



## Proposal for Consulting Services

### BURLINGTON 128 DISTRICT FORM-BASED CODE

**Prepared for the Town of Burlington, Massachusetts**

Submitted by:  
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Marshfield, MA 02050

In association with:  
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**NOVEMBER 7, 2022**

November 7, 2022

Whitney Haskell  
Budget Director/Chief Procurement Officer  
Office of the Budget Director  
29 Center Street  
2nd Floor  
Burlington, MA 01803

Re: Proposal for the Burlington 128 District Form-Based Code

Dear Mrs. Haskell:

We are pleased to submit our proposal for the development of a formed-based code for the Burlington 128 District. Our team includes Brovitz Community Planning & Design (lead) and Dodson & Flinker, Inc., and Pam Brown, J.D., FAICP. We have worked collaboratively on several planning and zoning projects including vision plans and form-based mixed-use zoning bylaws for Pepperell, Scituate, Danvers, Norwood, Northampton, New Bedford, Portsmouth NH, and Shelburne VT. Together, we are at the forefront of public visioning, innovative zoning, sustainable development, economic development, and placemaking in New England. Our highly experienced team includes planners, landscape architects, urban designers, economic development specialists, and a land use attorney which match well with the necessary qualifications for Burlington.

As socio-economic trends change, communities everywhere are rethinking land use and zoning in town centers, commercial corridors, and business parks with a focus on infill development, repurposing excess parking, active streetscapes and open space, and mixed use. Burlington is clearly moving in this direction as demonstrated by ongoing planning initiatives taking place in the community such as the recently completed the Burlington 128 District Site Readiness Concept Plan and Report.

The Town is now poised to facilitate greater economic opportunity, sustainable development, quality design, and mobility improvements through refined zoning regulations and design standards for the Burlington 128 District. Our team is prepared to assist staff, officials, property owners, and stakeholders through this process of evaluating and facilitating desired uses on opportunity sites, open space networks, complete streets and multi-mobility improvements through a new zoning and design framework for future placemaking in the district.

We look forward to helping you prepare and implement a new form-based code for the Burlington 128 District. Our project approach, team qualifications, schedule, and cost estimate are attached. We consider this submittal as the beginning of a conversation, and we are very excited about the possibility of working with the Town of Burlington. I can be reached via email at [ted.brovitz@gmail.com](mailto:ted.brovitz@gmail.com) or by phone at (508) 737-4402.

Sincerely,



Ted Brovitz, Founder  
Brovitz Community Planning & Design

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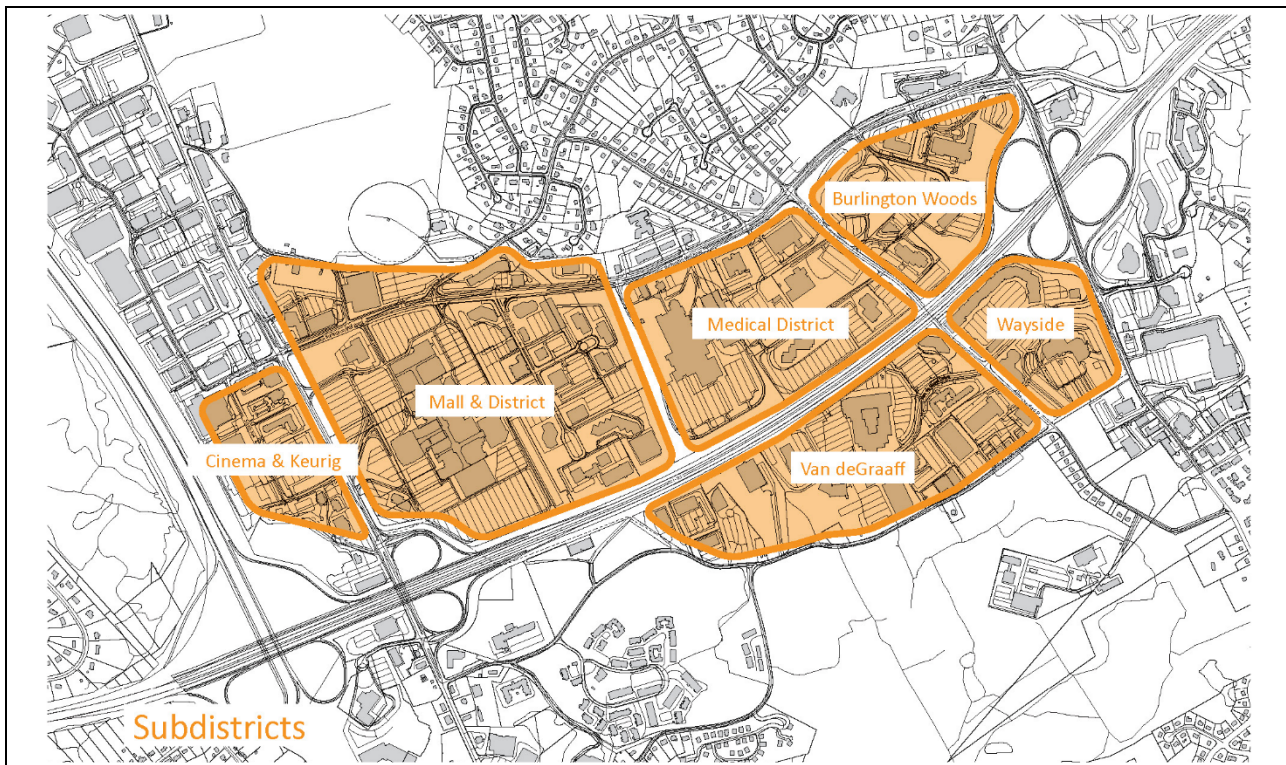
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## PROJECT UNDERSTANDING

### The Context

Like many communities in New England, Burlington seeks to invigorate the Burlington 128 District by attracting more market-based opportunity for life science and mixed use development through updated zoning and design standards. Recent examples have proven that mixed use districts promote economic growth and housing choice while serving as walkable places that facilitate civic interaction. Replacing auto-oriented transportation systems, limited use zoning, and excessive parking standards that have resulted in dispersed development patterns pose a challenge as well as an opportunity for Burlington.



The Burlington 128 District Project Area is generally bordered by Blanchard Road, Route 3, Route 3A, and the Burlington Mall Road. The surrounding context of the district includes areas critical to the zoning initiative including the Northeastern University Innovation Campus, municipal wells, aquifers and natural systems, the Vinebrook WTP, and transit connections to Alewife Station, Lowell, and Lexington.

The Burlington community has been working diligently on planning initiatives over the past few years with the recently completed Burlington 128 District Concept Plan & Report (2022), Housing Needs Assessment (2022), Local Rapid Recovery Plan (2021), Streetscape Design Guidelines Memorandum (2020), and Town-wide Master Plan (2018). These plans provide a clear set of actions going forward with placemaking zoning standards in the Burlington 128 District.

The town is now ready to move forward with implementation of the Burlington 128 District Concept Plan through a series of form-based zoning amendments addressing opportunities for selected development



and redevelopment within the context of a modern mixed use district. This will require an assessment of existing property characteristics, development patterns, and opportunities for life science, fabrication, commercial, residential, institutional, and mixed use, as well as multi-mobility transportation systems, conservation, and recreation. The new form-based zoning amendments must facilitate real opportunities for reinvestment as outlined in the goals of the Concept Plan:

- 1) Economic Vitality – create an inclusive regional research and innovation center.
- 2) Reinvestment – unlock development potential in surface parking areas.
- 3) Placemaking – create a mixed-use neighborhood that reduces commuting and invites workers back to the workplace.
- 4) Mobility – create networks of pedestrian and bike friendly environments supplemented by transit.
- 5) Zoning Predictability – provide a clear regulatory environment to signal civic goals over the next decade adapting the commercial district from an auto-centric development pattern into a more balanced and people-friendly village.

## **What the People Think**

Mixed use form-based zoning works best when based on a clear vision, realistic market opportunity, and strong public support. This initiative will require public outreach, education, and land use policy development in order to create a zoning bylaw amendment for presentation to Town Meeting in September of 2023.

As described in the Project Approach below, we intend to build off the Burlington 128 District Concept Plan & Report to translate ideas and preferences into a practical, context-based, and graphically enhanced set of mixed use zoning amendments and design standards. Our team has a strong history and reputation for helping municipalities find innovative yet practical solutions to complex planning and zoning challenges. By working closely with staff, town officials, stakeholders, and the general public we build support for zoning amendments through discussion, visualization, scenario building, and case studies, leading to positive change in the community. The results of our public outreach process has led to our form-based codes being adopted with overwhelming support.

## **Creating a Strong and Supportive Relationship between the Public Realm and Private Development**

An important aspect of form-based zoning is coordination between market opportunities for private development, land use regulations, and strategic capital improvements. If mixed use zoning bylaws do not reflect market conditions and opportunities, they will not be utilized by developers.

Our team specializes in translating planning policies and goals into zoning amendments that provide development and design standards that lead to quality mixed use development as well as public realm improvements such as programmable civic spaces and “Complete Streets”. In order to protect and enhance Burlington’s unique identity and character, mixed use zoning and design standard must ensure that strong relationships are created between building sites, pedestrian and bicycle facilities, streetscapes, civic gathering places, and natural attributes in terms of form, scale, orientation, and access.

## Process, Product and Collective Vision

Our team will review current building patterns, land use characteristics, and zoning regulations in preparing form-based zoning amendments for the Burlington 128 District opportunity sites. Our collective goal is to provide a blueprint for the next generation of compact and context-based development, and reinvestment in this district as a positive element of social and physical change in Burlington. The challenge will be to create an environment for positive changes to take place while protecting natural resources in the district, opening the door to private investment, and building a compatible and supportive relationship between new development and surrounding neighborhoods.

The new Burlington 128 District zoning amendments will incorporate the following themes:

- ***A “Place of Necessity”*** - Rational property use, placement, and performance standards that foster sustainable growth focused on providing the services and amenities necessary to local residents as well as workers and visitors.
- ***Context Sensitivity*** – Intensity, density, and use performance standards that maintain and, ideally, enhance the characteristics of the district.
- ***Appropriate Design Themes*** - Establishing a framework of design standards for building architecture and site design consistent with public aspiration for the various development patterns and uses in different parts of the district.
- ***Multi-Mobility and Connectivity*** – Taking advantage of Burlington’s access to surrounding communities, Route 128, Route 3A, MBTA service, and ongoing infrastructure and mobility enhancements that create significant new opportunity in the district for well-connected and accessible developments.
- ***Walkability*** – Incorporating site development standards that create active streetscapes and outdoor spaces that enhance the pedestrian experience while ensuring safe and attractive links between the subdistricts, and other local points of interest.
- ***Smart Parking*** – Standards that focus on real-world demand for mixed use and residential uses in the district, including a toolbox for meeting parking demand through a variety of on-site and off-site methods.

- **Compatible Edges** – Compatibility standards that help new development fit into the surrounding neighborhoods, travel corridors, and civic spaces.

We will plan with you, not for you.





## PLAN OF SERVICES

Our team includes Brovitz Community Planning & Design (BCPD), Dodson & Flinker Associates (DF), and Pam Brown, J.D., FAICP (Brown & Brown). Ted Brovitz will serve as project manager and together with Peter Flinker and Pam Brown will be involved in all aspects of preparing land use analysis, visioning concepts and scenarios, best practices and case studies, zoning amendments, design standards, and coordination of the public engagement process.

### Task 1 - Initial Review, Analysis, and Project Introduction

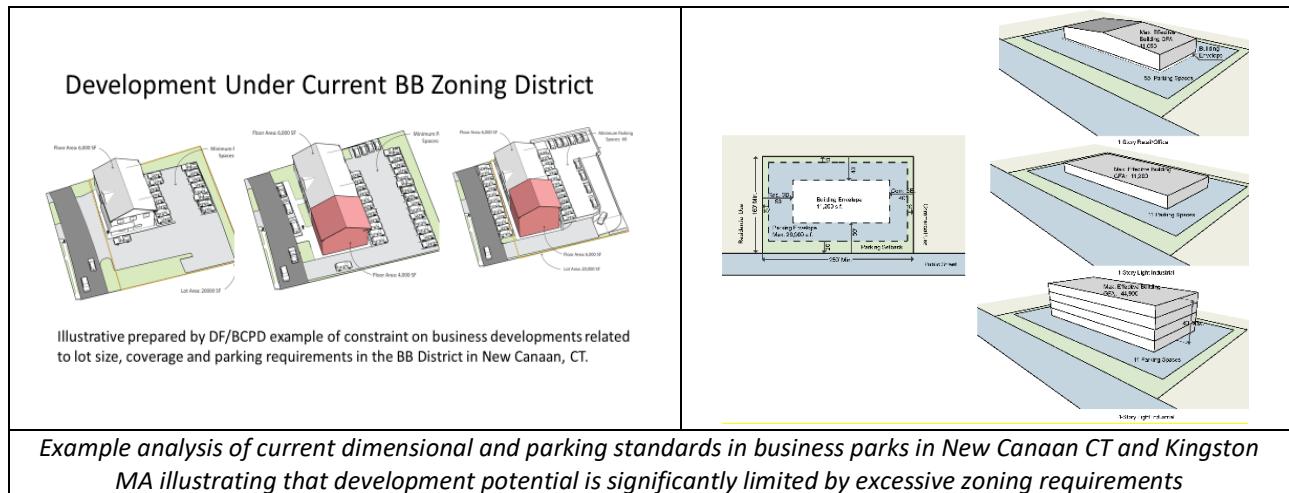
**Kick Off Meeting and Workshop:** The Project Team will facilitate a kick-off meeting with town staff, representatives from land use boards and commissions, business owners, property owners, and other key stakeholder with an interest in the future of the Burlington 128 District. Together we will review the scope of work, lines of communication, project meeting schedules, and verify goals and objectives of the project. We will discuss potential future opportunities for new development, infill and upper floor development, and redevelopment in the district. We will facilitate a discussion about alternative development scenarios, streetscape and open space enhancements, infrastructure needed for potential growth scenarios, and a potential framework for revised zoning bylaws and design standards.

**Relevant Plans and Policies Review:** The Project Team review the Burlington 128 District Concept Plan & Report (2022), Housing Needs Assessment (2022), Local Rapid Recovery Plan (2021), Streetscape Design Guideline Memorandum (2020), Open Space & Recreation Plan (2019), Complete Streets Policy and Priorities (2018), Town-wide Master Plan (2018), and other plans, policies, and board/committee initiatives that relate to the future of the district. We will prepare a report summarizing the findings relative to the district.

**Project Area Site Visit and Property Analysis:** The Project Team will conduct one or more site visits (including walkabouts and windshield surveys) to gain a visual understanding of the Town Center project area from the perspective of a pedestrian and driver. We will collect existing property data from the Assessor's Office and GIS files to gain a full understanding of current conditions in the district. We will evaluate current land use and development patterns, lot dimensions, coverage, building type and size, floor area ratio, density, parking ratios and placement, landscape/streetscape, and use characteristics of properties in the district. Using Town GIS data, we will prepare an existing conditions base map and compare existing property characteristics and land use patterns to the current zoning regulations in determining the level of consistency with the desired characteristics of a walkable mixed use district.

**Zoning Audit:** After the Kick Off Meeting, the Project Team will conduct an audit of the Town's existing zoning bylaws and other relevant land use regulations (e.g., local wetlands bylaws) pertaining to the Burlington 128 District. This analysis will be utilized in discussions with staff, stakeholders, the Working Group, and at public workshops and meetings. The evaluation will consider the impacts of the current table of allowed uses, dimensional standards, intensity and density provisions, parking requirements, landscaping, streetscaping, open space, affordable housing provisions, signage, definitions, development review, and other regulations that may create constraints on achieving the district vision and goals. We

will provide illustrative examples of typical redevelopment on opportunity sites under commercial, residential, and mixed use scenarios. We will prepare a report summarizing the findings the zoning audit.



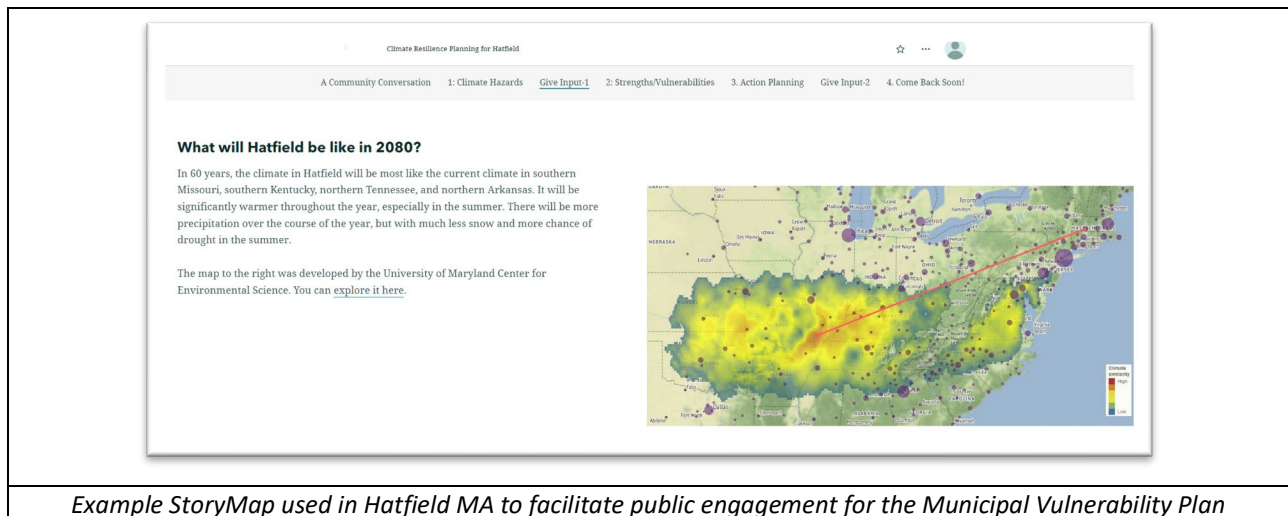
**Existing Conditions Report:** The Project Team will prepare a report and evaluation of zoning regulations relevant to future development opportunities in the district. We will identifying potential revisions to existing zoning bylaws based on input from the Planning Board, stakeholders, and recommendations in planning documents and policies.

**Mixed Use and Residential Development Case Studies:** The Project Team has assembled an extensive development case studies library in recent years that we have shared with our municipal clients. This includes detailed descriptions, statistics, and graphics for numerous residential and mixed use developments in the Greater Boston Area as well as around New England. Based on the characteristics of the Burlington 128 District, we will provide an illustrated set of relevant development case studies that are consistent with Burlington’s vision for the future and existing development opportunity sites. These case studies will be valuable in providing examples to the public of successful residential, commercial, and mixed use developments in similar contexts as the Burlington 128 District.

**Deliverables:** Existing Conditions Report, Zoning Audit, PowerPoint Slides from Kick Off Meeting, and Development Case Studies relevant to Burlington 128 District.

## Task 2 – Information for Outreach

To aid the process of informing and educating project stakeholders and the general public, the Project Team will prepare an ArcGIS StoryMap. Having used this recently for a resilience planning project in Hatfield MA, we found that StoryMaps provide a relatively quick way to transform the complex site suitability, demographic, economic and other analyses into an engaging web-based format that is easy for people to use and much more approachable than a traditional report. This product will describe the current conditions in the district and can also be used to present alternative scenarios, statements of goals and policies, and other information as it develops over the course of the project.



