

# CURRICULUM VITAE

DONALD J. POLAND, MS, AICP, PHD CANDIDATE  
HUMAN GEOGRAPHER AND URBAN PLANNER

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# DONALD J. POLAND, MS, AICP, PHD CANDIDATE

## HUMAN GEOGRAPHER AND URBAN PLANNER

### PROFESSIONAL BIOGRAPHY

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Mr. Poland is a geographer and professional planner with over seventeen years' experience in land use planning, community development, and executive level management. He has worked in public, private, non-profit, and academic sectors as a municipal planning director, planning consultant, executive director, and as a university lecturer in human geography and urban planning.

Mr. Poland is a PhD candidate in the Department of Geography, *Cities and Urbanization* program at University College London, London, England. He earned a Master of Science in Geography, concentrating in planning, from Central Connecticut State University (CCSU) and is a member of Gamma Theta Upsilon, the International Geographical Honor Society. He also earned a Bachelor of Arts degree, majoring in both Geography and Psychology, from CCSU and studied abroad at the University of Bolton, Bolton, England. His research interests include the remaking of urban space, suburban histories, neighborhood reinvestment, urban culture and lifestyle, and utopian planning.

As a planning professional, Mr. Poland is a member of the American Institute of Certified Planners and is a Certified Zoning Enforcement Official. Mr. Poland is accepted as an expert witness in the areas of land use planning and neighborhood redevelopment in the United States District Court, Eastern District of Louisiana. Over the course of his career, Mr. Poland has held the positions of Director of Planning and Development for the Town of East Windsor, Connecticut and Executive Director/CEO for the Neighborhoods of Hartford, Inc. In addition, he operates a nationally recognized planning consulting business; worked on post-Katrina planning, land use, and redevelopment strategies in St. Bernard Parish, Louisiana, prepared a HUD NSP-2 application for Venango County, Pennsylvania through his association with CZB in Alexandria, Virginia, and conducted a comprehensive review of the land use administration process for the Town of Salisbury, CT. Mr. Poland has also represented dozens of real estate developers before public agencies for commercial, residential, industrial, and mixed-use development projects.

As an engaged and dedicated professional, Mr. Poland is Past-President of the Connecticut Chapter of the American Planning Association (CCAPA) and Past Chairman of the CCAPA Government Relations Committee. Mr. Poland is a founding member and Secretary for the CT Partnership for Balanced Growth. He also served on the Board of Trustees for the CT Trust for Historic Preservation, serves on the board of The Bushnell Park Foundation, and is a public member and governor appointee on the State Board of Examiners for Professional Engineers and Land Surveyors.

Mr. Poland has established himself as a leader in planning policy. As Government Relations Chair for CCAPA he assisted the Legislature's Planning and Development Committee with bill screening and drafting legislation. Mr. Poland worked on the American Planning Association's development of a smart growth policy guide and was a member of the National Delegates Assembly that adopted APA's Smart Growth Policy Guide.

Mr. Poland, as an adjunct lecturer, has taught introduction to geography and urban geography at Manchester Community College and urban and regional planning at the University of Connecticut. He is a part-time member of the faculty in the Geography Department at CCSU, teaching topics related to human geography and urban planning. He was awarded the Connecticut Homebuilders 2003 Outstanding Land Use Official Award and is an alumnus of the Hartford Business Journal's Forty Under Forty business and community leaders, 2004. Mr. Poland is a licensed private pilot and lives in the city of Hartford.

