# CAROL GOULD, AICP

TEAM LEADER, COMMUNITY PLANNING SERVICES

## OVERVIEW

Ms. Gould leads the Community Planning Team at Fitzgerald & Halliday Inc. (FHI). Her 16 years experience at FHI has been focused in the area of community planning including livable communities, transportation/land use connections, public involvement, parking, and access management. Ms. Gould specializes in integrated planning for land use in transportation corridor studies. She has applied her planning and technical skills to a wide variety of projects throughout her career including numerous corridor studies, smart growth planning projects, municipal plans of development, access management studies, parking studies, and downtown planning studies. Ms. Gould has also provided expert testimony for municipalities, citizen groups, and developers on the interpretation and application of land use regulations vis-à-vis development proposals to local planning and zoning commissions.

**TRANSPORTATION AND LAND USE CONNECTIONS**

Ms. Gould has been working on corridor and downtown/village center studies for the past ten years with an integrated approach to planning for land use in concert with the transportation system and vice versa. She has managed numerous studies that resulted in detailed implementation programs for both enhancements to the transportation system and managing the future form and character of land development. Carol has developed a variety of contemporary land use concept plans as well as parking and access management plans for corridors, villages, and neighborhoods in Connecticut including in Litchfield, Bolton, and Ridgefield. She has carried this successful philosophy to projects in such states as New York, New Jersey, and Maryland.

### EDUCATION

- B.A. Environmental Studies, 1975 (minor in Urban Geography)
- Connecticut Zoning Enforcement Official Certification, 1986
- MDSHA Indirect and Cumulative Effects (NEPA-ICE) Training, 2007
- Streets as Places Training, 2007

### PROFESSIONAL AFFILIATIONS

- American Institute of Certified Planners (AICP)
- American Planning Association (APA)
- Connecticut Chapter of the American Planning Association
- Connecticut Association of Zoning Enforcement officials

### YEARS EXPERIENCE

- 16 Years with firm
- 30 Years in industry

**LAND USE REGULATION**

Carol has expertise in developing land use regulations to achieve planning objectives such as her model parking regulations in 2003, model access management regulations in 2002, and model bicycle and pedestrian access regulations in 2000. She presented the first workshop of its kind on zoning for access management to the 5th Annual Access Management Conference in 2002 and subsequent TRB annual conference in 2004.

## PROJECT EXPERIENCE

**ROUTE 7 TRANSPORTATION AND LAND USE STUDY | SOUTHWESTERN CT | 2009-ONGOING**

Ms. Gould had a leading role as Deputy Project Manager and Land Use Task leader on The Route 7 Corridor Study. Working with the South Western Regional Planning Agency (SWRPA) and Housatonic Valley Council of Governments (HVCEO), FHI is completing this study of the persistent gaps in the transportation system that serves travel in the Route 7 corridor in southwestern Connecticut. The study includes the Route 7 arterial corridor within the Towns of Danbury, Ridgefield, Redding, and Wilton. The focus is on maximizing the capacity of and improving safety on the existing two-lane cross sections of Route 7. At the same time Ms. Gould and her land use task team are integrating smart growth planning into the study along the entire roadway and considering transit oriented development (TOD) potential at nearby passenger rail stations and key locations. These efforts include a

combination of visioning, development of a preferred land use scenario, and development of concept plans for three significant targeted growth areas along the corridor.

**ROUTE 44 CORRIDOR STUDY | BOLTON, CT | 2007-2008**

As Project Manager, Ms. Gould recently completed a smart growth-based land use and transportation system plan for the Route 44 roadway corridor through Bolton, Connecticut. The Route 44 corridor links I-384 from Hartford to the University of Connecticut in Storrs and traverses through a mostly rural area with extensive farmlands as well as some small pockets of retail and office development. Route 44 is the gateway to the community from Hartford, providing one of few major arterial roads into and through the town, and offers a focal point for commercial activity. The work was undertaken for the Capitol Region Council of Governments (CRCOG) and the Town of Bolton.

For this project, Ms. Gould applied smart growth principles to drafting a long range land use and transportation system plan that would meet two key objectives; 1) to maximize the economic development potential of the area as Bolton's key commercial zone and 2) to encourage the development of a diversity of housing to accommodate a growing range of community needs. The community vision articulated through this study is to maintain its rural character while expanding its recreational, educational and social opportunities. Ms. Gould and her project team proposed a compact development scheme that builds on the market potential of the corridor, takes advantage of existing activity nodes, links those nodes to one another, and preserves existing parks, recreational sites, and farmlands as an asset and contributing economic driver for future sustainability.

**DOWNTOWN PLANNING STUDY | NEW CANAAN, CT | 2006-2007**

Ms. Gould was Project Manager for development of a strategic plan for downtown New Canaan, Connecticut. Residents there are concerned with a dwindling parking supply as well as preserving its unique character. Downtown New Canaan is the heart of the community. It provides a gathering place and is essential to the community quality of life. The focus of this study was to create a pro-active, workable plan to maintain and enhance the downtown into the future. Ms. Gould identified strategies and tools New Canaan can employ to preserve the vibrant neighborhood character. In addition, she explored ways to strengthen the current zoning language to allow defensible decisions to be made on proposed downtown development and redevelopment proposals. One of the other challenges for this study was to determine the actual need for more parking in the downtown. She and her team conducted a build-out analysis and parking utilization study. The findings of that effort helped the team to identify opportunities to get greater utility out of the existing core spaces as well as feasible options to build more capacity.