*Example StoryMap used in Hatfield MA to facilitate public engagement for the Municipal Vulnerability Plan*

### Task 3 – Public Engagement and Design Charrette

Development of a detailed conceptual plan and of a Form-based Code for the 128 District will be founded on a collaborative process between residents, landowners, business owners, town officials and other stakeholders, guided by a professional team of planning and design consultants. The purpose of this is to ensure that the new regulatory framework is supported by a shared vision for the future of the study area that clearly articulates – in plans, words, and pictures – what it is that the town is trying to achieve. A strong foundation for this vision was established by the 2022 Site Readiness Concept Plan – the process described below will take the results of that effort and build out the details to the point necessary to draft a successful regulating plan and Form-based code.

Our recommended approach is based on a simplified Consensus Building Process designed to make sure that those who are most affected by the plan are involved in making it. The result will not only be a better plan than we could come up with on our own, but also a plan that is clearly understood and enthusiastically supported by a broad spectrum of community stakeholders.

In broad terms, any successful consensus-building process includes:

- **Convening Stakeholders** who represent all those potentially affected by the plan and the various interests at play in the social and political life of the community.
- A **Shared Fact-Finding Process** that involves the stakeholders in vetting the maps, data and analyses about the site and determining whether the information is accurate, complete and trustworthy. If they don't trust the facts they won't support the plan.
- Discussion of **Shared Community Values and Vision** for their community and the site.
- **Shared exploration of alternatives**, where all reasonable ideas are brought forward and tested against the community's vision and values.
- **Deliberation and decision making**, where stakeholders participate in refining concepts and



looking objectively at how best to balance the goals of the community with the needs of the landowners, businesses and institutions.

**The Working Group:** At the center of this proposed consensus-building process is a Working Group composed of 20-25 community stakeholders. This could include residents, business owners and landowners within the study area and surrounding neighborhoods; representatives of various demographic groups and business sectors from the town at large; as well as non-profits, service organizations, elected officials, board members, resident leaders, social service providers, clergy, etc. This will likely include as appropriate those who have been involved in the Site Readiness Plan and other efforts, but our first task will be to work with you to make sure that all interests are represented. The exact size and make-up of the Working Group can vary; the key is that there is a representative for each interest group, and that person is recognized by their “constituents” as truly representing their interests.

Participation in project committees often fades over the course of a project because there are simply too many meetings, or the meetings themselves are unfocused. To avoid that, the Working Group’s commitment will be limited to four meetings, plus a public “visioning weekend,” with each meeting focusing on a key stage of the design process:

- **Meeting #1:** Walking/driving tour of the study area, followed by a presentation from the consulting team describing our understanding of the site and its context; facilitated discussion of issues, problems and opportunities that need to be explored further; discussion of any additional research, mapping and analysis that is needed.
- **Meeting #2:** Review of revised consultant research, maps and analyses; verify, if possible, those elements of the Site Readiness Concept Plan that have strong support, as well as ideas that further exploration. Define goals and review plans for Public Design Charrette.

**Planning/Design Charrette:** The centerpiece of the design process will be a multi-day charrette with staff, residents and other stakeholders. Members of the working group will also play an important role. The charrette will be an iterative process that starts with a “listening session” and general visioning for the study area and continues with evaluation of alternative plans and scenarios. This is followed by generation of revised alternatives, additional deliberation, and selection of preferred approaches.

This could start with a public walking/driving tour of the study area, followed by an early-evening supper and open house with displays of maps, analyses, and previous master planning ideas. The first day could conclude with a listening workshop to:

- Verify and expand the list of strengths and weaknesses of the study area;
- Brainstorm needs, desires and opportunities for the future;
- Defining aspects of this shared vision that need to be explored in more detail.

The next day we would invite the public to convene again to pull out maps and/or models of the center and work in small groups to develop ideas for redevelopment, traffic, parking, pedestrian circulation, parks and public spaces, etc. At the end of the session each group presents its ideas to the other groups.

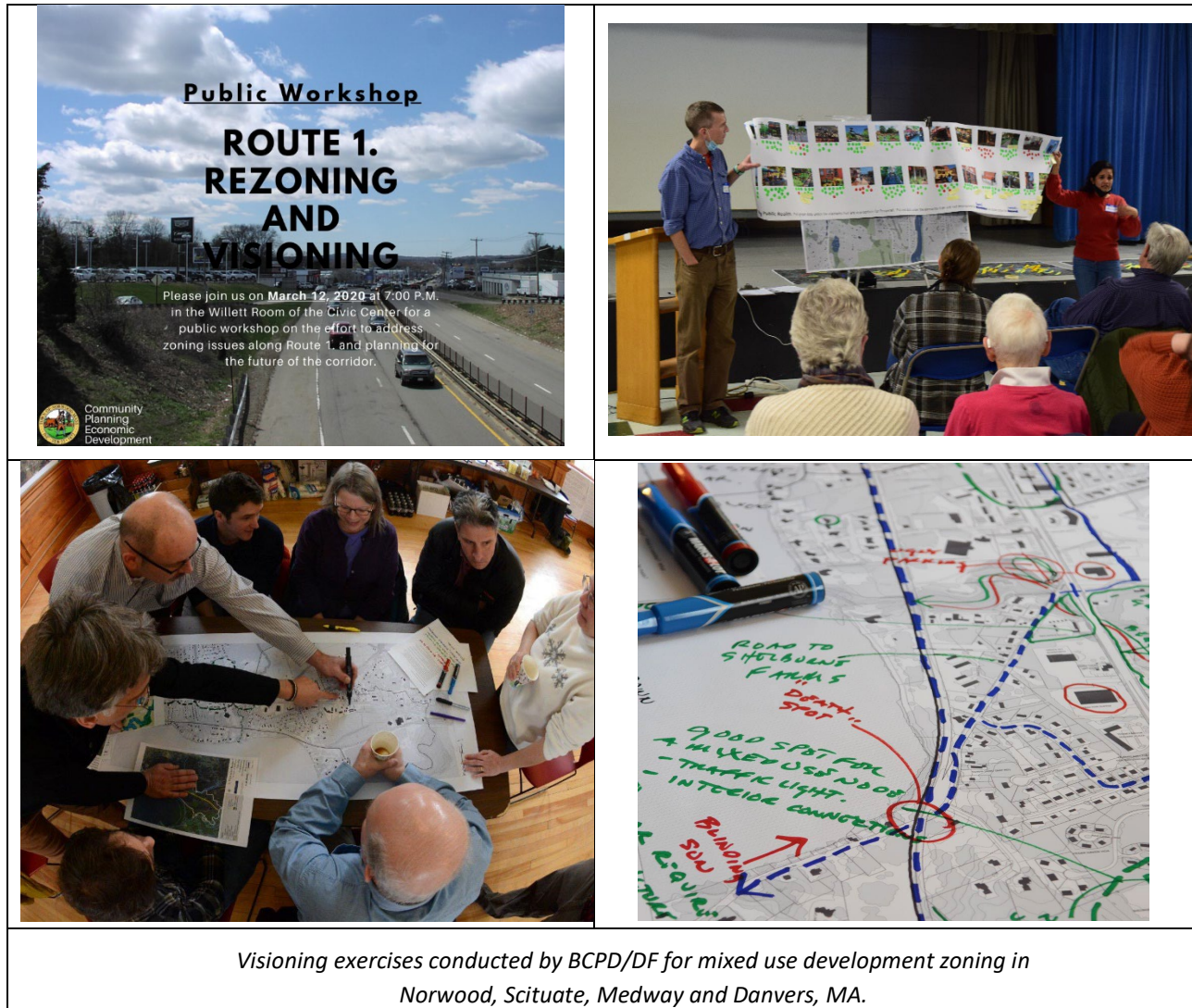
Following these public sessions the consultant team will spend a day exploring the most promising ideas that emerge from the public workshop sessions. We will meet with staff and key stakeholders to evaluate the alternatives and make sure we're on the right track. We will prepare materials and facilitate another public work session to get input on the alternatives and work to build a consensus in support of a preferred framework.

- **Meeting #3:** Following the charrette the consulting team will develop a revised overall concept plan, an meet with the Working Group to review the results of public charrette. At this meeting we will also introduce the general framework for the Form-based Code and, if possible, a draft regulating plan for the district.
- **Meeting #4:** At the fourth meeting of the Working Group, we will present a final illustrative plan and start reviewing draft materials for the Form-based Code. These will likely focus on key design decisions regarding desired uses and density, design of streets, types of buildings, and treatment of open space and public amenities.

As the project moves forward, a key role of the Working Group will be to help plan, publicize and facilitate the public Charrette. Achieving significant participation, especially among today's over-scheduled households, is notoriously difficult. Having a sizable working group helps enormously, because its members are trusted by the various stakeholder groups and can issue the personal invitations that are often the only way to get people to show up. And even if people cannot attend, they can be confident that their interests have been taken into account through their Working Group representative.

With luck, after the fourth meeting of the working group we will have a consensus in support of a preferred approach, and the consulting team will be able to work with staff to develop the Form-based Code and regulating plan. It will be up to the town (and Working Group members, of course) to decide whether to continue formal Working Group meetings, which could result in a better product, as well as enhancing communication with the wider public. Their participation could conclude after the 4<sup>th</sup> meeting, or they could continue for several additional meetings to review additional drafts of the Form-based Code. Regardless, Working Group members ideally will continue to attend public hearings and presentations to help explain and build support for the final zoning package in preparation for Town Meeting.

**Public Forum on Vision and Draft Form-Based Zoning Amendments:** After the working group completes its review and recommendations, and following further review by the Steering Committee, the Project Team will present the Town's vision for the Burlington 128 District and two drafts of the form-based code and design standards at a public forum. Feedback received at the forum will be summarized and presented to the Steering Committee as they consider further revisions and refinements to each project deliverable.



**Test Zoning Scheme:** The Burlington 128 District Concept Plan identified over 100 acres of opportunity for development and redevelopment. We anticipate that the Design Charrette will identify the properties with the most potential for development and most likely to gain support in the community. With input from town officials, the Steering Committee, and Working Group, the Project Team will work in partnership with selected property owners to test the draft form-based zoning amendments and design standards on selected sites within the district through the creation of site plans. Based on the results of the test sites, we will make adjustments to the draft zoning amendments as needed.

**Stakeholder Interviews, Focus Groups, and Office Hours:** In addition to opportunities to participate in the Working Group public meetings and design charrette, it will be important early in the process to engage individual stakeholders, particularly property owners, business owners, non-profit administrators, and Town property managers. This will take the form of phone/zoom interviews and small focus groups and could include meeting with business groups or other organizations. This will be particularly important early on in the project but will continue on an as-needed basis as the effort



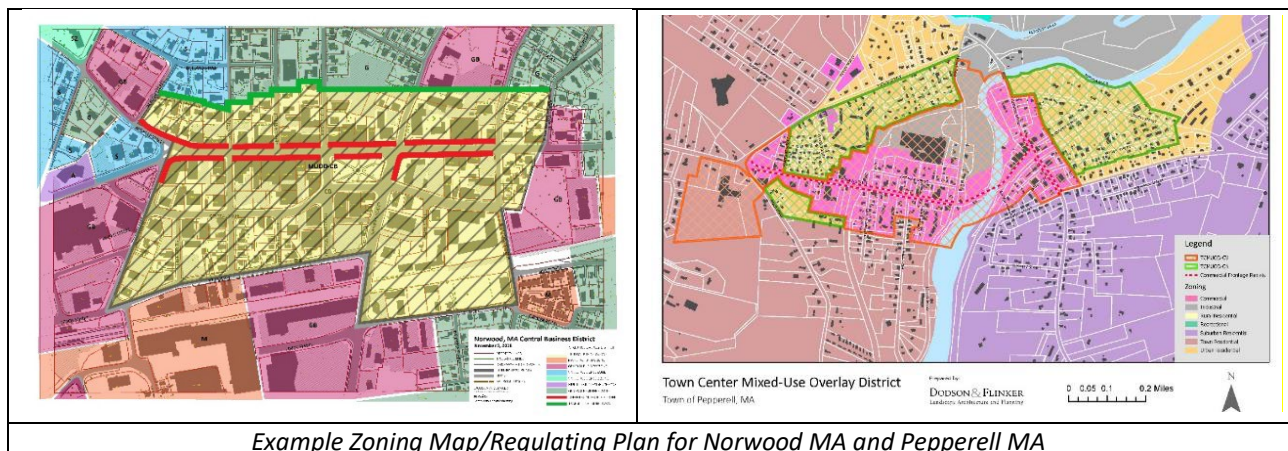
continues. To supplement the public engagement program, the Project Manager will conduct “Office Hours” at Burlington Town Hall one day per month for the duration of the project. He will be available for meetings with town officials, board members, civic organizations, property and business owners, and other stakeholders who have an interest in the district.

**Deliverables:** Design Charrette Report, Working Group and Stakeholder Interview Notes, and PowerPoint Presentation Slides.

## Task 4 – Form-Based Zoning Amendments Presentation and Approval Process

The Project Team will prepare final draft form-based zoning amendments and design standards to implement preferred development scenarios in the Burlington 128 District. Draft zoning amendments and design standards will be based on guidance from the Planning Board, Working Group, Steering Committee, and public input. The draft amendments may include, but not be limited to, the components listed below. Based on our recent and ongoing experience, a form-based zoning framework will include the following:

**Zoning Map/Regulating Plan:** Using public input and results of the visioning process and opportunity test site analysis, The Project Team will prepare a new zoning map to replace the existing commercial zoning districts to facilitate the best opportunity for the desired future mix of uses in the district. The regulating plan is an enhanced zoning map which defines the various subdistricts in the project area and provides rational distinctions between development areas but with a common theme of walkable, compatible mixed-use, connectivity, and efficient site planning. The Regulating Plan will provide a schematic representation of the street design hierarchy and location, blocks, public spaces (such as greens, parks, and trails), transitional buffer zones, and other special features. Regulating plans may also include other design standards such as build-to-lines (or build-to- zones), frontage occupation zones, ground floor frontage commercial use standards, building and lot types, and building setback/stepback standards.



*Example Zoning Map/Regulating Plan for Norwood MA and Pepperell MA*

**Use and Density Standards:** We will revise the current table of uses to provide the best opportunities for the desired combination of uses in the district. Uses will be updated, properly defined, and allowed “by right” or by special permit. Certain uses will include specific performance standards that address potential impacts on adjacent properties or the district as a whole. Typically, we include provisions for increased density where appropriate, and tie it to public improvement benefits such as publicly accessible open space, additional affordable housing, public parking, sustainable design, joint utilities agreements, and other public benefits.

**Building Type and Lot Standards:** Design standards for building types such as residential, commercial, fabrication, life science, and mixed use will be prepared using community feedback and opportunity within the district. These standards will consider the following:

- Dimensional standards that provide specificity in terms of building placement, height, frontage, orientation, lot coverage, parking placement, and access to reinforce the Burlington 128 Concept Plan and Design Charrette results.
- Context-based building design standards for size, scale, massing, articulation, orientation, fenestration, and signage.
- Build-to-zones and frontage occupation requirements to establish walkable environment, active gathering spaces, and strong relationship between buildings and the street.

**BUILDING TYPES AND DESIGN STANDARDS – PORTSMOUTH ROUTE 1 BYPASS**

**Primary Building Types/Multiplex Building**

**Definition.** A detached structure that consists of four (4) to sixteen (16) dwelling units arranged side-by-side and/or stacked, typically with a shared entry from the street. Dwelling Units may be ownership, rental, and share-based. Townhouse units shall be between 400 to 2,500 SF of GFA.

Building Diagram      Character Example

Design Guidelines		
Typical Specifications	Front Loaded	Alley Loaded
<b>Lot</b>		
Width*	96-130 feet	75-100 feet
Depth*	100-150 feet	100-150 feet
Area*	9,600-18,000 sq. ft.	7,500-15,000 sq. ft.
	0.22-0.41 acres	0.17-0.34 acres
<b>Setbacks</b>		
Front*	10-25 feet	
Side*	5-12 feet	
Rear (main building)*	30-60 feet	
Between Main and Accessory Buildings	10-20 feet	
<b>Building Size</b>		
Width	50-80 feet	
Depth	35-75 feet	
Height (to eave)*	25-40 feet	
Floors	2-3 stories	
<b>Scale and Density</b>		
Number of Units	4-24 units	4-24 units
Typical Unit Size	500-1,200 sq. ft.	500-1,200 sq. ft.
Net Density	37-55 du/acre	48-70 du/acre
Gross Density	30-50 du/acre	35-63 du/acre
<b>Parking</b>		
Parking Ratio*	1.1-1.5 per unit	1.3-1.5 per unit
On-street Spaces	3-4	3-5
Off-street Spaces	1.25 per unit max.	1.25 per unit max.

\* Varies based on context  
Source: www.mssongmidhousing.com

*Example Building Types and Design Standards from Portsmouth NH and Danvers MA*

**Open Space Standards:** Design standards and guidelines for open spaces, civic amenities, and gathering areas in the Burlington 128 District should be purposeful active and passive recreational spaces. We will prepare a series of outdoor amenity space (OAS) types where developers have the option of creating different combinations of private spaces, public spaces, or publicly oriented private spaces (POPS).

**Example Open Space Type and Design Standards from Danvers, MA**

POCKET PARK/PLAYGROUND FORECOURT NEIGHBORHOOD PARK GREEN/Common

OUTDOOR TERRACE COURTYARD ATHLETIC FIELD/COURT PATHWAY

ROOFTOP TERRACE PLAZA/SQUARE PEDESTRIAN PASSAGE COMMUNITY GARDEN

Throughway Zone		Frontage Zone	
A Width	27' (min.) 30' (max.)	B Width	27' (min.) 40' (max.) min. 4' for Curb Seating
Description	The Throughway Zone is the area of the sidewalk adjacent to the street and shall contain a minimum of 10' of clear width for pedestrian travel. The Throughway Zone shall be a minimum of 10' wide from the curb to the edge of the sidewalk.	Description	The Frontage Zone is the area of the sidewalk adjacent to the building frontage and shall contain a minimum of 10' of clear width for pedestrian travel. The Frontage Zone shall be a minimum of 10' wide from the building frontage to the edge of the sidewalk.
Components	Street Furniture, Tree Root Support, Signage	Components	Awning/shade Coverage, Storefront Displays, Planters & Windowboxes, Seating, Signage, Street Furniture, Tree Root Support

**Example Outdoor Amenity Space Types and Design Standards from Northampton MA and Danvers MA**

**Parking and Access Standards:** We will prepare context-based amendments to existing parking standards allowing for a “toolbox” with options to reduce the number of on-site spaces as well as the overall parking footprint. Some techniques include shared parking, offsets for on-street parking and internal lot access, satellite parking, shared vehicle spaces, structured parking, tandem parking (for residential units), car share spaces, and other best practices. Additionally, standards for the placement of parking, safe access by vehicles and pedestrians, and temporary uses for civic activity will be included in the zoning standards recognizing the desired pedestrian-oriented of the district.