## Professional Experience

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<b>Planning and Development Consultant</b> CONNECTICUT PLANNING AND DEVELOPMENT, LLC <i>Responsibilities:</i> Provide planning, development, and neighborhood reinvestment consulting services to developers, government agencies, and non-profit organizations.	<b>2002 - Present</b> HARTFORD, CT
<b>Instructor/Faculty, Geography and Planning</b> CENTRAL CONNECTICUT STATE UNIVERSITY, DEPARTMENT OF GEOGRAPHY <i>Responsibilities:</i> Teach courses in the areas of human geography, urban geography, and planning, including both undergraduate and graduate level courses.	<b>2011 - Present</b> NEW BRITAIN, CT
<b>Executive Director &amp; CEO</b> THE NEIGHBORHOODS OF HARTFORD, INC. <i>Responsibilities:</i> Provided all executive level management responsibilities and program implementation. Developed and implemented Hartford's 'Healthy Neighborhoods' reinvestment strategy.	<b>2004 - 2008</b> HARTFORD, CT
<b>Director of Planning and Development</b> TOWN OF EAST WINDSOR <i>Responsibilities:</i> Administered all planning, zoning and land use policies. Staffed the Planning & Zoning Commission, Zoning Board of Appeals, and Economic Development Commission.	<b>2000 - 2004</b> NEW BRITAIN, CT
<b>Associate Planner</b> PLANIMETRICS, LLP	<b>1998 - 2000</b> AVON, CT
<b>Zoning Enforcement Official</b> TOWN OF EAST HARTFORD	<b>1996 - 1998</b> EAST HARTFORD, CT
<b>Research Planner</b> AMADON & ASSOCIATES, INC.	<b>1994 - 1996</b> HARTFORD, CT

## Education

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<b>PhD Candidate, Geography - <i>Cities and Urbanization</i></b> UNIVERSITY COLLEGE LONDON, DEPARTMENT OF GEOGRAPHY	<b>2009 - 2013</b> LONDON, ENGLAND
<b>Master of Science, Geography</b> CENTRAL CONNECTICUT STATE UNIVERSITY, GEOGRAPHY DEPARTMENT	<b>2000</b> NEW BRITAIN, CT
<b>Bachelor of Arts, Geography and Psychology</b> CENTRAL CONNECTICUT STATE UNIVERSITY, GEOGRAPHY DEPARTMENT	<b>1995</b> NEW BRITAIN, CT

## Professional Affiliations

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Association of American Geographers (AAG)	2009
American Institute of Certified Planners (AICP)	1999
American Planning Association (APA)	1995
Connecticut Chapter - American Planning Association (CCAPA)	1995
Connecticut Association of Zoning Enforcement Officials (CAZEO)	1995

## **Professional Planning Experience and Projects**

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The following is a partial sample of projects that demonstrate Mr. Poland's professional planning experience:

<b>Clients</b>	<b>Projects</b>
<b>St. Bernard Parish, St. Bernard, LA</b>	Expert witness, fair housing cases (2012-2013)
<b>North Stonington, Town of, North Stonington, CT</b>	Zoning Regulation Review (2012)
<b>St. Bernard Parish, St. Bernard, LA</b>	Comprehensive Plan (2012-13)
<b>St. Bernard Parish, St. Bernard, LA</b>	Expert witness, disparate impact federal fair housing court case (2011)
<b>Dorset Crossing – Simsbury, CT</b>	Zone change and site plan for a 300,000 sq. ft. mixed-use development (2011-2012)
<b>Ellington Chase Apartments – Ellington, CT</b>	Zone change for a 172 unit apartment development (2011)
<b>Avalon Farms – Glastonbury, CT</b>	Special permit modification (2010)
<b>Chapel West Neighborhood – New Haven, CT</b>	Zone change application (2010)
<b>Salisbury, Town of – Salisbury, CT</b>	Land Use Application Process Review (2010)
<b>St. Bernard Parish – St. Bernard, LA</b>	Zoning Regulation Update, TND, and Land Use Permitting Review (2008-10)
<b>Big Sky Enterprise – Middlebury, CT</b>	43-acre zone change application (2009)
<b>Indian River Road, LLC – Orange, CT</b>	14-acre mixed-use development zone change (2009)
<b>Optiwind – Goshen, CT</b>	Special Permit application for an on-site wind energy generation (2009)
<b>Torrington Senior Living – Torrington, CT</b>	Zoning text amendment (2009)
<b>Vernago County RPA – Franklin, PA</b>	HUD NSP-II Application and Reinvestment Strategy (2009)
<b>Woodland Lofts, Inc. – Hartford, CT</b>	Special permit/site plan application for 28-unit multi-family development (2009)
<b>Greater New Orleans Foundation – New Orleans, LA</b>	Post-Katrina Land Use Consulting Services (2008)
<b>M &amp; L Realty – East Windsor, CT</b>	Special permit modification for a PUD (2008)
<b>NRT Realty – East Windsor, CT</b>	30-acre zone change 200,000 sq. ft. commercial development (2008)
<b>Southern Auto Action – East Windsor, CT</b>	Zoning text amendment and site plan (2008)
<b>Baker Residential – Berlin, CT</b>	384 unit 8-30g affordable housing development (2007)
<b>East Windsor, Town of – East Windsor, CT</b>	Comprehensive Zoning Regulation (2005)
<b>East Windsor, Town of – East Windsor, CT</b>	220 acre open space acquisition (2004)

