassical proportions of the adjacent Tobin Community Center and various other buildings found throughout the neighborhood. This focus on creating a quality design allowed for the team to successfully receive a Zoning Board of Appeals decision to change the property's setbacks and reduce the required parking.

### PROJECT IMPACT

The project has created new housing for Boston in a neighborhood within walking distance to more than two public transit lines — in what was once a derelict plot of land adjacent to a well-loved civic structure. The project also provides much-needed small and affordable apartment homes for the neighborhood, along with a small-scale storefront with local tenants.



Interior of a unit at Valor.



Rooftop of Valor and the Boston skyline.



Photo of the exterior of Valor, 2017.

# LANEWAY AT 9 BURNEY STREET

## PRINCIPLE

**LOCATION** 9-11 Burney Street, Mission Hill, Boston, MA

**CLIENT** New Urban Partners, LLC

**YEAR** 2012-2019

**STATUS** In progress

**TEAM** Principle, Utile, New Urban Partners, LLC

**MORE INFO** [www.lanewaymissionhill.com](http://www.lanewaymissionhill.com)

Principle is the lead of urban design and development for a series of transit-oriented, mixed-use buildings along the main street of the Mission Hill neighborhood. The Laneway and 9 Burney Street Building were approved by the BPDA in May of 2019, after a two-year public process involving community meetings and a drop-in studio. The 9 Burney Street Building is an infill of a parking lot with a building accompanying the Laneway. The Laneway is a pocket-park inspired shared space that will connect the block, provide seating for business, and provide an elegant space for events like live concerts, yoga, and community gathering.

### TEAM APPROACH

Principle and Utile are working with New Urban Partners LLC to develop 9 Burney Street. The 4-story, 21-unit apartment building utilizes the Compact Living Pilot, a program created by the Mayor's Housing Innovation Lab. The Laneway Building at 9 Burney Street has the potential to serve as a model for the Compact Living Pilot due to its beautifully designed units & amenity spaces, commitment to long-term occupancy, a novel open publicly accessible Laneway, proximity to public transit, and bike amenities for residents and guests.

### PROJECT IMPACT

9 Burney Street adds a variety of new residential and public spaces and three affordable units within walking distance to public transit in the Mission Hill neighborhood. A six-space parking garage and bicycle storage will support this project's goal of being transit-oriented. Also, a centralized trash service will reduce litter, visual clutter, pests, and other various management issues related to the existing outdoor storage of waste and recycling on the block. The Team is dedicated to the long term economic development of Mission Hill and supports local businesses, the community center, and neighborhood groups. Principle also hosted a drop-in studio dedicated to employing the principles of New Urbanism- to create walkable, human-scaled places that help local businesses and retail thrive, improve public health, and build healthier communities- in Mission Hill to create a vision for development.



View of the Laneway from Tremont Street.



Ground floor amenity space at the Laneway at 9 Burney Street.



Concept design for the Laneway at 9 Burney Street.

# THE TREMONT: MIXED USE HOUSING

## PRINCIPLE

**LOCATION** 1480 Tremont Street, Mission Hill, Boston, MA

**CLIENT** New Urban Partners, LLC

**YEAR** 2011-2016

**STATUS** Completed

**TEAM** Principle, Utile, New Urban Partners, LLC

**MORE INFO** [www.thetremontboston.com](http://www.thetremontboston.com)

The Boston Clutchworks Site had sat undeveloped for nearly a generation. Several prior developers were unable to secure support from the local community, our approach to the redevelopment was to design a project that was community-oriented. This building was also the first phase in a multi-phase master plan which required that it needed to set the character and quality for new development in the area.

### TEAM APPROACH

The project conformed to the height, density and design guidelines set forth by the community. The resulting building incorporates 66 rental apartments ranging in size, type and affordability. The project includes a 60 car parking garage and 82 bike storage spaces as well as other transportation demand managements plans to encourage residents to take advantage of the orange and green line subway stations. The design includes over 15,000 square feet of outdoor space, a fitness facility, and roof decks to take advantage of striking views.

### PROJECT IMPACT

The housing provided by The Tremont was not available in the neighborhood and the property being completely leased in under 6 months is testament to how needed these types of homes are for a growing city. Mission Hill has an eclectic mix of architectural styles, which have inspired the building's design. The ground floor was planned to accommodate several neighborhood-oriented shops and restaurants, helping to increase street life and add to the vitality of Tremont Street as an eating and shopping destination.



The Tremont looking southeast.