**BSH PARKING PLACEMENT AND ACCESS**

Shared Parking and Internal Access Between Lots Allowed and Encouraged

Parking Behind Building Encouraged with Buffer and Screening from Adjacent Residential District

Pedestrian Connection Between Public Sidewalk and Building Required

Streetscape treatment along the frontage (Sidewalks, Street Trees, Ground Cover)

Single Aisle, Double Loaded Parking Area Allowed in Front of Building (Teaser Parking)

Shade Trees Required in Parking Areas

Shared Access to Route 1 Allowed and Encouraged

Normal

Tandem

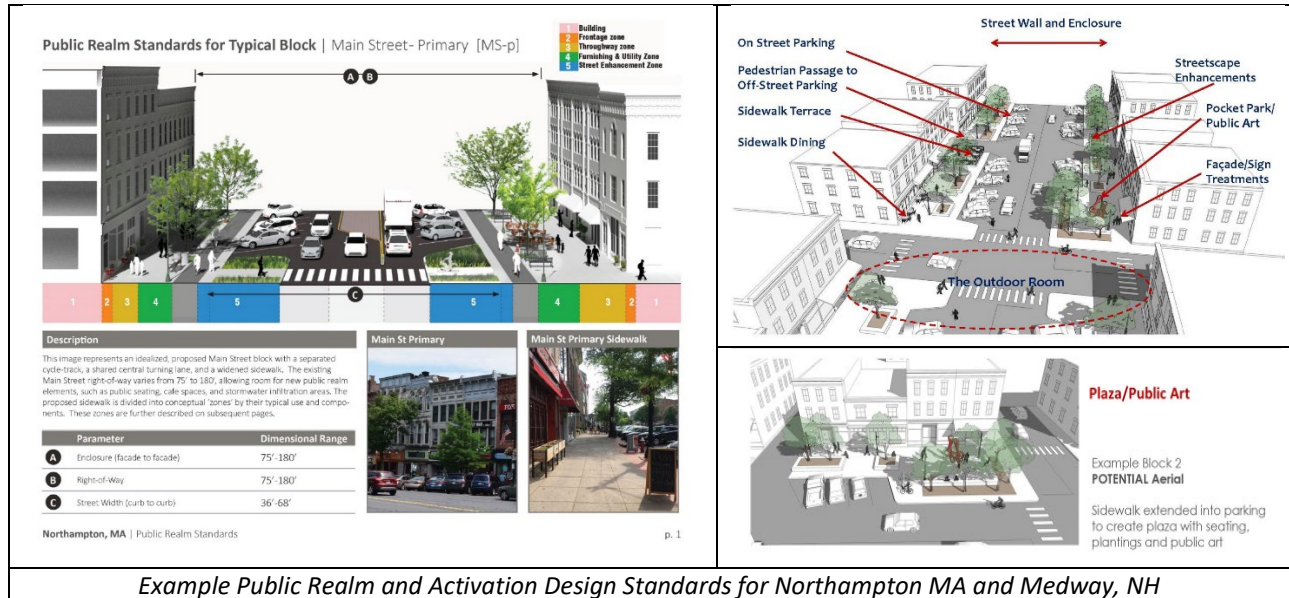
Stacked

Property Line

**Example Parking Types, Placement and Design Standards from Norwood MA and Danvers MA**



**Complete Street and Streetscape Design:** We will prepare cross sections and design standards for existing and future streets in the Burlington 128 District with enhancements for a compact, walkable mixed-use district. Street section will clearly define building frontage relationships with the street, width of travel and parking lanes, placement of street trees and lighting, vehicle and bike parking, sidewalk widths, and activation standards such as outdoor terraces, parklets, displays, public art, etc.

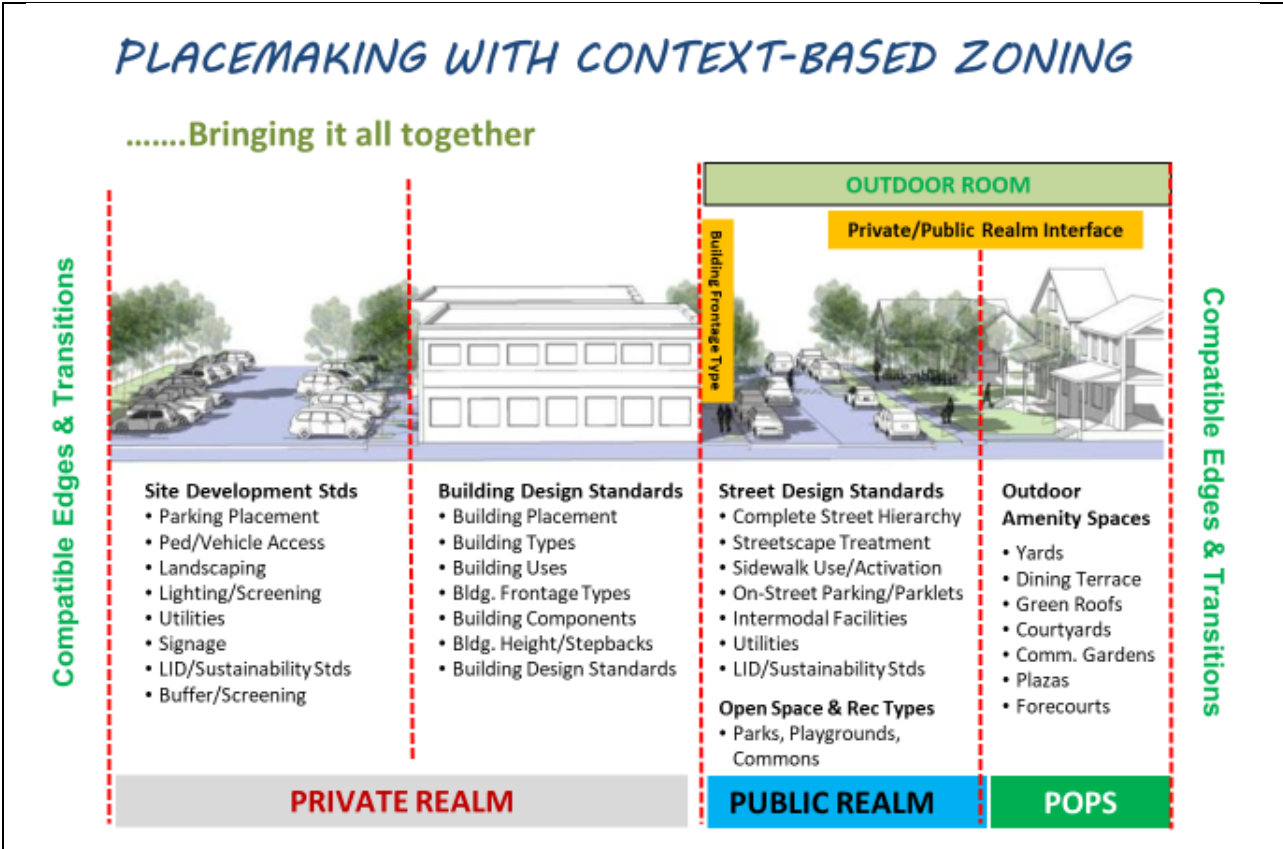


Example Public Realm and Activation Design Standards for Northampton MA and Medway, NH

**Other Zoning and Design Guidelines Revisions:** We will prepare application forms and a design review process guide for future applicants to use in the Burlington 128 District.

**Public Meetings:** The Project Team will present and review the draft zoning amendments with three (3) meetings with the Planning Board for final modifications. We will assist with the Town's legal review of the amendments with our land use attorney. We will attend the 2023 Fall Town Meeting to assist with the presentation of the zoning amendments and participate in discussion with town residents.

**Deliverables:** Final form-based zoning amendments for presentation at Fall Town Meeting 2023; PowerPoint presentation slides for all public meeting.



**Optional Additional Revisions and Meetings:** Further revisions to the zoning bylaw amendments may be necessary prior to finalizing for Town Meeting. Additional time and expense for additional revisions and meetings is not included in the proposed project budget but is offered as option on an hourly basis.

## **TEAM EXPERIENCE, QUALIFICATIONS, RESUMES, REFERENCES**

Recent and relevant project examples of our team's work in conceptual planning and design, form-based zoning, and design standards are also provided on the attached flash drive for specific projects.

## TEAM LEADERSHIP, ORGANIZATION, AND MANAGEMENT

Our project team includes Brovitz Community Planning & Design (BCPD) and Dodson & Flinker, Inc. (DF). Ted Brovitz will serve as project manager/principal in charge and be involved in all aspects of preparing the land use inventory, zoning review and bylaw development, design guidelines and public engagement process. Dodson & Flinker will also take an active role in all aspects of the project and leading role in mapping, public engagement process, and visualization.

### Brovitz Community Planning & Design

**Ted Brovitz** has over 25 years of experience and has spearheaded numerous community planning, design, economic development, and zoning initiatives throughout New England, Upstate New York, Florida, and in Idaho. His recent work primarily focuses on community placemaking, revitalization, sprawl repair and retrofit, market analysis, housing diversification, form-based and character-building zoning, and design guidelines. Ted has managed and been the primary author of



several downtown, neighborhood center, commercial corridor, and business park strategic plans and zoning bylaws including Norwood, MA, Medway, MA, Lexington, MA, Scituate, MA, West Concord, MA, Danvers, MA, Turners Falls, Buzzards Bay, MA, Darien, CT, and New Canaan, CT. Ted has also prepared several form-based zoning codes which integrate development and design standards with “public realm” standards for complete streets and active open spaces. Some examples include those communities mentioned above as well as the Downtown and Florence Center in Northampton, MA, Neighborhood Centers in New Bedford, MA; Broad Street Urban Renewal District in Manchester, CT; Atkins Corner and North Amherst village centers in Amherst, MA.; and the Route 7 corridor in Shelburne, VT.

Prior to becoming a consultant, Ted served as the Director of Planning & Development for the Town of Brattleboro, Vermont; the Executive Director of the Hyannis Main Street Business Improvement District; and Executive Director of Fitchburg By Design, Inc., a downtown economic development and parking management organization.

In Hyannis, Ted served as director and spokesman for the first small business improvement district (BID) in Massachusetts and was responsible for economic development, marketing programs, and working in collaboration with the Town of Barnstable on zoning revisions, parking and traffic circulation improvements, streetscape enhancements, business development, sidewalk activation and other Tactical Urbanism initiatives.



As director and spokesman for Fitchburg By Design Inc., Ted initiated and implemented multiple redevelopment programs including a low-interest loan program, façade and sign improvement program, business retention and recruitment, and permitting assistance. He also managed two public parking garages and fostered a public-private partnerships between the City and Fitchburg State University on various “town-gown” revitalization initiatives.



Ted has a master's degree in environmental management from Duke University and a bachelor's degree in environmental studies from Rollins College. Ted is a frequent public speaker on community planning, urban design, downtown revitalization, and innovative land use regulations and has led several workshops on these topics. He is actively involved in several professional organizations including past vice president of the Massachusetts Association of Planning Directors (MAPD) and past executive board member of the Massachusetts Association of

Consulting Planners (MACP). Ted is also an active member of the Congress for the New Urbanism (CNU), Urban Land Institute (ULI), American Planning Association (APA), and National Main Street Program (NMSP).

## **Dodson & Flinker, Landscape Architects & Planners**

### **Planning and Design Experience**

For more than 35 years, Dodson & Flinker (originally Dodson Associates) has been a leader in promoting Smart Growth and sustainable development for urban, suburban, and rural communities. Beginning with such seminal works as *Dealing with Change in the Connecticut Valley* and *Rural by Design*, the firm helped to demonstrate that there are alternatives to suburban sprawl, and that our communities can continue to grow and prosper without destroying their historic character and quality of life. To illustrate these ideas the firm pioneered the application of a designer's approach to planning, with unique aerial perspective drawings that convey the relationship of individual sites to the larger region to which they are connected. These are combined with a scenario planning process that allows users to compare the physical results of alternative future scenarios, from the "business as usual" conventional plan to a more creative and sustainable Smart Growth alternative.



Donovan's Farm: A new village in Norwell, Massachusetts

The firm's emphasis on physical planning and design and its skills in perspective rendering and digital simulation techniques allow complex planning and design techniques to be understood by the general public, generating enthusiasm and support for proposals among

stakeholders, government and the general public. Dodson & Flinker has also been active in working out the logistical details needed to bring such visions to fruition. These ideas have been captured in numerous award-winning publications, including the *South County Design Manual*, *Rhode Island Conservation Development Manual*, and *Village Guidance: Tools & Techniques for Rhode Island Communities*, which were designed to show how Smart Growth can be applied in a New England Context.



Visualizing Redevelopment: Darien, Connecticut

adept at linking the intense activity of the charrette itself to the larger context of local politics, economic development, and community planning—a critical step in getting key stakeholders and the general public to participate in the charrettes as well to building support to implement plans through public investment and changes to zoning and other regulations.

As a combined planning and Landscape Architecture practice, Dodson & Flinker maintains an active design portfolio that includes schools, libraries, senior centers and town halls, as well as parks, ballfields, playgrounds and other recreation facilities. We also pursue creative residential and mixed-use projects for private clients. We bring this “on the ground” design experience to bear on every planning project, including feasibility studies and capital planning for municipal facilities. Our design work often includes detailed plans for main streets and village centers, commercial corridors, affordable housing and



recreation facilities, and we are constantly updating our library of successful projects from around New England.

Recognizing the critical importance of a workable implementation strategy, our work also focuses on helping towns to assess their zoning bylaws and subdivision regulations to bring plans to fruition. In the 20th Century, for example, many towns adopted a suburban growth model that forced development to spread across the countryside, while often outlawing multi-family housing and traditional village density.

*A modeling workshop allowed Littleton residents to explore redevelopment of their downtown as part of their 2017 Master Plan process.*

Over the last 30 years, Dodson & Flinker has led efforts to change zoning to once again promote the kind of compact, pedestrian-friendly growth patterns that have always made New England villages great places to live, work and play. Recent work includes a masterplan and zoning for downtown Danvers, MA; planning workshops and a form-based code for downtown Northampton and Florence, MA; and a visioning process and masterplan for Upton Center, MA. In partnership with Judi Barrett, the firm recently prepared a vision for a transit village at Littleton's MBTA station, and is currently working with the Town of Stow to craft a village revitalization plan, design guidelines and zoning strategies for the Lower Village. We are also currently working with the Town of Harvard to draw up a Climate Action plan for Agriculture.

## Public Engagement

Uniting all our work is a commitment to effective and authentic public participation. Dodson & Flinker has designed and facilitated numerous public participation projects—often involving complex and



*Dodson & Flinker's design charrette for the "North 40" property in Wellesley helped convince residents to invest in preservation of one of the town's last undeveloped parcels.*

controversial planning topics—and has become a trusted advisor to many New England towns. We have learned that visionary plans and great design ideas often fail for lack of public understanding and support—especially in small towns. As a result we focus on working with local residents and other stakeholders to craft achievable plans that have broad support in the community. We have designed and facilitated public engagement efforts, including visioning workshops and design charrettes, for more than 100 towns in New England, and are currently facilitating public participation efforts in towns ranging from Gardner, Norwood and East Milton, Massachusetts to Easthampton, Long Island.

In the current Covid19 Crisis, Dodson & Flinker has been working to adapt our favorite public participation techniques to the world of virtual meetings. Using Zoom and other on-line platforms, screen-sharing, interactive mapping and on-line polling, we find that the efficiency and ease of access (at least for those with access to the technology) in some ways make up for the limitations of working remotely. Working with planners at UMass and around the state, we are also experimenting with new digital tools that allow participants to engage in workshop materials, maps and polls on their own time.



## Dodson & Flinker Staff Profiles



**Peter Flinker** is a registered Landscape Architect, and a Fellow of both the American Institute of Certified Planners and the American Society of Landscape Architects. He will serve as project director and design lead. As president of Dodson & Flinker, Landscape Architects and Planners, he maintains an active portfolio of projects with public and private clients, including downtown revitalization, planning for greenways and open spaces, design of new communities, and sustainable design for schools and other public facilities. He has developed numerous training programs and award-winning publications in the areas of Smart Growth and Sustainable Development, including the *Rhode Island Rural Design Manual*, the *Urban Environmental Design Manual* and most recently, *Village Guidance: Tools & Techniques for Rhode Island Communities*.

Peter has a particular interest in the preservation of the New England landscape, including the special challenges of protecting historic downtowns and villages while accommodating 21<sup>st</sup> Century needs for vehicular circulation and parking. A skilled presenter, designer, and illustrator, Peter has worked with dozens of communities to help them visualize how to make their places better and to build political support for implementation. For many of Dodson & Flinker's municipal clients, Peter has applied these ideas to the development of illustrated design guidelines, form-based zoning codes, and site concept plans that help communities move projects from vision to reality.



**Dillon Sussman** is a Senior Associate at Dodson & Flinker. Over the past 12 years, he has managed a wide range of community planning projects across scales from regions and municipalities to neighborhoods and sites. Past projects have given him expertise in zoning and form-based codes, physical planning and urban design, low impact design, site design, bicycle and pedestrian planning, tactical urbanism, healthy aging, and authentic community engagement and decision-making. Dillon was previously a senior planner at Pioneer Valley Planning Commission, an associate at Joel Russell Associates, and owned and operated Ground Truth Design. Dillon holds a B.A. from Vassar College and an M.A. in Landscape Design and Planning from the Conway School. Dillon's first career in documentary filmmaking and multi-media design supports his planning experience.



**Nate Burgess** is a Senior Associate and a registered Landscape Architect in Massachusetts. He plays an active role managing and providing technical support for D&F's full range of planning and site design projects. This experience includes coastal resilience planning and waterfront design, scenic landscape inventory and analysis, development suitability assessment for affordable housing, designing educational landscapes and playgrounds, form-based zoning, community master planning, and developing public engagement games and exercises. Nate graduated with a Master's degree in landscape architecture from the University of Virginia. He also holds a Bachelor's degree from the College of William and Mary in Environmental Geology and English. He



previously worked as a graphic designer, cartoonist, and science writer.



**Aishwarya Kulkarni** is an Associate Planner and Urban Planner/Designer at Dodson & Flinker. During her time at university, Aishwarya developed an interest in urban planning, fascinated by the relationship between public and spaces, and the ability to transform regions through healthy urbanism. In graduate school, she worked with non-profit community development organizations to support their economic justice agenda. Her studio projects focused on creating resilient spaces. As a planner, she strives to be sensitive to the social and cultural aspects of community and develop solutions that ensure sustainable and equitable urban development. She also brings over two years of architectural experience prior to graduate school in residential, institutional, and interior design projects. Aishwarya grew up in India, where completed her Bachelors in Architecture at the University of Mumbai. She earned her Masters in City and Regional Planning from Pratt Institute in New York.



**Jack Sweeney-Taylor** joined Dodson & Flinker as an Associate Planner in fall 2021. His background as a middle school teacher in western Massachusetts and New York City informs his interest in collaborative decision-making processes to address housing, economic development, and access to urban green space. He is excited by hands-on tools using scenarios and stories to facilitate discussion and integrate lived experiences with technical planning expertise. His Masters of Regional Planning at UMass Amherst focused on mapping tree plantings in Massachusetts cities to identify demographic trends in the urban forest.