## **Professional and Community Involvement**

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Mr. Poland, as a dedicated professional, has been actively engaged in both professional and community organizations. In addition, Mr. Poland has held many leadership roles. The following is a list of those organizations and leadership positions:

<b>Organization</b>	<b>Position</b>
<b>American Planning Association – Connecticut Chapter</b>	Past-President - 2010-13 President – 2007-10 President Elect – 2006-07 Vice President – 2004-07 Government Relations Chair – 2001-04
<b>American Planning Association</b>	Chapter Presidents Council – 2007-10 State Legislative Liaison – 2001-04 Delegates Council – 2003-04
<b>Bushnell Park Foundation</b>	Board Member – 2009-present
<b>Connecticut Trust for Historic Preservation</b>	Trustee – 2006-2012 Grants Committee – 2006-present
<b>Connecticut Partnership for Balanced Growth</b>	Charter Member – 2002-present Secretary – 2002- 2012 Executive Director – 2008-2011
<b>Community Builders Institute</b>	Curriculum Committee – 2007-2012 Instructor/Faculty – 2009-2012
<b>Board of Examiners: Professional Engineers and Land Surveyors</b>	Board Member – 2010-2011
<b>Connecticut Association of Zoning Enforcement Officials</b>	Board Member – 1999-2004 Newsletter Editor – 2002-03 Legislative Liaison – 2003-04
<b>State Taskforce – Clean Air Act Amendments Compliance</b>	Member – 2002-2006
<b>Metro Hartford Alliance</b>	Economic Development Forum – 2000-04 Neighborhood Committee - 2004-2011
<b>Capitol Region Council of Governments</b>	Policy Board – 2000-04 Transportation Committee – 2000-04 Executive Board – 2000-04
<b>Connecticut Trolley Museum</b>	Board Member - 2001-02
<b>North Frog Hollow NRZ</b>	Board of Directors – 2004-07 Development Committee – 2004-09
<b>Mortson/Putnam Heights Block Watch</b>	Chairman – 2004-06

## Lectures, Training, and Presentations

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The following is a summary of professional lectures, training sessions, and presentations that Mr. Poland has given.

### Professional Training Programs

	<b>Topic</b>
<b>American Planning Association, CT Chapter – New Britain, CT</b>	AICP Exam Preparation Course (2012)
<b>Community Builders Institute – Berlin, CT</b> Continuing education for economic development and planning professionals	Planning for Economic Development – I & II, 2009–2012 Best Practices in Land Use Approvals, 2010 The Healthy Neighborhoods Approach, 2007 Certification Program Instructor, 2002-2003 Neighborhoods & Zoning Enforcement, 2007 Flexible Zoning Techniques, 2002 Drafting Zoning Regulations, 2001 Accessory Structures & Uses, 2000 Lot Size & Density, 1999
<b>Connecticut Association of Zoning Enforcement Officials</b> Professional certification program for zoning officials	