Interior of a unit at The Tremont.



View of the site prior to construction.



The Tremont looking southwest.



# RUSSELL PRESTON

DIRECTOR  
(786) 361-5285  
russell@principle.us

Russell Preston is the founder of Principle, a planning, design, and development firm focused on creating authentic places. His work as a designer and urbanist during the last two decades has included a variety of public and private projects of all scales throughout the U.S., as well as contributions to industry publications such as the Tactical Urbanism Guides, Smart Cities, Living Urbanism, and ArchDaily. Russell understands the complexities of building significant places first hand when it comes to placemaking, from his work developing several mixed-use infill buildings in Greater Boston to the creation of PlaceCode, an open-sourced zoning code designed to allow more communities to benefit from improving their regulations. Before founding Principle, Russell worked with Cornish Associates on the redevelopment of Downcity Providence, and Mashpee Commons, a mixed-use neighborhood on Cape Cod. In 2010, he received the Faculty Award for Outstanding Contribution to the Profession from the University of Miami. Russell lives in Boston with his wife and son.

## EDUCATION

M.Arch., Urban Design Program  
University of Miami School of Architecture, 2003

B.Arch, School of Architecture  
University of Notre Dame, 2002

## SERVICE

Air Pollution Control Commission City of Boston Commissioner-at-Large	2013-Present
Washington Gateway Main Street Board of Directors	2013-2018
Congress for the New Urbanism Board of Directors	2009-2017
CNU New England Board of Directors	2004-2017

## PROJECTS & EXPERIENCE

### LANEWAY MISSION HILL

Lead the design and development of the Laneway at 9 Burney Street, a 24-unit transit oriented apartment building. The Laneway is a pocket-park inspired public space designed to connect the block, provide seating for businesses, and serve as a gathering space for the community. Approved. Boston, MA. 2018-Present.

### HELLO WASHINGTON STREET

Lead the creation of a plan for the Washington Street Vision Plan, which includes a vision for the corridor, an update to the zoning code, and an innovative public outreach plan including an intensive week-long design charrette. The City Council has adopted the Vision Plan and is in the process of reviewing the zoning code. Newton, MA. 2018-2019.

### MASHPEE COMMONS MASTER PLAN & CODE

Work with the developer of nationally-recognized suburban retrofit project to redesign the regional road system, expand the neighborhood with a mix of housing, and draft form-based code to manage development. Currently in the adoption process. Mashpee, MA. 2016-Present.

### WOONASQUATUCKET VISION PLAN

Lead a comprehensive planning process to create a vision plan for an Innovation District focused on Arts and Food for the City of Providence. The 560-acre study area includes several former industrial properties that the team intensively studied to evaluate their brown field status and to create a pathway forward for redevelopment. An overall strategy was created for encouraging the long term growth of artists, arts businesses, and local food producers, manufactures, and companies. This project was funded by the EPA. Adopted with early action infrastructure upgrades in design. Providence, RI. 2017-2018.

### UNION SQUARE MASTER PLAN

Lead a complex public private partnership planning team to create a comprehensive plan for redevelopment of the Union Square neighborhood, including new Green Line subway station areas. This plan will create up to 7,000,000 square feet of new development including 2,349 housing units and 12.32 acres of new public parks. New zoning was created following the adoption of the plan. Infrastructure upgrades and several development sites are now under Construction. Somerville, MA. 2014-2016.

### NEWCASTLE MASTER PLAN & CODE

Lead the development of the comprehensive plan and form-based code, including creating a master plan for Main Street and Rte. 1 and two new neighborhood plans. This project included an innovative public outreach plan with signage and social media campaign, walking workshops, and strategic editorials. Newcastle, ME. 2016-2018.





# ARIANE RUTT

ARCHITECT

(786) 361-5285

ariane@principle.us

Ariane Rutt has seventeen years of experience in architecture. After a return to the Boston area in 2019, she is continuing to practice as a registered architect in Massachusetts. Ariane has contributed her design skills to a wide array of project types including renovation, new construction, and most recently in rehabilitating projects per the Secretary of the Interior's Historic Tax Incentives program. Ariane excels at being a strong client agent and a dedicated collaborator and has managed public bid projects for the City of Boston and the Town of Essex. Ariane has worked on a great deal of older existing buildings in the Boston area and beyond, and is well-versed in the intricacies of improving and maintaining our built environment.