## **Pam Brown, J.D., FACIP, Brown & Brown**



Pam concentrates her practice in all things related land use and development of land as well as small business, Pam's practice includes municipal permitting, zoning, real estate development, business buy-sell agreements and LLC/Corporate formation. A member of the Massachusetts and New Hampshire Bar Associations and the Real Estate Bar Association (REBA), she is admitted to practice in Massachusetts and New Hampshire. Ms. Brown is a Fellow of the American Institute of Certified Planners, a long-time Director of the Bedford Chamber of Commerce and the Massachusetts Association of Planning Directors, Inc. A corporator for Emerson Hospital and Middlesex Savings Bank, Ms. Brown is also a Boy Scout Committee member and merit badge counsellor and a former Honorary Commander of Hanscom Air Force Base.

**EDUCATION**

MS, Environmental Management,  
Duke University, Durham, NC, 1986

BA, Environmental Studies, Rollins  
College, Winter Park, FL, 1984

SmartCode® Training Program,  
Atlanta, GA, 2005

Architectural Survey Course,  
Boston Architectural College,  
Boston, MA, 2002

National Main Street Training  
Program, Portland, ME, 2001

Real Estate Development Financing  
Training Workshop, MIT School of  
Real Estate, Cambridge, MA, 1995

National Main Street® Training  
Program, Montpelier, VT, 1994

**AWARDS**

2013 Outstanding Plan of the Year  
Award, Turners Falls Downtown  
Livability Plan, Montague, MA  
Chapter APA

2009 Honor Award, Buzzards Bay  
Downtown Vision Plan, Bourne, MA,  
VT Chapter ASLA

2008 Outstanding Plan of the Year  
Award, Buzzards Bay Downtown  
Vision Plan, Bourne, MA Chapter  
APA

2007 Outstanding Plan of the Year  
Award, Barrington NH New Town  
Center Plan, Northern New England  
Chapter APA

1995 Plan of the Year, Windham  
Regional Planning Commission,  
Downtown Brattleboro Master Plan

**PUBLICATIONS**

Contributing Author, Rural By  
Design, Revised Edition by  
Randall Arendt. Chapter 7 -  
Form- Based Coding and  
Standards for Performance and  
Design 2016

Business Improvement District  
(BID) Handbook and Workshops,  
MA. Department of Housing and  
Community Development,  
Various Locations,  
Massachusetts, 2001

Converting Downtown Streets from  
One-Way to Two-Way Traffic  
Circulation Report, Published in  
Main Street News 2002, and  
Downtown Ideas Exchange and  
Urban Transportation Monitor, 2000

**PROFESSIONAL INTERESTS AND FOCUS**

Ted Brovitz has over 25 years of experience and has spearheaded numerous community master plans, strategic area vision plans, economic development and marketing strategies, land use regulations and design guidelines, and corridor plans throughout New England, Upstate New York, Florida, and in Idaho. His primary focus is on community placemaking, village and neighborhood revitalization, sprawl repair and retrofit, form-based and character-building zoning and design standards. Ted is a frequent speaker and has led several workshops on these topics. Ted is also an active member of the Congress for the New Urbanism, American Planning Association, Massachusetts Association of Planning Directors, and the Urban Land Institute.

**PROFESSIONAL EXPERIENCE**

Ted has significant experience in both the public and private sectors. Over the course of his career, he has held positions as an environmental planner, regional planner, municipal planner, executive director of downtown economic development corporations and business improvement districts, and as a consulting planner over the last 20 years focusing on sustainable community planning and design. Detailed descriptions of professional responsibilities in the following positions are available upon request.

**Founder & Principal, Brovitz/Community Planning & Design**  
*Marshfield, Massachusetts, July 2014 to Present*

**Manager of Community Planning & Design, Howard/Stein-Hudson Associates**  
*Boston, Massachusetts, December, 2011 to July, 2014*

**Collaborative Partnership, The Cecil Group**  
*Boston, Massachusetts, January, 2010 to November, 2011*

**Senior Planner & Associate, Stantec Planning and Landscape Architecture, Inc. (Dufresne-Henry acquired by Stantec in June, 2006)**  
*Boston, MA and Sarasota, FL Offices, November 2000 to January, 2010*

**Director of Planning and Development, Town of Brattleboro, Vermont**  
*November 1989 to September 1995*

**Planning Director, Blackstone Valley Planning Council**  
*Sutton, Northbridge and Uxbridge, Massachusetts, March, 1988 to October, 1989.*

**Senior Planner, Strafford Regional Planning Commission**  
*Dover, New Hampshire: September, 1986 to March, 1988.*

## LECTURES &amp; WORKSHOPS

Master Planning and Implementation Strategies to Help Downtowns and Village Centers Get Ready for the New Economy, Mass Assoc. of Planning Directors Conference, 2019

Turning Transitional Neighborhoods, Corridors, and Industrial Districts into Vibrant Places SNEAPA Conf., Providence, RI, October 2017

Parking Strategies for Stronger Communities Conference, Boston, MA., 2014

Creating Vibrant Places: Putting Together All the Pieces of Diverse Neighborhoods and Village Centers, SNEAPA, 2013

Complete and Context-Based Street Design Toolbox, Mass. Association of Planning Directors Luncheon, 2013

ULI Technical Assistance Panel: Campello Neighborhood Revitalization, Brockton, MA., 2013

ULI Technical Assistance Panel: The Future of Parking in Downtown Hyannis, MA., 2013

Context-Based Zoning and Other Innovative Placemaking Tools, SNEAPA, 2012

Form-Based Code: A Status Report for New England, Build Boston Conference, 2011

Achieving Compact, Mixed Use Neighborhoods: Municipal Incentives, Regulations and Form-Based Code Workshop, Growth Smart Rhode Island, 2011

Downtown Design, Design Guidelines, and Façade Improvement Programs, Mass. Downtown Initiative, 2010

Downtown Partnerships - Expanding the Tool Box for Revitalization; SNEAPA 2002

Downtown Parking - Perceptions, Reality and Strategies for Both; Annual Maine Downtown Revitalization Conf., 2002 and 2003

National League of Cities Conference, Presenter Moscow ID Downtown Master Plan, 2002

Business Improvement Districts Workshop, SNEAPA 2000

Getting Started on Downtown Revitalization Workshop, 1997, Mass. DHCD

## PROJECT EXPERIENCE

Ted Brovitz has completed numerous plans, studies, and regulations over the past two decades. Three of his projects have won APA Chapter Plan of the Year awards including the Downtown Turners Falls MA Livability Plan, the Barrington NH New Town Center Plan and the Downtown Buzzards Bay MA Vision Plan. Full project descriptions and most plans are available in PDF format upon request.

## Visioning Workshops &amp; Design Charrettes

**Downtown & Neighborhood Design Charrette**

New Bedford, MA, 2015 (7 Days)

**North 40 Visioning Workshops & Future Use Report**

Wellesley, MA, 2015 (3 Days)

**Kingston Placemaking Summit Design Charrette**

Kingston, MA, 2015 (3 Days)

**Medfield State Hospital Reuse Visioning Workshop and Report<sup>3</sup>**

Medfield, MA, 2014 (1 Day)

**North Eastham Village Center Design Charrette<sup>1</sup>**

Eastham, MA, 2014 (2 Days)

**N. Amherst & Atkins Corners Visioning Workshop<sup>2</sup>**

Amherst, MA, 2013 (2 Days)

**West Concord Village Design Charrette<sup>1</sup>**

Concord, MA, 2013 (3 Days)

**Buzzards Bay Downtown Design Charrette<sup>1</sup>**

Bourne, MA, 2012 (3 Days)

**Growth Centers and Future Land Use Design Charrette (3-Day)<sup>1</sup>**

Sandwich, MA, 2010

## Downtown/Village Centers Planning &amp; Revitalization

**Worcester Street Neighborhood Center Vision Plan and Mixed Use Zoning Bylaw**

Grafton, MA, 2019

**Downtown & Neighborhood Center TOD Vision Plan**

Darien, CT, 2017

**Downtown Economic Development Plan<sup>3</sup>**

Peabody, MA, 2014

**Downtown Livability Plan<sup>3</sup>**

Turners Falls, MA, 2013

**Downtown Master Plan & Implementation Program<sup>2</sup>**

Norwood, MA, 2013

**Buzzards Bay Downtown Vision Plan & Zoning Bylaw<sup>1</sup>**

Bourne, MA, 2012

**West Concord Village Master Plan, Design Guidelines & Zoning Amendments<sup>1</sup>**

Concord, MA, 2014

## Context-Based/Form-Based Zoning (FBZ)

**Town Center Mixed Use District & Design Guidelines**  
Pepperell, MA, 2022

**Downtown MUOD, Compact ND, Design Guidelines**  
Medfield, MA, 2022

**Zoning Audit, New Bylaws, Design Guidelines**  
Winchendon, MA, 2022

**Maple St. Corridor Vision Plan, 40R & FBZ**  
Danvers, MA, 2020

**Downtown, Florence Center & Gateways FBZ**  
Northampton, MA, 2020

**Greenbush-Driftway TOD Vision Plan and FBZ Bylaws**  
Scituate, MA, 2019

**Downtown Form-Based Mixed Use Overlay District and Design Guidelines**  
Norwood, MA, 2019

**Downtown Mixed Use Overlay District FBZ**  
Norwood, MA, 2019

**Oak Grove Business Park Development Plan and Mixed Use FBZ**  
Medway, MA, 2019

**Greenbush TOD Vision Plan & Mixed-Use FBZ**  
Scituate, MA, 2019

**Vision Plan and Form-Based Code for Downtown, Acushnet Avenue & Goulart Square**  
New Bedford, MA, 2016

**Smart Growth/Chapter 40R District Master Plan, Form-Based Code & Design Standards**  
Maple Street Industrial District, Danvers, MA, 2018

**R1-A Corridor Retrofit Mixed-Use Form-Based Code**  
Portsmouth, NH, 2018

**Merrick Neighborhood Zoning Audit and FBZ<sup>3</sup>**  
West Springfield, MA, 2014

**Village Centers Conceptual Development Plan and Form Based Code<sup>2</sup>**  
Amherst, MA, 2013

**Downtown Buzzards Bay Form Based Code & Design Guidelines<sup>1</sup>**  
Bourne, MA, 2010

## Land Use & Development Regulations

**Residential Choice & Diversification Bylaws and Design Guidelines**  
Lexington, MA, 2021

**Medical Services Overlay District Zoning Bylaw**  
Norwood, MA, 2021

**Housing Production Zoning Bylaws & Design Guidelines**

Scituate, MA, 2020

**Updated Use Table Terminology, Definitions, and Performance Standards**  
New Bedford, MA, 2020

**Maple Street Area Smart Growth District Bylaw (C40R) and Design Standards**  
Danvers, MA, 2018

**Smart Parking Evaluation and New Bylaw**  
Wellesley, MA, 2014

**Smart Parking Evaluation and New Bylaws<sup>3</sup>**  
Framingham, MA, 2014

**Smart Parking Evaluation and New Bylaws<sup>3</sup>**  
Wellesley, MA, 2013

**Zoning Audit, Bylaw & Design Guidelines<sup>3</sup>**  
Chelmsford, MA, 2012

**Zoning Evaluation & Design Guidelines for Commercial & Industrial Districts<sup>1</sup>**  
Westford, MA, 2008

## Commercial Corridor Retrofit/Sprawl Repair Plan & Mixed Use Zoning Bylaws

**Route 1 Corridor Mixed Use Vision Plan & Zoning Bylaw**  
Norwood, MA, 2021

**Route 109/Main Street Corridor Mixed Use Zoning Bylaw**  
Medway, MA, 2021

**Route 35 Corridor C40R Mixed Use Vision Plan, Form-Based Code & Design Guidelines**  
Town of Danvers, MA, 2020

**Gateway Corridors Mixed Use Retrofit Form-Based Code**  
Portsmouth, NH, 2017

**Route 4 Smart Growth Corridor Connection Plan**  
Rutland and West Rutland, VT, 2016

**Route 7 Corridor Retrofit & Mixed Use Plan & Form Based Code**  
Shelburne, VT, 2015

**Grove Street Strategic Area Plan**  
New Canaan, CT, 2018

**Linden Street Corridor Vision Plan<sup>1</sup>**  
Wellesley, MA, 2004

## Industrial Park Retrofit & Zoning Bylaws

**Hartwell Innovation Park Visioning, Zoning Bylaws and Design Guidelines**  
Lexington, MA, 2021

**Oak Grove URD Industrial Park Vision Plan & Form-Based Code**  
Medway, MA, 2020

**Forestdale Village Mixed Use Development Concept Plan and Feasibility Analysis**



*Private Developer, Sandwich, Massachusetts, 2018*

**Cross-Vitfi Industrial Area Retrofit Plan & Mixed Use Form Based Code**

*New Canaan, CT, 2017*

**Bourne Green Business Campus Feasibility Study & Conceptual Plan<sup>1</sup>**

*Bourne, MA, 2010*

**Strategic Planning & Economic Development**

**Minuteman Bikeway Neighborhood Centers Access Local Rapid Recovery Plan**

*Arlington Heights, E. Lexington, Bedford Ctr, MA, 2021*

**Downtown Local Rapid Recovery Plan**

*Greenfield, MA, 2021*

**Economic Development Planning and Technical Assistance**

*Scituate, MA, 2016*

**Washington St. Neighborhood Plan and Mixed Use Zoning Bylaw**

*Grafton, MA, 2019*

**North Grafton TOD Village Strategic Plan, C40R and Design Guidelines**

*Grafton, MA, 2018*

**North 40 Visioning, Land Use Scenario Building, and Zoning Alternatives Study**

*Wellesley, MA, 2015*

**North Grafton Transit Village Strategic Plan, C40R Bylaw & Design Guidelines**

*Grafton, MA, 2017*

**Town Square Transportation Plan**

*Stoughton, MA, 2014*

**Buzzards Bay Façade Improvement Program and Design Guidelines**

*Bourne, MA, 2013*

**Village Centers Façade Improvement Program and Design Guidelines<sup>2</sup>**

*Braintree, MA, 2013*

**Historic Buildings Adaptive Reuse Study<sup>2</sup>**

*Weston, MA, 2012*

**Affordable Housing Production Plan & Bylaw<sup>1</sup>**

*Duxbury, MA, 2010*

**Smart Village Plan: Central Ave./Milton Village<sup>1</sup>**

*Milton, MA, 2005*

**Lakefront Redevelopment Plan<sup>1</sup>**

*Canandaigua, NY, 2005*

**Comprehensive Master Plans**

**Comprehensive Master Plan**

*Kingston, MA, 2018*

**Comprehensive Master Plan<sup>3</sup>**

*Arlington, MA, 2014*

**Comprehensive Master Plan<sup>3</sup>**

*Stoughton, MA, 2014*

**Comprehensive Master Plan<sup>1</sup>**

*Sandwich, MA, 2010*

**Comprehensive Master Plan<sup>1</sup>**

*Sheffield, MA, 2010*

**Comprehensive Master Plan<sup>1</sup>**

*Amherst, MA, 2008*

**Comprehensive Master Plan<sup>1</sup>**

*Conway, NH, 2004*

**Comprehensive Master Plan<sup>1</sup>**

*Barrington, NH, 2003*

**Comprehensive Master Plan**

*Brattleboro, VT, 1991*

**DEVELOPMENT PLANNING & REVIEW**

**Woodmont Commons TND Development Technical Project Review Services**

*Town of Londonderry, NH, 2013*

- 1 Completed as project manager for Stantec Planning & Landscape Architecture and Dufresne-Henry, Inc.
- 2 Completed in collaboration with The Cecil Group, Inc.
- 3 Completed as Manager of Community Planning and Design, Howard/Stein-Hudson Inc.

**REFERENCES & TESTIMONIALS**

Available upon request.

# DODSON & FLINKER

## Landscape Architecture and Planning

### PETER FLINKER

President, Landscape Architect & Planner  
FASLA, FAICP

### PROFESSIONAL EXPERIENCE

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#### **Dodson & Flinker (formerly Dodson Associates), Florence, Massachusetts**

President: 2016-Present

Principal: 1998-Present

Project Manager and Landscape Architect: 1987-Present

Landscape Architect and Certified Planner on projects ranging in scale from residential and commercial site design to regional planning. Active in exploration of the use of creative design and alternative technologies to accommodate growth in changing urban, suburban and rural landscapes. As an author and illustrator, has prepared numerous publications designed to help both professionals and laypeople understand complex planning and design concepts, including the award-winning South County Design Manual, the Urban Environmental Design Manual and the Rhode Island Conservation Development Manual. A frequent presenter to conservation groups, town boards and professional organizations on the topics of Smart Growth and Sustainable Development, has facilitated dozens of charrettes for Main Streets, village centers and highway corridors, and prepared numerous master plans and construction documents for schools, parks and other public facilities.

### SELECTED CURRENT AND RECENT PROJECTS

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A leader in planning and design for schools, parks, streetscapes and other public facilities that balance creative site planning with efficient and cost-effective design strategies. Active in helping communities plan for resilience and create sustainable master plans for historic districts, main streets, sites, and sensitive environmental areas. Recent projects include:

**Existing Conditions Report and Town Vision** | Shelter Island, NY (2020-21)

**Littleton Transit Station Area Design Guidelines** (2020-2021), **Transit Station Area Master Plan** (2019) and **Comprehensive Plan (2017)** – Littleton, MA

**East Milton Square Masterplan and Zoning Strategies** | Milton, MA (2020-2021)

**Easthampton Housing Study** | Easthampton, MA (ongoing)

**Stowe Acres Site Feasibility Study** | Stowe, MA (ongoing)

**Wilson Opportunity Sites Study** | Wilson, CT (2020)

**Low Impact Development Regulatory Review and Revisions** | Natick, MA (2019)

**North Grafton Transit Village** | Grafton, MA (2017)

**Greenbush Masterplan and Form-Based Code** - Scituate, MA (2016-2018)

**Downtown Mixed-use Zoning Amendments** - Norwood, MA (2018)

**Village Guidance: Tools & Techniques for Rhode Island Communities** - RI DEM (2015)

**Groton Village Center Design Guidelines** - Groton, MA (2014) (Adopted)

## AWARDS

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### **American Planning Association - Massachusetts Chapter:**

2013 Planning Project Award for the Turners Falls Downtown Livability Plan

### **Boston Society of Landscape Architects:**

2019 Merit Award in Analysis & Planning for Montauk Hamlet Master Plan

2012 Merit Award in Analysis & Planning for the Exeter Visions Project

2007 Merit Award for the Urban Environmental Design Manual.

2006 Honor Award for The Rhode Island Greenspace Program.

2006 Honor Award for The Blackstone River Visioning Project.

1992 Merit Award for Mansfield Training School Masterplan.

### **American Society of Landscape Architects:**

2003 Merit Award in Analysis & Planning for the Buffalo Bayou Masterplan, Houston, TX.

2002 Honor Award for The South County Design Manual.

### **Rhode Island Historical Preservation and Heritage Commission:**

2002 State Historic Preservation Planning Award, for South County Watersheds Technical Planning Assistance Project.

## PROFESSIONAL REGISTRATION & ACTIVITIES

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Massachusetts Registered Landscape Architect #976

Fellow, American Society of Landscape Architects, 2017

Member, American Institute of Certified Planners, 2000

Fellow, American Institute of Certified Planners, 2019

AICP Certified Environmental Planner, 2011

AICP Certified Urban Designer, 2011

ASLA Centennial Community Assistance Team: New England Greenway Project

Founding Member, Mill River Greenway Initiative

Massachusetts Certified Municipal Vulnerability Preparedness Provider, 2017

## EDUCATION

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**University of Massachusetts at Amherst** - Masters in Landscape Architecture, 1987

**Hope College**, Holland, Michigan - Bachelor of Science in Biology, 1982

## DILLON SUSSMAN

Senior Associate, Planner and Community Designer

### PROFESSIONAL EXPERIENCE

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**Dodson & Flinker, Florence, Massachusetts**

Senior Associate: 2018-Present

Senior planner, managing a wide range of projects, from regional and municipal planning projects to zoning and form-based codes. Dillon has expertise in physical planning, urban design, site design, bicycle and pedestrian planning, zoning, form-based codes, design guidelines, low impact development, tactical urbanism, healthy community design, healthy aging, health impact assessment, food system planning, and authentic community engagement and decision-making. Dillon holds a M.A. in Landscape Design in Planning from the Conway School. He has extensive experience in documentary film-making and graphic design.