### Professional Presentations

	<b>Topic</b>
<b>American Planning Association – Policy Conference</b> Washington D.C. 2003	Legislative Best Practices from Connecticut
<b>American Planning Association – National Conference</b> Denver, CO 2003	Steering States Toward Smart Growth
<b>Community Development Network - National Conference</b> Baltimore, MD 2005 & 2006	The Healthy Neighborhoods Approach Hartford and Healthy Neighborhoods
<b>National Community Development Association</b> Hartford, CT 2006	NHI's Healthy Neighborhoods Strategy
<b>Southern New England Planning Conference (CT, MA, RI)</b> New Haven, CT 2012	West Hartford Center and the Remaking of Urban Space
<b>Southern New England Planning Conference (CT, MA, RI)</b> New Haven, CT 2006	NHI's Healthy Neighborhoods Strategy
<b>1000 Friends – Connecticut Smart Growth Conference</b> New Haven, CT 2007	Sprawl or Suburbanization?
<b>The Connecticut Housing Coalition – Housing Forum</b> Hartford, CT 2004 & 2005	Neighborhood Reinvestment – Case Study A Tale of Two Cities, Hartford & Stamford
<b>Connecticut Community Development Association</b> Hartford, CT 2003- 2004	Connecticut Legislative Issues
<b>CCAPA, HBA, &amp; CPBG – Land Use Symposium</b> Berlin, CT 2005	Land Use and Municipal Fiscal Impacts
<b>Connecticut Bar Association – Real Estate Section</b> New Haven, CT 2004	Smart Growth Policy in Connecticut
<b>Connecticut Chapter of the American Planning Association</b> Hartford, CT 2003	Smart Growth Policy in Connecticut
<b>HBA – Developers Council</b> Berlin, CT 2003 – 2004	Smart Growth in Connecticut Working With Planners/Mock Hearing
<b>CBIA – Connecticut Economic Forum</b> Cromwell, CT 2003	Achieving Balanced Growth in Connecticut

## Academic Experience

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Mr. Poland began his academic career teaching World Regional Geography as an adjunct lecturer at Saint Joseph College in 2001. In 2006 he became an adjunct lecturer at Manchester Community College, teaching Introduction to Geography and in 2009 he added Urban Geography to his teaching responsibilities. In 2008, Mr. Poland started as an adjunct lecturer at Central Connecticut State University teaching Introduction to Planning and in 2010 he began teaching Community and Regional Planning at the University of Connecticut. Spring semester 2011, Mr. Poland was hired as a full time temporary faculty member as an Instructor in the Department of Geography at Central Connecticut State University. In total, Mr. Poland has taught ten different courses in geography and planning. He has also been second advisor for three graduate students. The following is a list and description of courses he has taught:

<b>Courses (CCSU Equivalent)</b>	<b>Description</b>
<b>Geography 569</b> Independent Study	Exploring urban theory and neighborhood regeneration.
<b>Geography 483 &amp; 514</b> Design of Cities	Selected topics in planning. This course explores the architectural and spatial design of cities in the context of planning movements and emergent self-organizing spatial formations.
<b>Geography 445 &amp; 518</b> Environmental Planning	Examines the environmental impacts of land development and natural constraints on planning and public policy decision-making.
<b>Geography 441</b> Community and Regional Planning	Philosophies, theories, and principles involved in planning of regions and urban areas.
<b>Geography 440 &amp; 514</b> Rural Land Use Planning	Land use patterns and the planning process in agriculture, transportation, recreation, industry, population and settlement in rural areas. Case studies and field work emphasizing the impact of urbanization of rural Connecticut.
<b>Geography 439</b> Urban Geography	An exploration of urban geography through concepts of centrality, materiality, infrastructure, globalization, architecture, experience, segregation, consumption, and public space.
<b>Geography 241</b> Introduction to Planning	Introduction to the principles and practices of planning at various spatial scales—regional, urban and neighborhood.
<b>Geography 220</b> Human Geography	A survey of the world's peoples and their culture. Topics include population, religion, language, culture, social problems, resource utilization, and environmental change.
<b>Geography 120</b> World Regional Geography	Survey of the lands, people and places in the world's major culture regions.
<b>Geography 110</b> Introduction to Geography	Geography as physical, spatial, and social science. Basic theories and patterns of spatial and human relationships.