## EDUCATION

B.Arch, School of Architecture  
University of Notre Dame, 2002

## LICENSES & ASSOCIATIONS

Registered Architect License #50568, 2013- present  
National Chapter Member, 2013-present  
American Institute of Architects

## PROJECTS AND EXPERIENCE

### SOMERNOVA MASTER PLAN

Collaborating in the planning and design of short and long-term actions for Somernova, an innovation campus in Somerville. It has involved from tactical urbanism strategies to long-term vision plan definition for the campus. 2018-Present

### WKL ARCHITECTURE, 2017-2019 REHABILITATION & ADDITION TO SPRING BROOK WATER BUILDING

Built in 1910, this four-story neo-classical building was rehabilitated to serve as the School of Engineering for King's College in Wilkes-Barre, PA. An addition of equal stories was constructed to the rear of the building to provide a new elevator and second means of egress stairway. Several studies were made to determine the least impactful way to introduce new mechanical systems. Oversaw the project from the initial schematic response from the National Park Service until the construction was in the final stage of construction.

### REHABILITATION AND ADDITION MEMORIAL CHURCH

This existing church was built in the late 1800s and has been re-purposed as an assembly space for

King's College in Wilkes-Barre, PA. A one-story addition was constructed adjacent to the church to accommodate a meeting room, offices and facilities. The site required multiple studies to accommodate both the state and national preservation concerns. Great care was taken to find new masonry units that would complement the existing church's facade while aligning with the College's budget. Oversaw the project from the initial submission to the National Park Service, completed the construction documents and managed the construction administration until substantial completion of the church's interior renovation.

### PROJECT MANAGER, MEYER & MEYER, 2007-PRESENT ESSEX TOWN HALL, TOWN OF ESSEX, MASSACHUSETTS

Completed a code review of an existing Shingle Style public building to ascertain what scope of work could be completed without triggering full ADA compliance. Work was bid through a public process and the bids were reviewed and awarded following state protocol.



## LOGAN CAPONE

PLANNER

(786) 361-5285

logan@principle.us

Logan Capone is a city planner interested in creating a liveable public realm by planning places for people. At Principle, Logan is responsible for project management of planning, design, and development projects, as well as public engagement. Before joining Principle, Logan worked in Preservation Planning for the City of Somerville, planning public events, managing public outreach campaigns, as well as assisting with the management of historical sites. As a graduate student, Logan was the Vice President of the Boston University Urban Planning Association, as well as the Digital Media Manager for the City Planning Department, playing an essential role in the planning and outreach of lectures, forums, and other academic events.

### EDUCATION

Master of City Planning,  
Boston University

B.A. Architecture,  
Boston University

### PROJECTS & EXPERIENCE

#### CAMDEN MAKER MASTER PLAN

The master plan for a brown field site incorporates several different building types aimed at makers, fabricators, and small industrial businesses. The site also incorporates a natural greenway along the river and a central square for the region's farmer's market. 2019-Present.

#### SOMERNOVA

Collaborating in the planning and design of short and long-term actions for Somernova, an innovation campus in Somerville. It has involved from tactical urbanism strategies to long-term vision plan definition for the campus. 2018-Present.

#### LANEWAY MISSION HILL

Assisting with the design and development of the Laneway at 9 Burney Street, a 24-unit transit oriented apartment building. The Laneway is a pocket-park inspired public space designed to connect the block, provide seating for businesses, and serve as a gathering space for the community. Approved. Boston, MA. 2018-Present.

#### MASHPEE COMMONS MASTERPLAN & CODE

Work with the developer of nationally-recognized suburban retrofit project to redesign the regional road system, expand the neighborhood with mix of housing, and draft form-based code to manage development. Currently in the adoption process. Mashpee, MA. 2016-Present.

#### PRESERVATION PLANNING, SOMERVILLE HISTORIC PRESERVATION COMMISSION, 2018-2019

Worked under the Office of Strategic Planning & Community Development to promote preservation and execute planning projects. Provide project management for events, grants, and other programs. Design and editing for brochures, newsletters, and social media.



## CARLOS SAINZ CACCIA

URBAN DESIGNER

(786) 361-5285

carlos@principle.us

Carlos is an urban planner and designer originally from Guadalajara, Mexico. He believes that successful city development should always put people at the center while balancing a diverse array of interests from different sectors of a community. He is particularly passionate about the public realm, which is where these interests are expressed and where a sense of community is built.