### SELECTED CURRENT AND RECENT PROJECTS

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**Downtown and Florence Masterplan & Form-Based Code** | Northampton, MA (ongoing)

**Milton Village Design Guidelines** | Milton, MA (ongoing)

**Brookline Housing Production Plan (with Barrett Planning Group and Community Circle)** | Brookline, MA (ongoing)

**Low Impact Development (LID) Regulatory Review and Revisions** | Granby, MA (ongoing), East Longmeadow, MA (2021), Blandford, MA (2021)

**Two-Family Housing Form-Based Code** | Northampton, MA (2019-2021)

**East Milton Sq. Masterplan & Zoning Strategies (with Barrett Planning Group)** | Milton, MA (2020-2021)

**Downtown Tree Plan** | Gardner, MA (2020)

**Upton Center Masterplan** | Upton, MA (2019)

**Low Impact Development (LID) Regulatory Review and Revisions** | Natick, MA (2019)

**Pelham Village Center Zoning (at Dodson & Flinker and at PVPC)** | Pelham, MA (2019, 2015-2018)

**Various Planning Projects for Williamsburg, MA: Zoning Revisions, Facilities Master Plan, Healthy Aging Plan, Village Center Improvements Demonstration Day (at PVPC)** | Williamsburg, MA (2014-2018)

**Holyoke Bicycle Network Plan (at PVPC)** | Holyoke, MA (2016)

**"Massachusetts Healthy Community Design Toolkit, Second Edition (Healthy Aging)" and "Municipal Strategies to Increase Food Access" (at PVPC)** | Massachusetts DPH (2014, 2016)

**Beacon, NY Downtown Form-Based Code (at Joel Russell Associates)** | (2012-2013)

**Poughkeepsie and Town of Llyod, NY Form-Based Codes (at Joel Russell Associates)** | (2013)



## PREVIOUS EXPERIENCE

---

Senior Planner & Urban Design Specialist, Pioneer Valley Planning Commission - Springfield, MA, 2014-2018

Planning & Design Associate, Joel Russell Associates - Northampton, MA, 2011-2014, 2017-2018

Principal, Designer & Planner, Ground Truth Design - Northampton, MA, 2008-2018

Video Producer & Editor, Monadnock Media - Sunderland, MA, 2001-2007

Associate Producer, InLight Interactive - Springfield, MA, 2000

Freelance Graphic Design, Various Clients - New York City, NY, 1999

Wayfinding Design Assistant, H Plus, Inc. - New York City, NY, 1997-1998

## AWARDS

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Western Massachusetts Safe Routes to School Community of the Year, MassDOT Safe Routes to School, 2018  
(awarded to the Memorial School, West Springfield for work we did together)

Golden Shoe Award, Walk Boston, 2017

## SELECTED PRESENTATIONS

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"Meaningful Community Engagement for Healthy Food Access" at the Ounce of Prevention Conference, Worcester, MA, March 2018

"Food Planning & Policy in MA Communities" at the Community Food System Conference, Boston, MA, December 2017

"Healthy Aging and Community Design" at the Western Mass Elder Care Conference, Holyoke, MA, May 2014.

"Form-Based Codes: Using Public Private Partnerships," at the New York Planning Federation Annual Institute, Saratoga Springs, NY, April 2013 (with Joel Russell)

## AFFILIATIONS/VOLUNTEERING

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Massachusetts Department of Public Health Determination of Need, Healthy Aging Advisory Committee, 2018-present

Massachusetts Partnership for Health Promotion and Chronic Disease Prevention, Built Environment Community of Practice, 2015-2018

Member, Northampton Zoning Revisions Committee, 2009-2011

## EDUCATION

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### **Conway School of Landscape Design**

Master of Arts in Landscape Design and Planning, 2008

### **Vassar College**

B.A. Self-designed Major in 20th Century Art, Philosophy and Linguistics, 1997

## NATHAN BURGESS

Associate Landscape Architect & Planner  
ASLA, RLA

### PROFESSIONAL EXPERIENCE

---

**Dodson & Flinker**, Florence, Massachusetts

Senior Associate: 2019 -Present

Associate: 2013-2019

Landscape Architect and planner on projects ranging in scale from residential and commercial site design to regional planning. Professional experience includes coastal resilience planning, waterfront design, scenic landscape inventory and analysis, site assessment for affordable housing, designing educational landscapes and playgrounds, form-based zoning, community master planning, and developing public engagement games and exercises.

**Trainee, National Park Service Historic American Landscape Survey** -Washington, DC, - Summer 2013

**Internships and Externships:**

Landworks-Studio (2013); Michael Vergason Landscape Architecture (2012);

Lee & Associates (2011);

Cultural Landscape Report Fellow, UVA Office of the Architect - Charlottesville, VA Summer 2012;

Landscape Architecture Internship:

Anchor QEA - Seattle, WA, Summer 2011;

Architecture Internship: Hopke and Associates - Williamsburg, VA, Fall 2008

**American Geological Institute Communications Specialist & Assistant Designer of Earth Magazine** - Alexandria, VA, 2009-2010

### PROFESSIONAL REGISTRATION AND ACTIVITIES

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Massachusetts Registered Landscape Architect #4241

Municipal Vulnerability Preparedness Provider - Massachusetts EEA, 2017

Member, American Society of Landscape Architects

Co-chair, Western Massachusetts Section of the Boston Society of Landscape Architects (2019-present)

### EDUCATION

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**University of Virginia: School of Architecture**

Master of Landscape Architecture; Graduated May 2013

**The College of William & Mary**

B.S. Geology (Concentration: Environmental Geology), English

Summa Cum Laude, Phi Beta Kappa, High Honors in Geology; Graduated December 2008

## **PAMELA J. BROWN, ESQ. FAICP**

**BROWN & BROWN, P.C.**

**110 GREAT ROAD**

**BEDFORD, MASSACHUSETTS 01730**

*pbrown@brown-brown-pc.com*



### ***LICENSES/CERTIFICATIONS***

Admitted to Practice: Massachusetts, New Hampshire  
American Institute of Certified Planners (FAICP 2014)  
Licensed Real Estate Broker, Massachusetts

### ***EDUCATION***

***J.D.***, Massachusetts School of Law

***M.R.P (Regional Planning)***, University of Massachusetts

***B.A. (Environmental Studies)***, Middlebury College, Vermont

### ***PROFESSIONAL EXPERIENCE***

June 1999 - **Partner/ President - Attorney/Planner**  
Present: **BROWN & BROWN, PC**

Practice focuses on municipal land use planning and law as it relates to real estate, zoning, land preservation, economic development and strategic permitting. Responsible for integrating client goals with community planning and land use guidance documents and sound principles of smart growth. Pam brings professional knowledge of land use and zoning, strategic permitting, hazardous materials, affordable housing, conservation restrictions, and general planning and policy issues to developers, individuals and town government via public education, regulatory review and revision, and private consultation. Practice encompasses zoning bylaw amendment, advice to Planning Boards, regulatory controls, and coordinated permitting for residential and commercial clients, including zoning relief, implementation of Smart Growth and affordable housing goals. .

January 1993- **Senior Associate/Chief Planner**  
June 1999: **BEALS AND THOMAS, INC.**

Responsible for marketing and project oversight of municipal planning consulting projects. Duties included facilitating public consensus building workshops of 10 - 150 people, budgeting and contract negotiation. Municipal work included Master Plans, Open Space and Recreation Plans, peer review of subdivision submittals, build-out analyses, cost of municipal services assessments, and regulatory review and amendment. Private client representation involved expert testimony, environmental/fiscal cost-benefit studies, due diligence feasibility analyses and permitting strategy.

June 1990 -  
January 1993

**Senior Project Manager**

OFFICE OF REAL ESTATE MANAGEMENT/CAPITAL PLANNING & OPERATIONS,  
COMMONWEALTH OF MASSACHUSETTS (NOW DIVISION OF CAPITAL ASSET  
MANAGEMENT)

Coordinated the interaction of state and federal agencies, consultants and interest groups. Responsible for conceptualization and implementation of redevelopment plans for state-owned property, preparation of Master Plans, Environmental Impact Reports, Requests For Proposals, and Land Disposition Agreements. Promoted state-wide goals via proactive public decision-making. Projects included: Worcester and Grafton (biotechnology parks), Elm Bank (property reuse planning), Salem Armory (historic redevelopment), Boston Latin Academy (hazardous waste clean-up), Lincoln (scattered site affordable housing), Foxboro State Hospital (mixed-use redevelopment planning).

October 1988 -  
February 1990:

**Executive Director**

SPECIAL COMMISSION ON GROWTH & CHANGE, COMMONWEALTH OF  
MASSACHUSETTS

Researched models of Growth Management regionally and nationwide. Successfully brought together representatives of diverse competing interests to establish a model for integrated comprehensive planning at the state, regional and local levels. Created a menu of incentives to encourage completion of local plans. Proposed a new permitting and appeals process to address issues of locally unwanted land uses and developments of regional impact. Organized and chaired meetings of 10-50 people; managed staff person and interns. Facilitated public presentations statewide including "get to know the region" field trips for state legislators and planners. This effort has been the basis for the work of the Growing Smart Campaign and the Zoning Reform Working Group.

June 1987 -  
October 1988

**Assistant Town Planner**

TOWN OF DARIEN, CONNECTICUT

Developed and maintained community planning program; computerized the Planning & Zoning office. Responsible for grant-writing, technical reports, site inspections and plan review. Staffed the Planning & Zoning Commission, Environmental Protection Commission, Zoning Board of Appeals, and Architectural Advisory Committee. Advised residents on the permitting process and environmental awareness. Re-wrote the Town's Wetlands Protection by-law to be consistent with newly enacted State law. Supervised two full-time office personnel and one part-time planning assistant.

September  
1985 -  
June 1987

**Private Consultant / Research Assistant**

METLAND RESEARCH GROUP, UNIVERSITY OF MASSACHUSETTS AMHERST

Performed land use planning utilizing computerized mapping; developed and tested a Geographic Information System (GIS) with regional projects. Performed feasibility Study for Industrial Development in Northbridge, Massachusetts; Farmland Preservation Study for the City of Westfield, Massachusetts; Mill Revitalization & Economic Development Plan for Lawrence, Massachusetts; and Recreation Needs Assessment for Southwood Apartments, Amherst, Massachusetts



## ***AFFILIATIONS AND INTERESTS***

- Massachusetts Bar Association (BBO #644836)
- New Hampshire Bar Association (Bar # 14365)
- American Institute of Certified Planners (Fellow, AICP certificate # 9283)
- Massachusetts Real Estate Broker (License # 142107)
- Honorary Commander, Hanscom Air Force 66<sup>th</sup> Air Base Group, 2012-2015
- Bedford Chamber of Commerce, Chairman of the Board, 2012-2013. President 2010-2011, Vice President 2009, Director 2004 – present.
- Massachusetts Association of Planning Directors, Inc., Director 1996 - Present, Treasurer 1996-2004, General Counsel 2004 – present.
- Boy Scout Troop 194 Committee Member, Merit Badge Counsellor
- Cub Scout Pack 194 Committee Chair, 2011- 2013; Webelos Den Leader - 2015
- Habitat for Humanity of Greater Lowell, Director, 2008 - 2009
- Massachusetts Bar Association Property Council, 2002-2006
- Frank A. Waugh Alumni Association, Department of Landscape Architecture and Regional Planning, UMass-Amherst, Director 1997-2005, Clerk 1999-2001, President 2001-2003.
- American Planning Association, 1986-present
- Law Review Staff, Massachusetts School of Law 1997-1999
- U.S. Olympic Festivals, Competitor in Windsurfing - 1993 (San Antonio), 1994 (St. Louis)
- International Mistral Class Organization (IMCO, Olympic class windsurfing), National President 1994-1997; Windsurfing Massachusetts, President, 1993-1997
- Framingham Community Land Trust, Trustee/Clerk 1991-1998

## ***HONORS***

- 2022 *SuperLawyer*<sup>TM</sup> named in SuperLawyers Magazine as one of Boston's top Environmental Land Use attorneys 2020-2022 (Rising Star 2005-2007)
- 2021 *Top Women Attorneys in Massachusetts* (published in Boston Magazine)
- 2017 *Named Business Person of the Year*, Bedford Chamber of Commerce for 2016
- 2014 *Inducted to the College of Fellows*, American Institute of Certified Planners.
- 2013-2015 *Honorary Commander*, Hanscom Air Force Base/ 66<sup>th</sup> Air Base Group
- 2007 *Top Ten Lawyers* - Women's Business Boston, January 2007 issue.
- 2004 *Business of the Year* – Awarded to Brown & Brown, P.C. February 2005 by the Bedford Chamber of Commerce.
- 2004 *Distinguished Leadership Service Award* – Massachusetts Association of Planning Directors
- 2004 *The Rotary Foundation of Rotary International* – *Paul Harris Fellow*, October 2004.
- 2001 *Distinguished Service Award* – American Planning Association, Massachusetts Chapter – December 14, 2001.
- 2001 *Distinguished Planning Alumni Award* –University of Massachusetts, Department of Landscape Architecture and Regional Planning - November 8, 2001.

## ***PUBLICATIONS AND EDUCATIONAL SEMINARS***

- *Legal Panel Speaker: Land Use Law of National Importance.* Southern New England American Planning Association Conference, Providence, RI 2017, 2022; Worcester, MA 2016, 2019; Hartford, CT 2015, 2018
- *Seminar Moderator/Speaker: Recent Court Decisions,* Massachusetts Association of Planning Directors, Inc. (MAPD) Annual Conference: Zoom 2021, 2022, North Adams 2019, Plymouth 2018, Pittsfield 2017, Barnstable 2016, Salem 2015, Lowell 2013, Springfield 2012, New Bedford 2011, Salem 2009, Northampton 2008, Worcester 2007; Plymouth 2005.
- *Moderator: Massachusetts Smart Growth Alliance Conference.* “One Size Doesn’t Fit All: Effective Strategies for Suburbs and Towns”, Worcester, MA 2017
- *Seminar: Drafting Defensible Decisions,* or Citizens Planner Training Collaborative (CPTC) – Oak Bluffs & Worcester 2016, Haverhill 2011; Oak Bluffs 2006.
- *Seminar: Site Plan Review,* CPTC – Worcester 2016, Haverhill 2011; Oak Bluffs 2006.
- *Panel Speaker: A Vision of the Future Converting Blight to Public Open Space.* Southern New England American Planning Association Conference, Worcester October 2013.
- *Seminar: Special Permits & Variances,* Zoom 2022, CPTC Annual Conference: Worcester 2013; Haverhill 2013, 2001; Norfolk 2008, Burlington 2001
- *Seminar: Non-Conforming Uses & Structures,* CPTC Annual Conference – Worcester 2014, 2012, 2009
- *Seminar: Vested Rights,* CPTC Annual Conference – Worcester 2011, Haverhill, 2010
- *Seminar: Introduction to Zoning,* CPTC Annual Conference – Worcester, 2009, 2005
- *Seminar: How to Hold a Perfect Public Hearing.* CPTC Annual Conference – Worcester 2008, Haverhill - 2007
- *Lecture: New Year’s Resolution – Do Your Estate Planning.* Bedford Chamber of Commerce, Jan. 17, 2008.
- *Seminar: Zoning Issues,* Massachusetts Bar Association General Practice, Solo & Small Firm Conference, Taunton, June 6, 2006.
- *Seminar: Hot Topics in Property Law “Permits by Design”,* Massachusetts Bar Association Annual Conference, Moderator & Speaker, Boston, March 4, 2005.
- *Seminar: Zoning - Exempt Uses,* CPTC – Waltham, October 2003; also Andover Nov. 2003, Haverhill May 2000.
- *Panel: Alternatives to 40B,* MAPD Annual Conference, Worcester May 2002.
- *Seminar: Roles and Responsibilities of Planning & Appeals Boards,* CPTC – Bridgewater May 2001, Bedford June 2001.
- *Seminar: Subdivision Control,* CPTC - Haverhill, November 2000.
- *Guest Lecture: Department of Landscape Architecture and Regional Planning, Land Use Law Class,* UMass- Amherst, October 2000.
- *Seminar: Reading Development Plans,* Nashua River Watershed Counsel/Citizens Planner Training Collaborative, Groton May 2000.

- *Panelist: Design Review Techniques*, MAPD Annual Conference, Lowell April 2000.
- *Publication: Methodology for Valuing Town Conservation Land*, Assessment Journal, International Assoc. of Assessing Officers, June/July 1999. Also published by Lincoln Institute of Land Policy, July 1998.
- *Lecture: Dept. of Landscape Architecture and Regional Planning Alumni Seminar*, UMass-Amherst, April 1999.
- *Seminar: Community Master Plans*, Citizen Planner Training Initiative, Gardner, Spring 1997.
- *Lecture: Gender in Planning Seminar*, MIT, Spring 1997.
- *Publication: Massachusetts General Laws, Ch. 44 §53G: A Valuable Resource for Many Communities*, New England Planning (American Planning Association Newsletter), with Paige Duncan, AICP, January 1996.
- *Publication: Managing Adjacent Areas: Cape Cod National Seashore Case Study*, National Park Service/ USDI, with METLAND Research Group, January 1989.
- *Publication: Using Geographic Information Systems to Assess Conflicts Between Agriculture and Development*, Landscape and Urban Planning, v. 16 pp. 333-343, with Mark Lindhult, 1988

## ***ZONING AMENDMENTS AND REGULATORY REVIEW***

- Zoning Bylaw Amendments – Bedford, Boxborough, Chelmsford, Danvers, Hudson, Merrimac, Westborough (Town Center Overlay, Assisted Living Overlay, Downtown Mixed Use, TOD)
- 43D Regulations/Process/Consistency with Zoning bylaw - Burlington
- Project Review/Decision Drafting – Auburn, Fairhaven, Merrimac
- Transportation Oriented District – Westborough
- Comprehensive Regulatory Review /Critique – Devens\*, Rutland\*, Boxborough, Westborough, Danvers, Gloucester, Merrimac, Rehoboth, Avon, Burlington (43D Regulations)
- Inclusionary Housing, Boxborough, Rutland, Chelmsford
- Affordable Housing (permitting and review) – Bedford, Billerica, Westborough
- Adult Use, Avon, Westborough
- Village Centers – Bedford, Rehoboth, Rutland, Westborough, Westport, Boxborough, Chelmsford
- Development Rate Limitations - Rutland
- Signs – Rutland, Westborough, Bedford
- Design Guidelines – Rehoboth, Rutland, Chelmsford
- Subdivision Plan Review and Legal Analysis –Sudbury\*, Merrimac
- Senior Housing Bylaws – Rutland, Westborough
- Flexible Mixed Use Bylaw – Bedford, Gloucester, Rutland, Westborough, Chelmsford
- Telecommunications Bylaw – Rutland
- Zoning, Subdivision & General Bylaws – Municipal regulatory amendment and extensive experience with the regulations of many cities and towns via private client permitting. Zoning changes/new bylaw adoption: Avon, Bedford, Westborough, Chelmsford, Newburyport

***MASTER PLANNING, CONSENSUS BUILDING, COMMUNITY IMPACT***

Decades of experience working with Massachusetts communities on a variety of planning efforts, including master plans, open space plans, goals & visioning, consensus building, access to / valuation of conservation land, conservation restrictions, economic development studies, parking studies and community impact statements.