## **Academic Papers, Presentations, and Research**

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The following is a summary of Mr. Poland's academic accomplishments related to papers, presentations, and research. While Mr. Poland is new to academia and completing his dissertation, he is actively involved in research related to his dissertation and other research interests.

### **Academic Papers & Presentations**

### **Topic**

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<b>Association of American Geographers</b> New York, NY 2012	Paper Presentation – The Remaking of Urban Space: Making Sense of Urban Change
<b>Research Paper – In progress</b> On-going research project	The American Suburban Vision: The Case of Hartford's Early Suburban History
<b>University College London</b> London, England, 2011	PhD Upgrade Workshop – The Remaking of Resilient Urban Space: A Case Study of West Hartford Center
<b>Association of American Geographers</b> Seattle, WA 2011	Paper Presentation – An Urban Geography of Small Urban Places
<b>University of Connecticut – Geography Department</b> Storrs, CT 2009	Guest Lecturer – Urban Sprawl and Suburbanization
<b>University of Connecticut – Geography Department</b> Storrs, CT 2008	Guest Lecturer – Planning Issues in Connecticut
<b>Clark University – Community Development Graduate Program</b> Worcester, MA 2006	Guest Lecturer – Alternative Neighborhood Reinvestment Strategies

### **PhD Dissertation Summary**

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Mr. Poland began his PhD studies in April 2009 as a part-time non-resident student at University College London. He is studying in the Department of Geography *Cities and Urbanization* program. His primary supervisor is Dr. Alan Latham, his secondary supervisor is Dr. Andrew Harris, and his external examiner for his dissertation proposal was Dr. David Bell from the University of Leeds.

The title of Mr. Poland's dissertation is *The Remaking of Resilient Urban Space: A Case study of West Hartford Center and the Kind of Space that is The Center*. While this case study explores the remaking of West Hartford Center since 1980, the methodology is designed to challenge how urban theory understands and conceptualizes urban space. Therefore, Mr. Poland challenges the large urban bias that exists within urban research, the juxtaposition of urban versus suburban spaces and how this misses the multiplicity of spaces that exist, and the remaking of space as most often viewed through the lens of gentrification and state sponsored regeneration schemes.

The aim of Mr. Poland's research is to better understand the American urban experience as it is experienced by urban dwellers in smaller urban and smaller suburban spaces and how these smaller spaces provide everyday-urban experiences. To accomplish this, he is utilizing a case study approach and qualitative research methods. It is his hope to provide a better understanding of how this remaking of West Hartford Center occurred and defines the kind of space that is West Hartford Center, by developing a vocabulary that helps us describe and conceptualize this space.



## **Non-Academic Publications and Appearances**

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The following is a summary of Mr. Poland's non-academic publications and appearances.

### **Publications**

### **Title**

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#### **The Hartford Courant – Sunday Commentary**

Smart Growth Strategy Must First Embrace Real Growth (2008)  
Hartford's Bad Rep Is Bad Rap (2006)  
Hartford Needs to Lighten Up (2005)  
Six and the City (2004)  
Building from Strength (2004)  
Where Growth is Concerned, Denser May be Smarter (2004)  
Betting the House (2003)  
A Question of Character – Go With Building All Homes (2003)

#### **The Hartford Business Journal – Commentary**

In Praise of Sprawl (2007)  
Suburbanization, Not Sprawl (2007)

#### **American Planning Association – Planning & Environmental Law Journal**

Kelo in Connecticut (2005)