**DOWNTOWN PARKING STUDY | DARIEN, CT | 2006-2007**

Ms. Gould worked with the Town of Darien, Connecticut, to evaluate parking supply and demand, specifically with regard to increasing development pressures. Darien recently experienced business growth and infill development in the downtown that does not meet the current basic parking requirements. As a key project task, Ms. Gould analyzed the Town's zoning regulations and approval process to evaluate the development approval process today and how parking supply and demand have been impacted by recent development approvals. She led the project team, conducting a parking occupancy survey and interviewing key stakeholders regarding parking issues. She recommended creative zoning solutions to Darien's parking challenges. Additionally, her FHI team provided a qualitative assessment of parking oversight procedures currently in place. She presented the findings of this study at the 2007 Southern New England American Planning Association Conference.

**ROUTE 72 LAND USE AND TRANSPORTATION PLAN| BRISTOL, CT | 2005-2006**

Route 72 is a vital arterial roadway serving both local and commuter traffic through Bristol, Connecticut. The Connecticut Department of Transportation is constructing a new divided arterial highway from the Bristol/Plainville town line to the intersection of Pine Street and Todd Street in Bristol. This new road will have a significant impact not only on travel patterns in this quadrant of Bristol, but also on existing land use patterns. Ms. Gould served as Project Manager for this project. She and her project team developed a conceptual land use plan

and traffic management plan for the broad area that will be impacted by the relocation of Route 72. A critical component of the work effort was creative public outreach. Ms. Gould oversaw a community-wide workshop which was widely welcomed and applauded by residents. Ms. Gould also led the land use analysis effort for this study. She evaluated existing land use patterns, potential for land use change, and identified land use (zoning) tools and that can encourage preservation of existing village centers and neighborhoods along the corridor and guide future development consistent with the community vision.

**REGIONAL PARKING STUDY| NORTHWESTERN CT | 2002-2003**

Ms. Gould developed model zoning language for alternative parking requirements in northwestern Connecticut for the Northwestern Connecticut Council of Governments and Litchfield Hills Council of Elected Officials. The model language was developed as the second phase of a broader study she led to examine parking demand in northwestern Connecticut and its correlation to impervious parking surface in the region. The overall purpose of the project was to identify strategies to minimize impervious surface area dedicated to parking and reduce the adverse water quality effects of contaminated runoff originating from paved parking surfaces. The language used in the model was based on Ms. Gould's extensive experience with varied regulations and regulatory approaches as well as a literature review to identify regulatory strategies that have been applied elsewhere to reduce the need for parking spaces in suburban and rural settings.

**BUCKLAND AREA TRANSPORTATION STUDY| MANCHESTER AND SOUTH WINDSOR, CT | 2008**

Ms. Gould conducted a land use analysis of the Buckland area in Manchester and South Windsor, Connecticut as part of the Buckland Area Transportation Study. She performed a literature search on similar 'edge cities' throughout the United States. Edge cities are communities experiencing high growth at the edges of broad metropolitan areas. She then prepared a qualitative evaluation of land use and development trends in the Buckland area. She also oversaw a build-out assessment for the study area, including estimates of what build-out could yield in terms of trips generated and distributed onto study area roads. Her research on other communities with growth patterns and issues similar to the Buckland area had a particular focus on tools already being used to reduce traffic congestion by promoting and supporting pedestrian, bicycle and transit connectivity. Her findings offer a range of effective techniques that could help direct future growth towards greater walkability and multimodal access.

**GATEWAY COMMUNITY COLLEGE | NEW HAVEN, CT | 2005-2006**

Ms. Gould was Project Manager leading an FHI team in preparing an environmental impact evaluation (EIE) for the proposed relocation and consolidation of the two existing campuses of the Gateway Community College (GCC) to Downtown New Haven, Connecticut; one campus is now located on Sargent Drive in New Haven and one on Bassett Road in North Haven, Connecticut. GCC is currently one of the fastest growing in the state. This project was unique in that it involved a complex working relationship among CT Department of Public Works, the College, Board of Trustees of Connecticut Community Colleges, and the City of New Haven. In addition to managing this project, Ms. Gould performed the impact evaluation for several of the substantive issues for the EIE including potential impacts to parking in Downtown New Haven, and socioeconomic and community effects.

**ROUTES 6 & 25 ACCESS MANAGEMENT PLAN | NEWTOWN, CT | 2009-2010**

Ms. Gould was Project Manager for a study of driveways and related access points along the heavily traveled arterial roads in Newtown, Ct: Routes 6, 25 and Church Hill Road. The purpose of the study was to achieve access management, better safety, traffic flow, and ease of access to businesses and homes by improving how driveways intersect with the road. Her analysis for the project included an examination of land uses served by accessways onto the study roadways, locations of planned and programmed development sites (places where development patterns and intensity may change), and existing zoning. The end product was a Curb Cut and Access Management Plan. The plan identifies opportunities to enhance existing access patterns as well as optimal locations for future access points along these key roadways. Ms. Gould developed recommendations for changes to the Town of Newtown's Zoning Regulations, as they pertain to access. The study was initiated by Newtown, in partnership with the Housatonic Valley Council of Elected Officials (HVCEO)

## ADDITIONAL PROJECT EXPERIENCE

- Route 202 Corridor Study, Northwest Connecticut Council of Governments (2001)
- Maryland Bicycle and Pedestrian Model Ordinance, Maryland DOT (2002)
- Route 35 Corridor Study, Housatonic Valley Council of Governments (2004-2005)
- Poughkeepsie, Route 9 Corridor Study, PDCTC (2006)
- Scotland Dam Recreation Management Plan, Norwich Public Utilities (2009)