*\*Projects directed and/or prepared in significant part during employment at Beals and Thomas, Inc. 1993-1999; other projects performed by Brown & Brown, PC.*



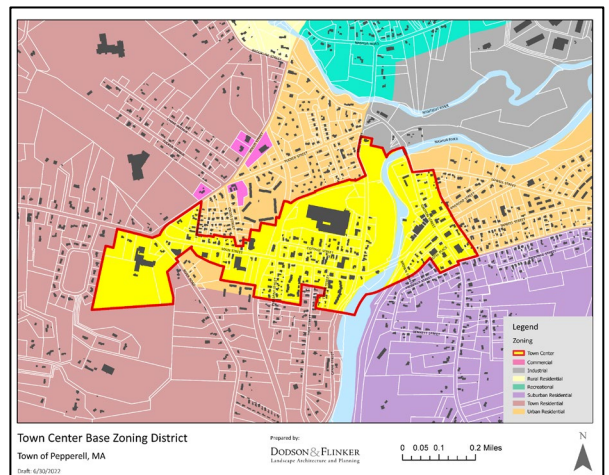
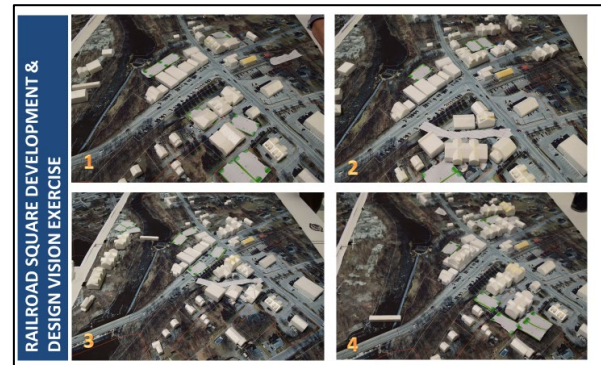
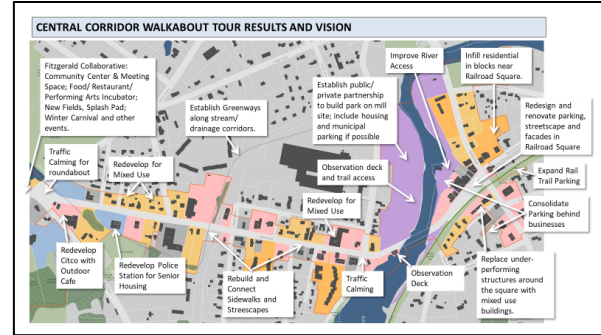
# **SIMILAR PROJECT DESCRIPTIONS**

## TOWN CENTER MIXED USE FORM-BASED ZONING BYLAW &amp; DESIGN GUIDELINES

*Pepperell, Massachusetts, 2022*

The Town of Pepperell retained BCPD to prepare a Mixed Use Overlay District (MUOD) for Town Center as the first step toward implementing recommendations from the recently prepared Rapid Recovery Plan, Housing Production Plan, and Townwide Master Plan. BCPD conducted a zoning audit to determine which bylaws would need to be revised in creating the mixed use district, and an existing conditions analysis of properties within the district. BCPD held a series of meetings with the MUOD Working Group, town staff, and stakeholders to define the level of interest and opportunities for mixed use development. Walking tours and a 2-day design workshop was also conducted with the public to create a concept for development, open space, streetscapes, and other amenities in the Town Center that would be used in preparing the MUOD Bylaw and Design Guidelines. With input from the Planning Board, the MUOD evolved into a form-based zoning amendment for Town Center focusing on context-based standards for a traditional New England village such as upper floor residential use, ground floor commercial uses, building placement for pedestrian orientation, parking flexibility, streetscape enhancements and activation, and sprawl repair and retrofit on the Route 109/Groton Street corridor. BCPD provided support for the zoning amendments with development case studies.

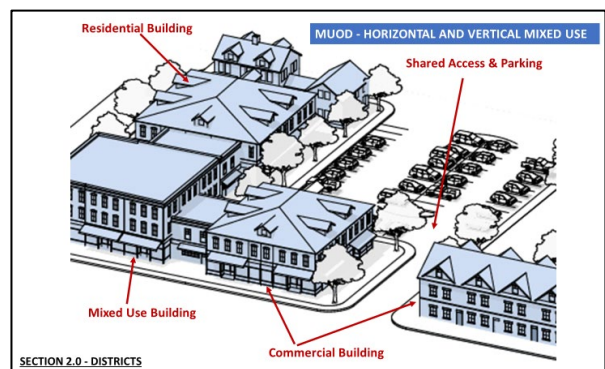
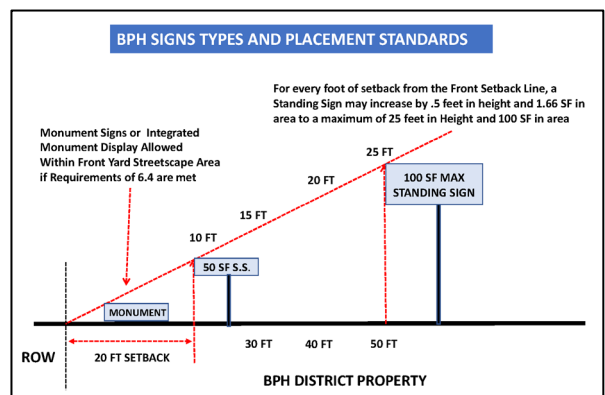
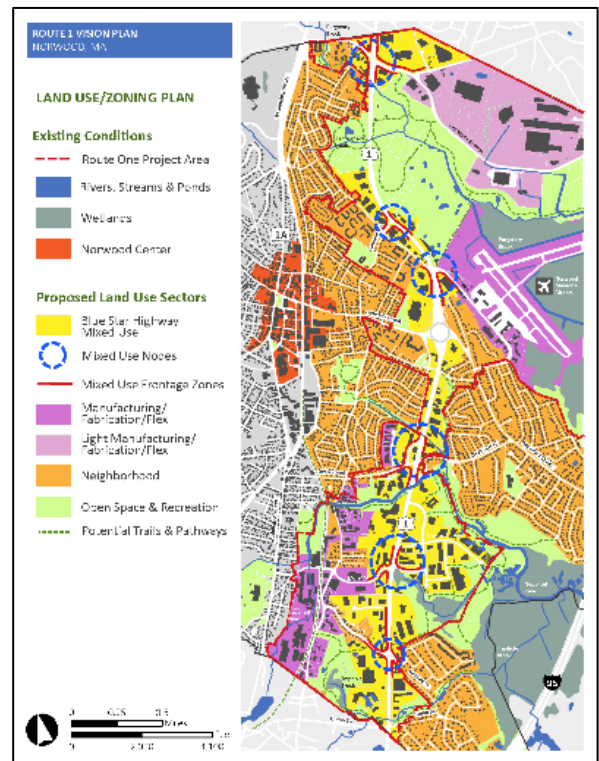
**Results:** The Town Center zoning amendment will be brought to Fall Town Meeting for adoption.



## ROUTE 1 CORRIDOR MIXED USE VISION PLAN &amp; FORM-BASED ZONING BYLAW

*Norwood, Massachusetts, 2021*

Route 1 is major regional highway and the 4-mile segment in Norwood has long been known as “The Automile” with a concentration of 22 auto dealerships. In addition to cars, Route 1 has a series of older strip commercial businesses along the corridor and a variety of light industrial and corporate offices in adjacent business parks. The town hired BCPD to create a Route 1 Corridor Vision & Rezoning Plan for the project area to facilitate sustainable future growth and reinvestment translated into a series of policies, incentives, zoning bylaw, and map amendments to the benefit of business and property owners, employees, customers, visitors, and residents of Norwood. A series of interviews and workshops were conducted with town staff, boards, stakeholders and the public to identify the types of uses, development patterns, and building forms envisioned for the corridor. A Vision Plan was prepared identifying a future mix of retail, food & entertainment, corporate offices, and bioscience facilities along the corridor with higher density mixed use at key nodes. The bylaw also included specific standards for streetscape treatments, outdoor amenity spaces, multi-mobility facilities, and efficient parking. **Results:** The mixed use zoning amendments were adopted unanimously at the Annual Town Meeting in June 2021.

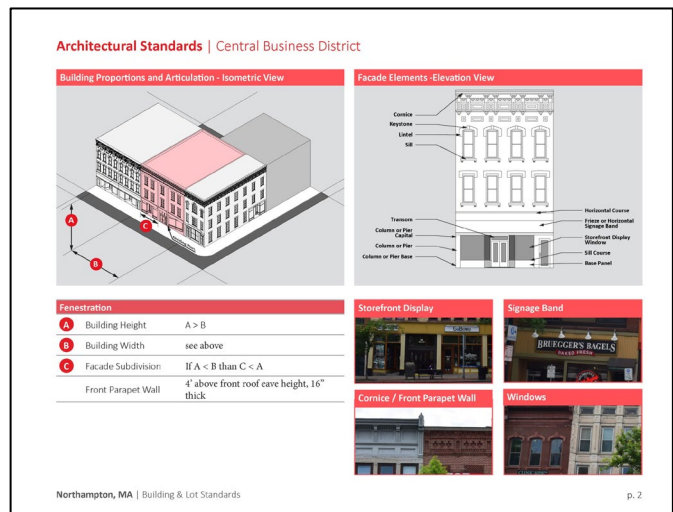
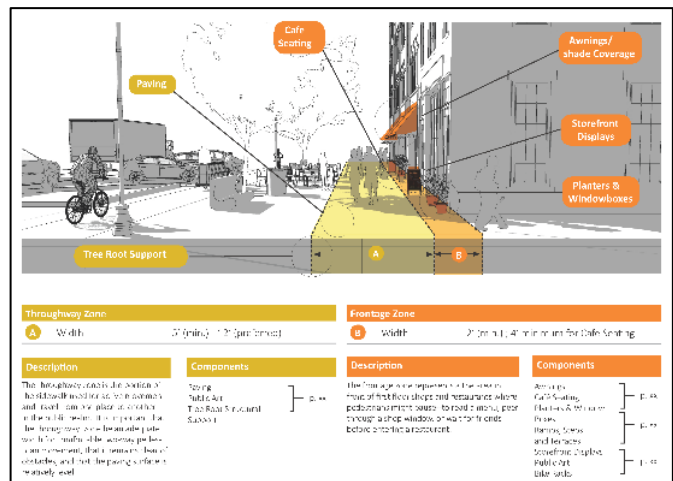
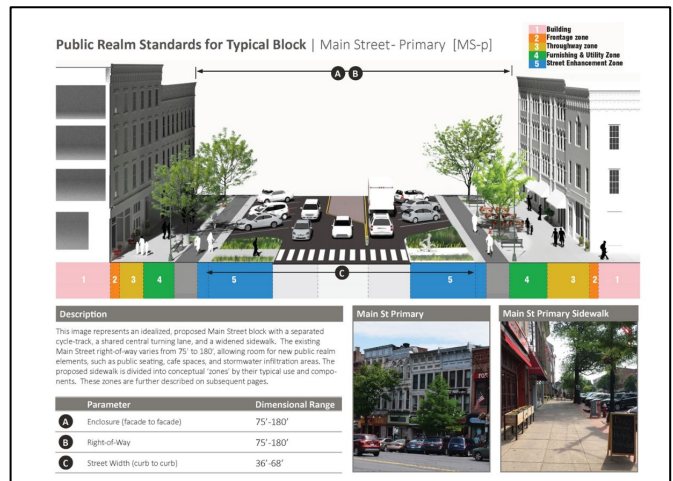




## DOWNTOWN AND FLORENCE CENTER FORM-BASED CODE

### City of Northampton, Massachusetts, 2021

D&F and BCPD carried out a comprehensive visioning and design process in preparing a new form-based code for the downtown center, gateways corridors, and the Florence village center. The new code includes a regulating plan and design standards for building frontages and facades, outdoor amenity spaces, historical context infill and new development, parking placement, multimodal access, and sustainable development applications. The code also focuses on activating the “public realm” spaces with standards for sidewalk composition, street trees and furnishing, signage, bicycle facilities, outdoor seating and displays, parklets, and other temporary tactical urbanism applications within the City’s right-of-way. **Results:** As of Fall 2022, the new form-based code was adopted by City Council.



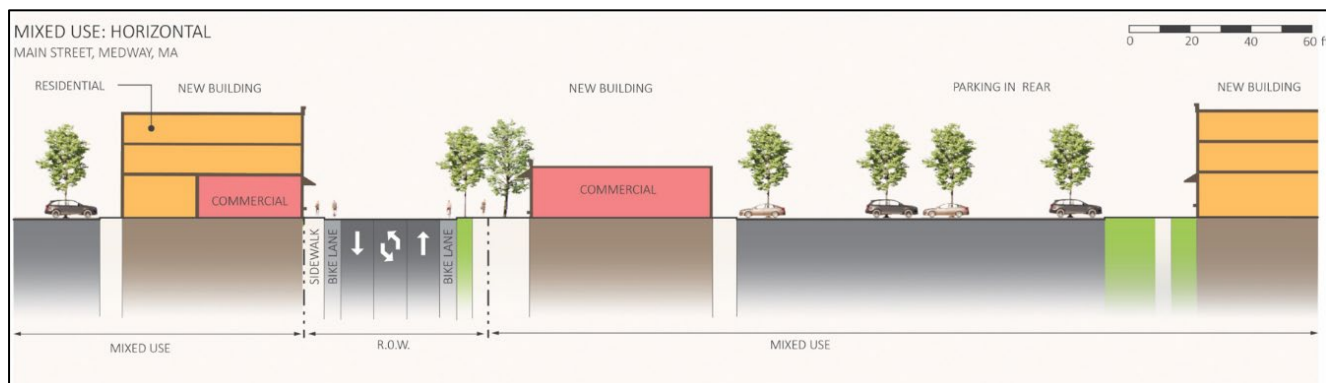
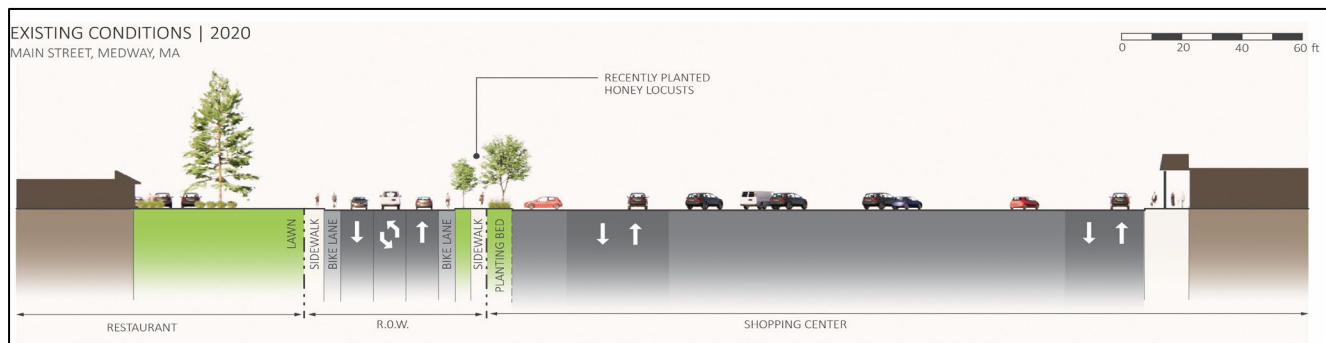




## ROUTE 109/MAIN STREET CORRIDOR MIXED USE ZONING BYLAW

### *Medway, Massachusetts, 2021*

Medway's Central Business District (CBD) is located along a 2-mile segment of Route 109 and is predominantly occupied by older strip commercial buildings with excessive surface parking. While very little private investment has occurred over the past 20 years, the corridor is crucial to economic growth and balanced development in the community. The Planning & Economic Development Board (PEDB) hired BCPD to evaluate district properties and revise the CBD zoning regulations to incentivize high quality infill development, mixed use, and improve walkability to build off recent capacity and streetscape improvements within the Main Street right-of-way. BCPD prepared a detail property trends analysis, conducted interviews with key business and property owners, and facilitated a public visioning workshop. The draft zoning amendments create incentives for higher density residential and mixed use development coupled with form-based design standards for the placement of buildings and parking, streetscape and landscaping, pedestrian connectivity, outdoor amenity and street frontage activation, shared parking, and building fenestration and massing treatments. **Results:** The mixed use zoning bylaw was adopted at the 2021 Spring Town Meeting.



Conceptual plan for infill mixed use development on Main Street, Medway

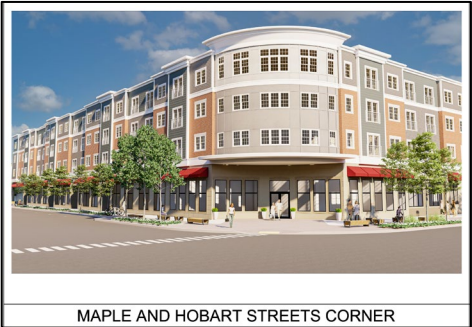


ROUTE 35 CORRIDOR MIXED USE VISION PLAN & FORM-BASED CODE

Town of Danvers, Massachusetts, 2020

BCPD was hired to prepare a mixed use vision plan, zoning bylaw and design guidelines as a follow up to the Maple Street Chapter 40R SGOD adopted in 2018. The Route 35/Maple Street/High Street corridor includes Danvers Town Center, downtown neighborhoods, and the strip development area leading to Exit 35 on Route 128. Together with D&F, the consulting team prepared a comprehensive existing conditions report (Placemaking Audit), conceptual plan (Vision Plan) illustrating 2 and 3-dimensional infill and redevelopment scenarios, and new base zoning district zoning regulations and design standards. This project included an extensive public outreach program with several stakeholder meetings and public workshops. The form-based zoning and design standards included a regulating plan, new use table and performance standards, building typologies, open space amenities and street design standards, and historic building retrofit standards. The new Smart Growth Zoning package was adopted at Town Meeting in 2020. **Results:** The new Market Square mixed use development is under construction and several residential and mixed use projects are in the planning stages along the Route 35 corridor.