His work has included a diverse set of projects throughout Mexico and the U.S. He has been focusing on the concept of Transit Oriented Development (TOD) and its impact in the urban form and the construction of public space as a key for TOD success. Before joining Principle, he worked in public and affordable housing projects and the elaboration of various planning reports and comprehensive plans in the Boston area. Additionally, he temporarily joined the MIT Department of Urban Studies and Planning as a guest lecturer for a TOD practicum class and advised the elaboration of the Masterplan for Guadalajara's Historic Downtown as a TOD consultant.

Before moving to Boston, he worked for several years at an architecture and urbanism firm in Mexico, managing urban design and planning projects, and as a consultant to several public dependencies from Mexico City and Guadalajara.

### EDUCATION

Master in City Planning + Certificate in Urban Design  
Massachusetts Institute of Technology, 2017

Bachelor in Architecture, Instituto Tecnológico de Estudios  
Superiores de Occidente (Mexico), 2012

### PROJECTS AND EXPERIENCE

#### CAMDEN MAKER MASTER PLAN

The master plan for a brown field site incorporates several different building types aimed at makers, fabricators, and small industrial businesses. The site also incorporates a natural greenway along the river and a central square for the region's farmer's market. 2019-Present.

#### HELLO WASHINGTON STREET! VISION PLAN

Collaborating on the production of the place-based code, graphic production, and urban design for Newton MA's Washington Street Vision Plan. It includes a vision for the corridor, an update to the zoning code, and an innovative public outreach plan including an intensive week-long design charrette. The City Council has adopted the Vision Plan and is in the process of reviewing the zoning code. Newton, MA. 2018-2019.

#### MASHPEE COMMONS MASTER PLAN & CODE

Work with the developer of nationally-recognized suburban retrofit project to redesign the regional road system, expand the neighborhood with mix of housing, and draft form-based code to manage development. Currently in the adoption process. Mashpee, MA. 2016-Present.

#### GUADALAJARA MASTER PLAN, MEXICO

Consulting in the production of urban policy and design guidelines for Transit Oriented Development strategies within Guadalajara's downtown. This is part of a long personal process that initiated in 2012 and involved personal academic research,

collaborating with academic groups as teacher and collateral professional projects. 2012-Present

#### COMPREHENSIVE PLAN FOR CONCORD, MA

Producing the smart growth analysis which consisted in designing a methodology to identify the optimal parcels for development based on transportation accessibility, location, zoning and natural conditions, and estimate the development scenarios following on a place-based approach to define the most suitable development scales. 2018

#### MILLERS RIVER REDEVELOPMENT MASTER PLAN, MA

Producing and leading the urban design component of a master plan for an existing Cambridge Housing Authority senior housing property which involved the engagement of the existing tenants and assessing real estate development scenarios and phasing. 2017-2018



# MANDY REYNOLDS

## PUBLIC ENGAGEMENT

(786) 361-5285  
mandy@principle.us

## EDUCATION

B.A.Science, Technology & Society  
Colby College, 2012

## SERVICE

Congress for the New Urbanism	2017–Present
New England Chapter, Member	
Build Maine Conference	2016–Present
Executive Director	
Volunteer Coordination	
Fair Tide, Inc.	2015–2016

## LICENSES

Real Estate Agent - Maine 2018

## PROJECTS & EXPERIENCE

### SOMERNOVA MASTERPLAN

Assist the master plan and incremental redevelopment of a 7.5 acre campus in Somerville, MA. This innovation campus is being designed as a creative hub for makers, entrepreneurs, and artists that takes advantage of the unique location near the future Union Square subway station. The project is currently in the planning phase. 2018-Present.

### HELLO WASHINGTON STREET! VISION PLAN

Providing research and volunteer facilitation services for the Washington Street Vision Plan, which includes a vision for the corridor, an update to the zoning code, and an innovative public outreach plan including an intensive week-long design charrette. Currently undergoing City Council review. Newton, MA. 2018-2019.

### TOPSHAM COMPREHENSIVE PLAN

Worked through a public charrette process to develop a Comprehensive Plan focused on big

ideas that will help Topsham achieve priority goals, including a fiscally sound growth strategy and a greater sense of community. Topsham, ME. 2017-Present.

### COMMERCIAL PROPERTIES, INC., 2018–Present.

VICE PRESIDENT OF BUSINESS DEVELOPMENT, Responsible for commercial leasing of existing and new development properties in the Portland and mid-coast Maine area. Specializing in commercial retail, office, and industrial space.