#### **Connecticut Chapter of the American Planning Association – Connecticut Planning Magazine**

The Evangelicals and Suburban Ideals (2010)  
Hartford: A Suburban City (2010)  
Book Review – The Complete Guide to Zoning, By Dwight Merriam (2005)

### **Media Appearances**

### **Program**

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#### **Where We Live (WNPR Radio)**

Hartford's I-Quilt Plan (2012)

#### **Where We Live (WNPR Radio)**

West Hartford Center and the Remaking of Urban Space (2011)

#### **The Ray Dunaway Show (WTIC Radio)**

A Balanced Growth Strategy for Connecticut (2008)

#### **Restoring America National Trust PSA (HGTV TV)**

The Victorian Lady and Ashley Street (2005)

#### **Hartford's Rising Stars (WHCN – Radio)**

NHI and Healthy Neighborhoods (2005)

#### **Faith Works (Radio)**

Creating Social Equity (2005)

#### **University of Harford (Radio)**

NHI and Healthy Neighborhoods (2004)

## **Expert Witness – Land Use Planning and Neighborhood Redevelopment**

In August 2011 Mr. Poland was accepted as an expert witness in the areas of land use planning and neighborhood redevelopment in the United States District Court, Eastern District of Louisiana. The following is a summary of the cases for which he has testified and been retained as an expert witness:

<b>Jurisdiction</b>	<b>Case</b>
<b>United States District Court for the Eastern District of Louisiana</b>	Greater New Orleans Fair Housing Action Center; and Provident Realty Advisors, Inc. vs. St. Bernard Parish; and St. Bernard Parish Council. No 2:11-CV-00858-HGB-SS (2012)
<b>United States District Court for the Eastern District of Louisiana</b>	United State of America, vs. St. Bernard Parish. No 2:12-CV-00321 (2013)
<b>United States District Court for the Eastern District of Louisiana</b>	Greater New Orleans Fair Housing Action Center, and Wallace Rodrigue; and Provident Realty Advisors, Inc. vs. St. Bernard Parish; and St. Bernard Parish Council. No 2:06-CV-07185 (2011)

## **Legislative Experience and Testimony**

Mr. Poland has over ten years’ legislative and public policy experience. In various roles, Mr. Poland has engaged in many facets of the legislative process. This has included proposing many bills and working a half-dozen bills through the process to become public acts. Through this process, Mr. Poland has testified before many legislative committees, at dozens of legislative hearings, and for countless proposed bills related to planning, land use, development, and transportation. The following is a sample of Mr. Poland’s legislative experience:

<b>Legislative Highlights</b>	<b>Description</b>
<b>Legislative Hearings</b>	Has testified before many legislative committees to support and oppose over 100 proposed bills between 2002 and 2010.
<b>Bill Screening</b>	Assisted the Planning and Development Committee with bill screening and drafting statutory language for a number of bills in 2003 and 2004.
<b>Informational Hearings</b>	Has been invited to testify on information hearings regarding planning, state plans, smart growth, and transportation related issues.

## References

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The following is a list of references that cover Mr. Poland's career in planning and academia:

### Names and Contacts – Employment References

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**Elliot Ginsberg**

President and Chief Executive Officer  
Connecticut Center for Advanced Technology  
22 Pitkin Street, Suite 100  
East Hartford, CT 06108  
Office: 860-291-8832  
E-Mail: eginsberg@ccat.us

**Linda Roberts**

Executive Director  
Connecticut Siting Council  
Ten Franklin Square  
New Britain, CT 06051  
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### Names and Contacts – Academic Employment References

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**Peter Kyem, PhD**

Professor and Department Chair  
Department of Geography  
Central Connecticut State University  
P.O. Box 4010  
New Britain, CT 06050-4010  
Office: 860-831-2801  
E-Mail: kyemp@mail.ccsu.edu

**Jeffrey Osleeb, PhD**

Professor and Department Chair  
Department of Geography  
215 Glenbrook Road, U-4148  
University of Connecticut  
Storrs, CT 06269-4148  
Office: 860-486-3656  
E-Mail: jeffrey.osleeb@uconn.edu