New Mixed Use Development under Construction



MAPLE AND HOBART STREETS CORNER

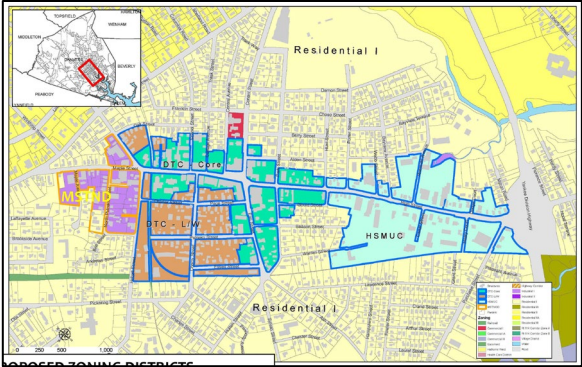


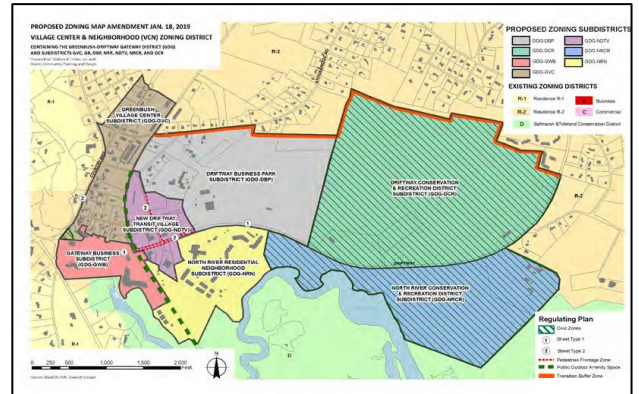
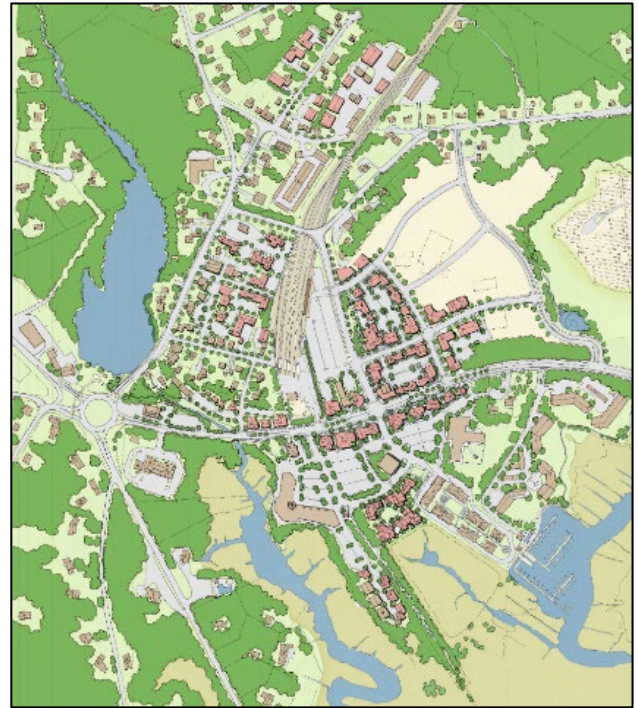
TABLE 1D. MIXED USE BUILDING AND DEVELOPMENT	
<b>1.1. DEFINITION AND PERMITTED USES</b> A variable floor plate building type that typically accommodates a variety of ground floor commercial uses and upper residential and office uses at the scale that complements the historic character of the neighborhood.	
<b>1.2. LOT STANDARDS</b>	
A. Min. Lots Size (S.F.)	N/A
B. Frontage (Min./Max.)	50 Min.
C. Lot Depth (Min./Max.)	N/A
D. Build-To-Zone (Min./Max.)	0 Ft. / 20 Ft.
E. B-T-Z/Facade Build Out (Min.)	70%
F. Side Setback (Min.)	0/15 Ft.
G. Rear Setback (Min.)	20 Ft.
H. % Outdoor Amenity (Min.)	20%
I. Parking Setback (Min.)	30 Ft.
<b>1.3. DESIGN STANDARDS</b>	
A. Building Height (Max.)	4 Stories / 45 Ft.
B. Ground Floor Elevation (Min./Max.)	0 Ft. / 2 Ft.
C. Ground Story Height (Min.)	12 Ft.
D. Upper Story Height (Min.)	9 Ft.
E. Roof Types	All
F. Street Facing Wall Width without Offset (Max.)	60 Ft.
G. Street Facing Wall Off-Set Depth and Length (Min.)	4 Ft. / 8 Ft.
H. Street Facing Transparency - Ground Floor/Upper Floor (Min.)	60% / 20%
I. Building Length - Street Facing Facade (Max.)	150 Ft.
J. Street Facing Entrance	Required
<b>1.4. ADDITIONAL STANDARDS</b>	
A. Mixed Use Buildings must be a minimum of 2 stories.	
B. Maximum Building Footprint is 10,000 SF.	
C. Side Setback is not required when there is a common wall and 10 feet if there is not to accommodate pedestrian and vehicle access to the side and rear of the property.	
D. Mixed Use Buildings shall not contain more than 24 dwelling units without a Special Permit from the Planning Board.	



## GREENBUSH-DRIFTWAY TOD VISION PLAN AND FORM-BASED ZONING BYLAWS

*Town of Scituate, MA, 2019*

Working with the Scituate Economic Development Commission, BCDP with assistance from D&F prepared an existing land use and market assessment, conceptual master plan, and hybrid form-based code for infill development and redevelopment to create a walkable mixed-use district building off area attributes including the MBTA commuter station, historic Greenbush Village, the North River waterfront, Widows Walk Golf Course, and nearby Scituate Harbor. The new form-based zoning standards include a district regulating plan, use table with performance standards, building typology, open space and street design standards, parking reduction standards, and performance-based density increases. The new zoning package was adopted at Town Meeting almost unanimously. **Results:** As of Fall 2022, several residential and mixed use development projects have been built or are under constructions. A large mixed use transit oriented development (TOD) is under construction and a “Gas Backwards” fuel and convenience store has opened.



## GREENBUSH-DRIFTWAY ZONING INITIATIVE

## 580.9 DISTRICT DEVELOPMENT STANDARDS

## A. GATEWAY BUSINESS DISTRICT (GWB)

## B. GREENBUSH VILLAGE CENTER (GVC)

## C. NEW DRIFTWAY TRANSIT VILLAGE (NDTV)

## D. DRIFTWAY BUSINESS PARK (DBP)

## E. NORTH RIVER NEIGHBORHOOD (NRN)

## F. DRIFTWAY CONSERVATION &amp; RECREATION (DCR)

## G. NORTH RIVER CONSERVATION &amp; RECREATION (NRCR)

## A-G. Development Standards for Each GDG District

1. Building Placement & Lot Occupation
2. Property Use
3. Building Types
4. Outdoor Amenity Space
5. Building Form
6. Building Design Standards
7. Parking Standards
8. Building Activation Encroachments
9. Signs
10. Other Standards Specific to the District

A. Gateway Business District (GWB)		B. Greenbush Village Center (GVC)	
1. Building Placement & Lot Occupation	2. Property Use	3. Building Types	4. Outdoor Amenity Space
<ul style="list-style-type: none"> <li>1.1 Building Placement: 5' Setback</li> <li>1.2 Building Height: 15' Max</li> <li>1.3 Building Footprint: 10,000 sq ft</li> <li>1.4 Building Footprint: 10,000 sq ft</li> <li>1.5 Building Footprint: 10,000 sq ft</li> <li>1.6 Building Footprint: 10,000 sq ft</li> <li>1.7 Building Footprint: 10,000 sq ft</li> <li>1.8 Building Footprint: 10,000 sq ft</li> <li>1.9 Building Footprint: 10,000 sq ft</li> <li>1.10 Building Footprint: 10,000 sq ft</li> </ul>	<ul style="list-style-type: none"> <li>2.1 Office</li> <li>2.2 Retail</li> <li>2.3 Restaurant</li> <li>2.4 Entertainment</li> <li>2.5 Other</li> </ul>	<ul style="list-style-type: none"> <li>3.1 Single-Family</li> <li>3.2 Multi-Family</li> <li>3.3 Commercial</li> <li>3.4 Industrial</li> <li>3.5 Other</li> </ul>	<ul style="list-style-type: none"> <li>4.1 Open Space</li> <li>4.2 Amenity Space</li> <li>4.3 Other</li> </ul>
C. New Driftway Transit Village (NDTV)		D. Driftway Business Park (DBP)	
1. Building Placement & Lot Occupation	2. Property Use	3. Building Types	4. Outdoor Amenity Space
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E. North River Neighborhood (NRN)		F. Driftway Conservation & Recreation (DCR)	
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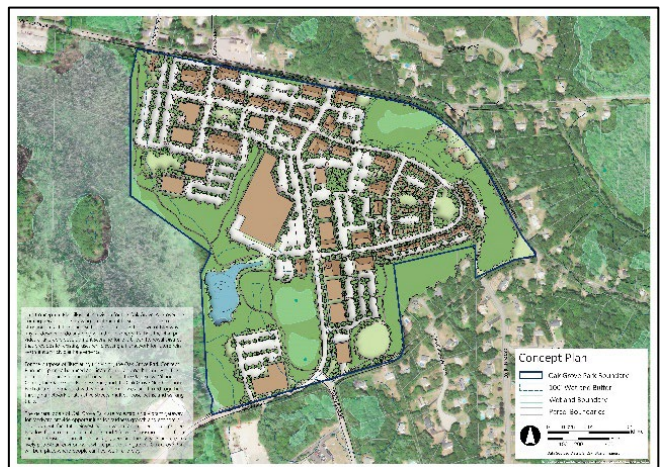




## OAK GROVE INDUSTRIAL PARK VISION PLAN & MIXED USE AND FORM-BASED CODE

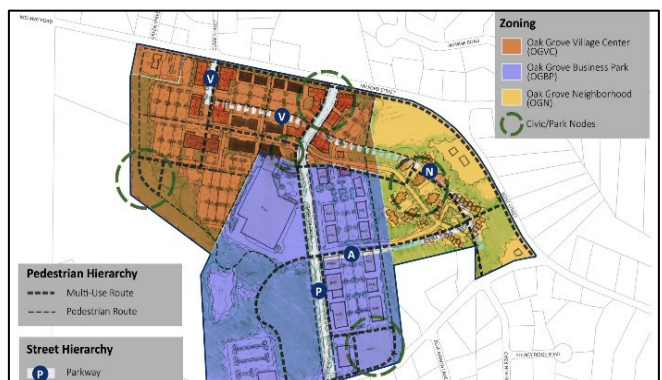
### Town of Medway, Massachusetts, 2019

Brovitz Community Planning & Design (BCPD) together with Dodson & Flinker were retained by the Medway Redevelopment Authority (MRA) to prepare a conceptual development plan and form-based code for the recently adopted Oak Grove Urban Renewal Plan. The goal was to repurpose this underperforming suburban industrial park off Interstate 495 into a vibrant mixed use district. The concept plan envisioned a walkable mixed use village center, traditional neighborhood with a diverse range of housing types, and modern business park supported by attractive streetscapes, trails and open space for passive and active recreation. This vision plan was followed with a form-based code which was adopted at Town Meeting nearly unanimously in 2020. **Results:** As of Fall 2022, a number of property owners and developers are planning for future development.



1. BUILDING TYPES & PROPERTY USES Building Types: See Section 9.4, Table 9.4.C.1		2. BUILDING PUBLIC FRONTAGE INTERFACE See Section 9.7.C.1, Table 9.7.C.2	
1. Cottage	N	1. Sidewalk Dining Terrace	P
2. Rowhouse	P	2. Streetfront Display	P
3. Multi-Family Building	P	3. Sandwich Board Signs	P
4. Hotel	P	4. Projecting Signs and Banner	P
5. General Commercial Building	P	5. Awning	P
6. Mixed Use Building	P	6. Balcony	P
7. Fabrication or Flex Building	P	7. Bay Window	P
8. Civic or Community Building	P	8. Gallery	SP
9. Gas Station and Convenience Store	SP		
10. Other Approved by PELDO	SP		
Property Uses: See Section 9.4, Table 1			
3. OUTDOOR AMENITY SPACES See Section 9.6, Table 9.6.B.1		4. DEVELOPMENT TYPES See Section 9.5.B	
1. Neighborhood Park, Preserve (CS, POPs)	P	1. Pocket Neighborhood (PN)	N
2. Common or Green (CS, POPs)	P	2. Mixed Use Development (MUD)	P
3. Athletic Field or Ball Court (CS, POPs)	P	3. General Residential Development (GRD)	P
4. Pathway (CS)	P	4. General Industrial Development (GID)	N
5. Pedestrian Passage (CS, POPs)	P	5. General Comm. Development (GCD)	P
6. Community Garden (CS, POPs, PS)	P		
7. Forecourt (POPs, PS)	P		
8. Courtyard (POPs, PS)	P		
9. Plaza or Square (CS, POPs)	P		
10. Pocket Park or Playground (CS, POPs, PS)	P		
11. Outdoor Dining Terrace (POPs)	P		
12. Rooftop Terrace (POPs, PS)	P		
13. Private Yard and Garden (PS)	P		
14. Thoroughfare	P		
15. Other Approved by PELDO	SP		

N - Prohibited; P - Permitted by Right; SP - Special permit required from PELDO



## DOWNTOWN FORM-BASED MIXED USE OVERLAY DISTRICT AND DESIGN GUIDELINES

### Town of Norwood, Massachusetts, 2019

Downtown Norwood has grown over the past 10 years as a food and entertainment district but is still hamstrung by highly visible storefront vacancies, moderate turnover, and auto-oriented development off of the Washington Street corridor. The town has not allowed residential and mixed use development in the Central Business District but recognized the opportunity for reinvestment and the benefit of people living in the center near commuter rail service and supporting local businesses. Brovitz Community Planning & Design (BCPD) with assistance from Dodson & Flinker (D&F) created a Mixed Use Overlay District (MOUD) bylaw and design guidelines that can be applied to the downtown area as well as other village and neighborhood centers. The new MUOD provides for a broad range of commercial and residential uses at appropriate densities. Context-based development standards ensure that new projects are consistent with the traditional development patterns and building scale. The zoning and design standards apply to different building types, retrofitting historic buildings, publicly oriented open spaces, parking placement and structures, ground floor façade treatments, and attractive streetscapes. **Results:** As of Fall 2021, small scale residential developments have been approved and larger projects are in the planning stages.

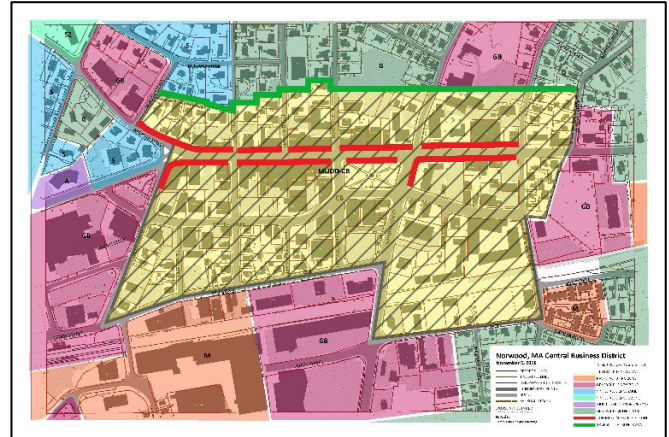


TABLE 1B. ROWHOUSE/TOWNHOUSE BUILDING AND DEVELOPMENT	
<b>1.1. DEFINITION AND PERMITTED USES</b>	
A small floor plate attached residential building type with one dwelling unit where each unit is separated horizontally by a common wall. Rowhouses are not intended for non-residential uses.	
<b>1.2. LOT STANDARDS</b>	
A. Min. Lots Size (S.F.)	1,200 SF
B. Frontage (Min./Max.)	18 Min./24 Max.
C. Lot Depth (Min.)	50 Ft
D. Build-To-Zone (Min./Max.)	5 Ft/15 Ft.
E. B-T-Z/Façade Build Out (Min.)	80%
F. Side Setback (Min.)	0 Ft
G. Rear Setback (Min.)	15 Ft
H. % Outdoor Amenity (Min.)	20%
I. Parking Setback (Min.)	Behind Building
<b>1.3. DESIGN STANDARDS</b>	
A. Building Height (Max.)	2.5 Stories/ 35 Ft
B. Ground Floor Elevation (Min./Max.)	2 Ft/4 Ft.
C. Ground Story Height (Min.)	9 Ft.
D. Upper Story Height (Min.)	9 Ft.
E. Roof Types	All
F. Street Facing Wall Width (Min.)	18 Ft.
G. Street Facing Wall Off-Set (Min.)	N/A
H. Street Facing Transparency - Ground Floor/Upper Floor (Min.)	20% / 20%
I. Building Length - Street Facing Facade (Max.)	24 Ft
J. Street Facing Entrance	Required
<b>1.4. ADDITIONAL STANDARDS</b>	
A. Onsite parking is not allowed between the buildings; rear-loaded vehicle access is required.	
B. A maximum of 8 units can be attached by a common wall before access is provided for pedestrians, vehicles or outdoor amenity space.	

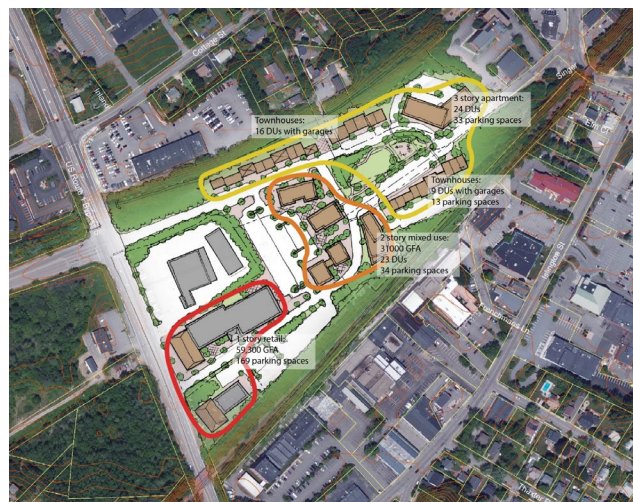
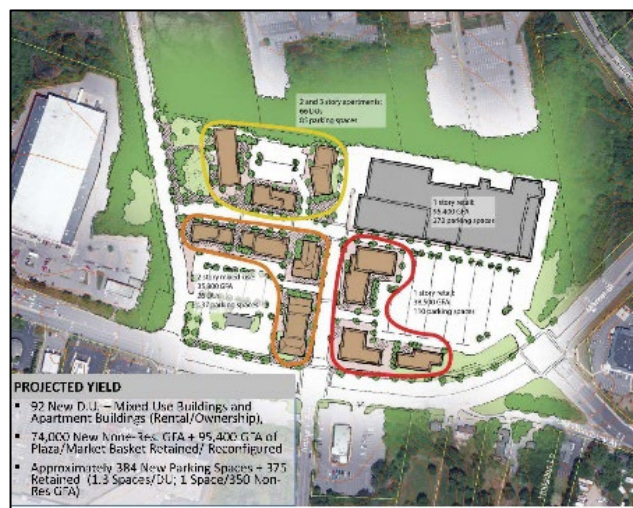




## GATEWAY CORRIDORS RESIDENTIAL AND MIXED USE RETROFIT FORM-BASE CODE

*City of Portsmouth, NH, 2019*

BCPD prepared a form-based zoning package to integrate mixed use and workforce housing along major commercial corridors including the Route 1 Bypass, Lafayette Road, and Woodbury Avenue. The new development standards are intended to facilitate the transition of underutilized strip development areas into walkable mixed-use districts with a diversity of housing types and meaningful open spaces. The new form-based code was enhanced with actual development scenarios under the proposed zoning and design standards, and relevant case studies of actual development projects were provided. The new zoning and design standards were adopted unanimously by City Council in December 2017. **Results:** As of Fall 2022, several new mixed use and residential redevelopment projects have been constructed or are in the permitting process.