### VIGEO EIRIS, 2012-2018

#### CONFLICT RISK NETWORK RESEARCH SPECIALIST

Providing Environmental, Social and Governance (ESG) research on S&P 500 mainly in the extractives and chemicals sectors. Mandy’s work at EIRIS has included engaging with companies regarding policies including bribery, human rights and environmental violations; sorting out best practices from phony corporate initiatives; researching the under-reported aspects of oil and gas extraction, specifically with regards to hydraulic fracturing. Mandy is also the deputy researcher for the Sudan Company Report, the preeminent source for information on companies involved in targeted sectors in Sudan, which is published on a quarterly basis.

Mandy Reynolds is a researcher with six years of experience in corporate social responsibility on environmental, social governance, and human rights-related research projects. Mandy began working with Principle in 2017 as a project manager. In that capacity, Mandy has taken on the role of Executive Director of Build Maine, an annual conference that convenes all of the people involved in the act of building Maine’s cities and towns. Mandy also recently joined Portland-based development firm Commercial Properties Inc. and is a Maine licensed real estate agent and Associate Advisor with SVN | The Urbanek Group, a commercial real estate brokerage based in Portland, Maine. As the Vice President of Development at Commercial Properties, Inc., she focuses on marketing, due diligence research, leasing and tenant development and outreach. Mandy’s focus on corporate social responsibility provides a strong background in data analysis, management and market trends. A graduate of Colby College in Waterville, Maine, Mandy is a native Mainer and currently resides in Portland.



# BENJAMIN MEADER

GIS ANALYSIS

(786) 361-5285

ben@rhumbline.com

Ben is a GIS analyst, cartographer, and educator. He provides GIS consulting work for private, municipal, and educational institutions that ranges in scope from property site assessments to demographic research. His cartography work has been published in dozens of private and academic publications, including topics and styles such as historical, social, choropleth, chart, isopleth, LiDAR, topographic, and bathymetric maps.

Ben's passion for the outdoors and landscapes was sparked by his time spent growing up in New England, and guided him to a degree in Geography at Middlebury College. He has been working with Principle since 2015, and Rhumb Line Maps since 2013. Ben lives in South Bristol, Maine.

## EDUCATION

B.A. Geography  
Middlebury College, Middlebury, VT, 2011

## TECHNICAL SKILLS

### ArcGIS Suite

Desktop (Spatial, 3D, and Network Analysts), ArcScene.

### Adobe CC

Illustrator, InDesign, Photoshop, Flash, Bridge.

### QGIS

GIS tasks and simple cartography.

### SAGA & GRASS

Open-source programs for higher level GIS tasks.

### Terrain Bender

Used for 3D modeling, alongside SketchUp.

### R

Database programming.

### SketchupPro

3D modeling software.

### Content Builders

Drupal, Squarespace, Wordpress, Google Sites, etc.

### Camtasia

Tutorial videos.

## PROJECTS & EXPERIENCE

### HELLO WASHINGTON STREET! VISION PLAN & FBC

Providing GIS analysis and map production for the Washington Street Vision Plan, which includes a vision for the corridor, an update to the zoning code, and an innovative public outreach plan including an intensive week-long design charrette. The City Council has adopted the Vision Plan and is in the process of reviewing the zoning code. Newton, MA. 2018-2019.

### WOONASQUATUCKET VISION PLAN

Provided land use maps for the Woonasquatucket

Vision Plan. With a grant from the EPA, Principle led a community-driven planning effort for this edgy arts and industrial district, including a market analysis, and master planning for several catalytic sites. Providence, RI. 2017-2018.

### NEWCASTLE MASTER PLAN & CODE

Provided GIS analysis including NRI's, historical maps, and final document maps for the project- to generate a new Comprehensive Plan, master plans, and form-based code to reposition the town and unlock the local potential for small-scale, locally-based economic development. Newcastle, ME 2016-Present.

### TOPSHAM COMPREHENSIVE PLAN

Worked through a public charrette process to develop a Comprehensive Plan focused on big ideas that will help Topsham achieve priority goals, including a fiscally sound growth strategy and a greater sense of community. Topsham, ME. 2017-2019.

### RHUMB LINE MAPS, DIRECTOR

Town of South Bristol, ME 2013-2019  
www.rhumbline.com

Provide cartographic and geospatial solutions for private organizations, design groups, individuals, and academic institutions. Generate high quality maps, GIS analyses, and educational materials that are backed by meticulous research and reliable resources.

PRINCIPLE



791 Tremont Street  
Studio W513  
Boston, MA 02118

+1 (786) 361-5285  
studio@principle.us

[principle.us](http://principle.us)