**Christopher Paulin, PhD**

Department Chair, Economics-History-Geography  
Professor of History  
Manchester Community College  
Great Path, 3<sup>rd</sup> Floor Tower, AST  
Manchester, CT 06045  
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**Valarie R. Wilson, PhD**

Professor of Geography  
Manchester Community College  
4<sup>th</sup> Floor Tower, AST  
Great Path  
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### Names and Contacts – PhD Advisors

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**Andrew Harris, PhD (Secondary Advisor)**

Lecturer, Urban Studies and Geography  
Department of Geography  
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26 Bedford Way  
London, WC1H 0AP  
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**Alan Latham, PhD (Primary Advisor)**

Senior Lecturer in Geography  
Department of Geography  
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Room G19, Pearson Building  
Gower Street  
London WC1E 6BT  
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### Names and Contacts – Consulting References

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**Candace Watkins**

Director of Community Development  
St. Bernard Parish  
8201 West Judge Perez Drive  
Chalmette, LA 70043  
Office: 504-355-4427  
E-Mail: cwatkins@sbgpn.net

**Juliet Leeming**

Senior Planning and Zoning Official  
Town of North Stonington  
40 Main Street  
North Stonington, CT  
Office: 860-535-2877 ext. 27  
E-Mail: jleeming@northstonington.gov

## **Don Poland Consulting – Overview, Philosophy, and Services**

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Mr. Poland began consulting part-time in 2002 and in 2008 established a full-time consulting practice, Connecticut Planning and Development, LLC. As a sole proprietorship, Mr. Poland’s consulting business is a specialty planning practice focused on planning, zoning, economic development, and regeneration strategies. Founded on the belief that conventional planning has placed too much weight on design, form, and ideology, Mr. Poland’s approach accepts design, form, and ideology as valuable, but shifts the focus to markets, process, outcome, and spatial-temporal strategies designed to maximize potentials, move markets, and achieve outcomes. Drawing from progressive theories in urban geography, Mr. Poland challenges conventional urban theories and planning approaches that do little more than maintain the status quo.

By opening up new perspectives and new potentialities in place making, Mr. Poland helps clients and communities think through the challenges and opportunities of development and how both government and private markets can intervene in the development or redevelopment of a specific place. This innovative approach requires a willingness to understand markets, the limitations of government planning and regulations, and the tendency to assume that one-size-fits all strategies and best practices are a simple solution. Mr. Poland challenges clients to ask hard questions, to debate challenging answers to those questions, and to not be afraid of the hard work required to succeed at place-making.

Based on this approach, Mr. Poland is the go-to consultant for clients and communities who recognize the status quo is not working, that past planning and regulatory efforts have fallen short of achieving their goals, and who are open to new ideas and approaches. Knowing that people and communities are often hesitant of change and doing things differently, Mr. Poland utilizes his keen understanding of psychology and human nature to walk clients and communities systematically through what are challenging processes and discussions. This results in clients and communities coming away with greater understanding and confidence to encourage and manage change.

<b>Services</b>	<b>Description</b>
<b>Land Use Permitting</b>	Provides expert advice, reports, and testimony related to land use applications for site plans, special permits, subdivisions, and zoning amendments. Services include project and property assessments, regulatory reviews, consistency with plans of conservation and development, written testimony, and expert testimony at public meetings and hearings.
<b>Land Use Permitting Process Review</b>	Provides comprehensive reviews of municipal land use permitting processes from the perspective of economic development and with the aim of encouraging development and growth. Includes regulatory reviews and recommendations.
<b>Location Assessments and Strategies</b>	Provides local area planning assessments and strategies for neighborhoods, town centers, downtowns, and specific sites.
<b>Advisory Services and Qualitative Research</b>	Provides advisory services helping clients and communities think through complex challenges and issues, asking the right questions, and providing real-time advice and recommendations. Conducts stakeholder interviews, focus groups, and community discussions