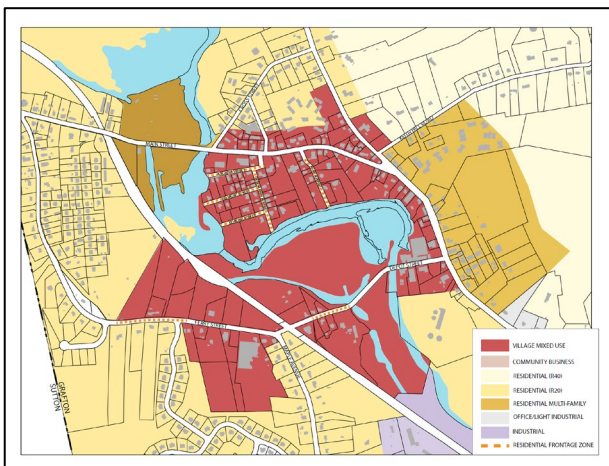
New West End Yards Mixed Use Development



## WORCESTER STREET NEIGHBORHOOD & VILLAGE CENTER VISION PLAN AND FORM-BASED MIXED USE ZONING BYLAW

### *Town of Grafton, Massachusetts, 2019*

The Strategic Plan evaluates the redevelopment potential of a series of deteriorated properties located along Worcester Street (Route 122) corridor adjacent to the Williams Street neighborhood. The Town of Grafton commissioned the planning team of Dodson & Flinker/Brovitz Planning & Design to prepare an inventory of existing conditions and a series of conceptual redevelopment scenarios for these underutilized properties with the objective of transforming of the area into a neighborhood center based on community preferences in terms of scale, density, and mix of uses. The Neighborhood Center idea and concept plan was vetted through a neighborhood site visit and public workshop. BCPD followed up with a series of zoning amendments and public realm design enhancements that will facilitate preferred redevelopment opportunities over time. **Results:** The new mixed use zoning bylaw was adopted at Town Meeting in 2019.

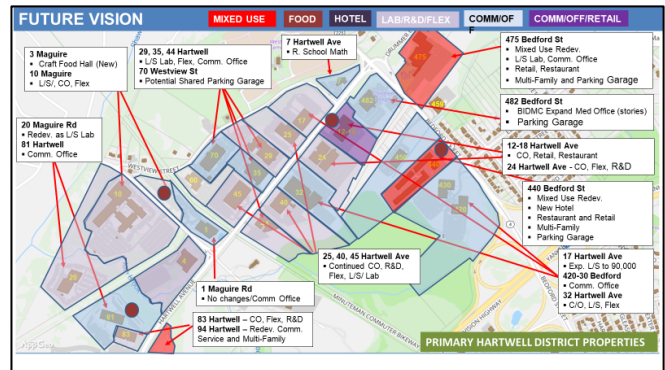




## HARTWELL INNOVATION PARK VISIONING, ZONING BYLAWS AND DESIGN GUIDELINES

### *Lexington, Massachusetts, 2021*

Hartwell Avenue is a typically low-density suburban business park located off Exit 31 on the Route 128 Corridor. The park is underdeveloped and has significant opportunities to attract major investment in life/science given its proximity to Kendall Square in Cambridge and the growing biotech sector in the Boston Metro Area. The town retain BCPD to assist in realizing the “Hartwell Vision” with a series of zoning bylaw amendments including a broad combination of permitted uses with form-based standards and design guidelines whereby property owners can develop or redevelop land and buildings by right if the site plan achieves specific criteria. The district was rebranded as the Hartwell Innovation Park (HIP) and a series of visioning workshops were conducted with town staff, boards, stakeholders and the public. Initial zoning amendments were adopted at Town Meeting in 2020 to provide more flexibility in the size and intensity of buildings as well as reduced parking and open space enhancements reflecting a contemporary business park setting. **Results:** As of Fall 2022, additional zoning revisions and design guidelines are under review by the Town.

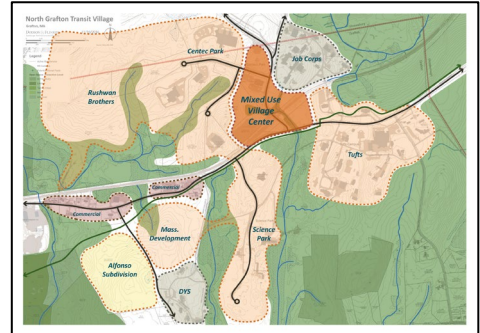


STREET COMPONENT	A B					
	1	2	3	4	5	6
1. Building Lot Frontage (See Public Realm Sds)						
2. Public Frontage Zone						
3. Pedestrian Thoroughway Zone						
4. Furnishing and Utility Zone						
5. Street Enhancement Zone						
6. Vehicle Thoroughway Zone						
Motor Vehicle Travel Lanes						
Bicycle Facilities						
Crosswalks						
On-Street Parking Lanes						
Curb-Extensions						
Bus Facilities						
Utilities/Green Infrastructure						
Street Trees and Tree Pits						
Public Seating						
Bicycle Parking						
Driveway and Alley Crossings						
Sidewalks						

## NORTH GRAFTON TRANSIT VILLAGE STRATEGIC PLAN, C40R BYLAW &amp; DESIGN GUIDELINES

*Town of Grafton, Massachusetts, 2017*

North Grafton provides opportunities for mixed uses supported by MBTA commuter rail service, proximity to major transportation corridors, two large business parks, Tufts University Veterinary School, and developable lands including the former Grafton State Hospital properties. The North Grafton Transit Village (NGTV) Strategic Area Plan defines the potential for a mixed-use village, focused on the MBTA commuter rail station, and other properties held in private and public ownership. This plan addresses various challenges and opportunities related to future development and re-development within the project area, including historic and cultural resources, environmental constraints and attributes, recreation, infrastructure, housing needs and demands, economic development initiatives, and design objectives. The project team of D&F/BCPD engaged residents, business and property owners, and public officials through a series of visioning workshops, stakeholder meetings, a visual preference survey, and public presentations to solicit input in preparing the strategic plan. The Strategic Area Plan assembles the public's goals for North Grafton into an overall conceptual master plan illustrating preferred future development scenarios with strategic actions for infrastructure improvements, zoning bylaw revisions, and other measuring to enhance land for development and moving forward in creating a mixed-use village. The C40R Smart Grow Overlay Zoning District (SGOD) and design guidelines were adopted at Town Meeting in 2018. **Results:** In Fall 2022, a new mixed use neighborhood is under construction and the State Hospital property is under contract for new residential development.

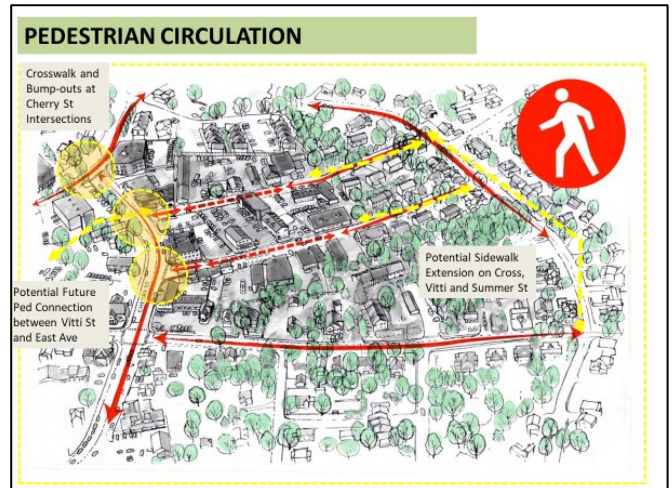
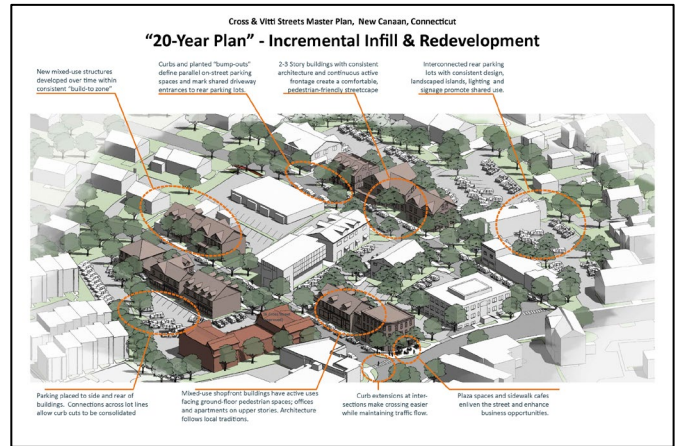




## CROSS-VITTI INDUSTRIAL AREA STRATEGIC REDEVELOPMENT PLAN & FORM-BASED MIXED-USE ZONING BYLAW

### *Town of New Canaan, CT, 2017*

As part of a team with Dodson & Flinker and Planimetrics, BCPD created a master plan and implementation strategies for an underutilized industrial district on the edge of New Canaan's historic downtown. Beginning with stakeholder interviews and an internal workshop, the process culminated in a town-wide charrette designed to build consensus in support of changing the area from an automobile-dominated area to a pedestrian-friendly district with a mix of residential and commercial uses. The new mixed-use and form-based development bylaw was adopted by Town Council in 2016. As of early 2021, two new mixed use redevelopments have been built and other projects are in the planning stages. **Results:** As of the Fall 2022 several new commercial and mixed use developments have been planned and some have been built.



### Development Under Current BB Zoning District

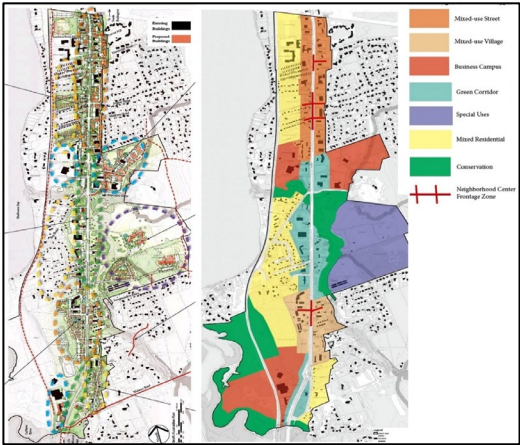
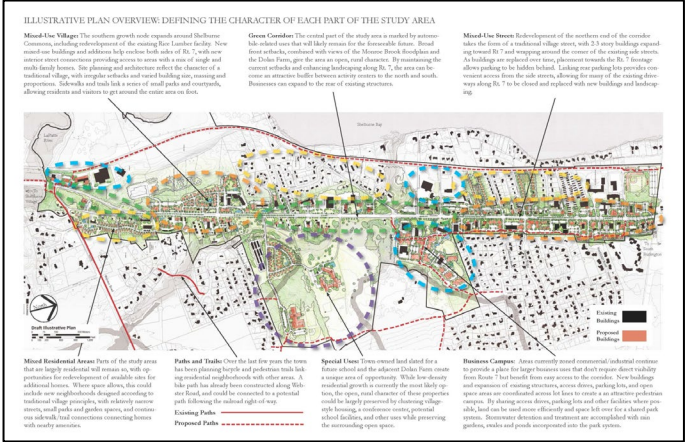
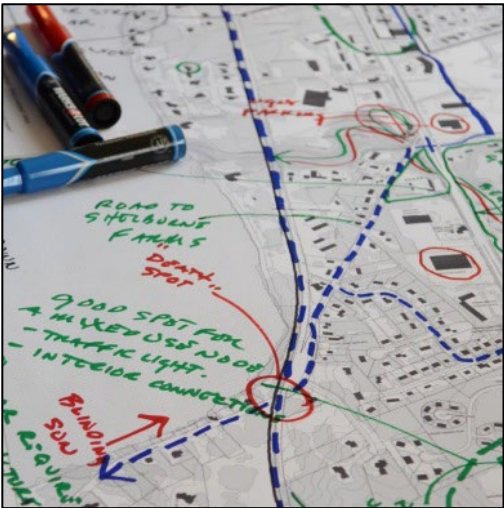


Illustrative prepared by DF/BCPD example of constraint on business developments related to lot size, coverage and parking requirements in the BB District in New Canaan, CT.

ROUTE 7 CORRIDOR SPRAWL RETROFIT VISION PLAN & AND FORM-BASED ZONING BYLAW

Town of Shelburne, Vermont, 2016

BCPD teamed up with D&F and Broadreach Planning to complete this plan and form-based code involving a highly interactive public participation process including a series of public scenario- building workshops, 2-day design charrette, stakeholder interviews, and regular meetings with the steering committee and local officials. The new form-based code was prepared to advance the vision expressed by the community including redevelopment and reinvestment with mixed use development in strategic areas along the Route 7 corridor. The plan and bylaw also provides for improved connectivity to neighborhoods and Lake Champlain, multimodal facilities and improved walkability, smart parking standards, stormwater best practices, streetscape enhancements, and purposeful open spaces for civic gatherings of all types. The new form-based code and regulating plan was adopted in the Spring of 2016. **Results:** As of Fall 2022, some redevelopment plans are advancing through the review process.





## FORM-BASED CODE FOR DOWNTOWN, ACUSHNET AVE. & GOULART SQUARE

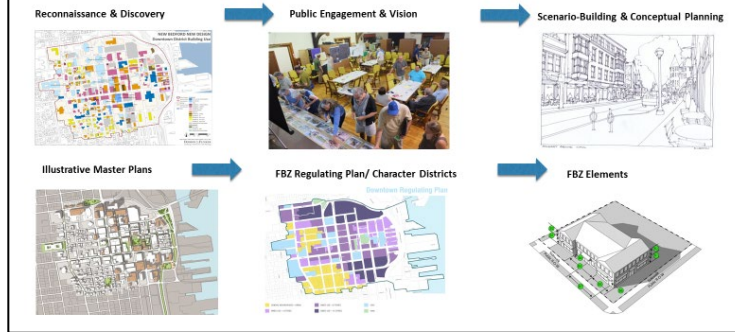
### *City of New Bedford, MA, 2016*

BCPD led a consulting team in the preparation of hybrid form-based zoning standards for the Downtown Business District, Acushnet Avenue International Marketplace, and Goulart Square Commercial District. The City of New Bedford is rethinking the development process and growing in smarter ways with a placemaking approach for its historic downtown and neighborhoods. The project involved an extensive visioning process with a week-long public design charrette that will generate new regulating plans and the implementation of innovative development and design standards to help ensure that reuse, infill and redevelopment occurs in ways that retains and enhance the City's traditional settlement patterns. Our approach required close communications with New Bedford's city officials, downtown stakeholders, and neighborhood residents to enhance that each of the districts achieve economic viability, walkability, and sense of place.

### FORM-BASED ZONING PROJECT AREAS

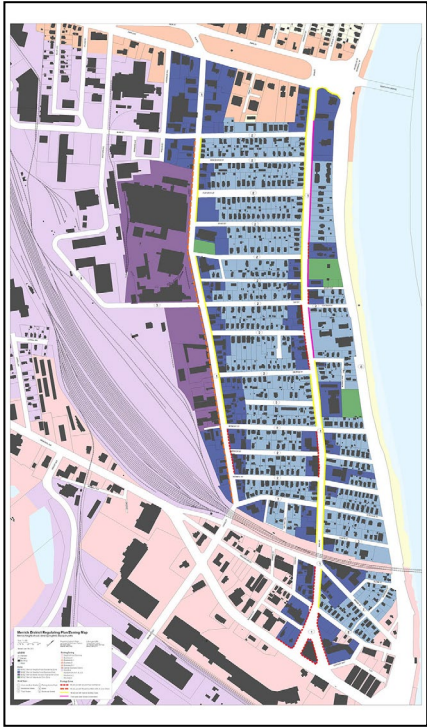


### THE FBZ PROCESS



### GOULART SQUARE NEIGHBORHOOD CENTER



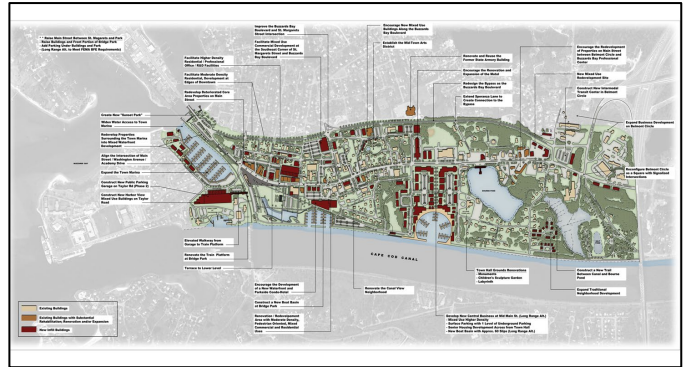




## BUZZARDS BAY REDEVELOPMENT PLAN, FORM-BASED CODE, DESIGN GUIDELINES, AND FAÇADE/SIGN IMPROVEMENT PROGRAM, GROWTH INCENTIVE DISTRICT

### *Town of Bourne, Massachusetts, 2015*

Downtown Buzzards Bay was the original gateway to Cape Cod but has been bypassed over the last 40 years with the construction of new highways. This plan and form-based code provides for higher density mixed use development, reconfiguration of the town park for expanded active and passive recreation uses, streetscape and traffic calming improvements, new residential development along the Cape Cod Canal, commercial façade improvements, reconnecting neighborhoods, a new intermodal transportation center, and several short-term and temporary Tactical Urbanism applications. The Downtown Buzzards Bay Redevelopment Plan won the 2008 Outstanding Plan of the Year from the Massachusetts Chapter of the American Planning Association, and the 2009 Merit Award from the Vermont Chapter of the American Society of Landscape Architects. As a follow up to the downtown plan, Ted Brovitz prepared a Growth Incentive Zone (GIZ) and downtown area mixed use bylaw providing for higher residential density and mixed use buildings together with vibrant Public Realm improvements. **Results:** Since the plan and zoning bylaw were adopted, new residential development projects have gone forward as well as assisted living facilities and hotels.



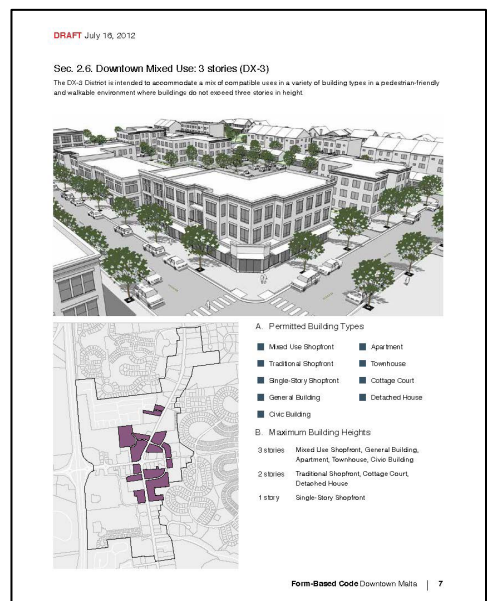
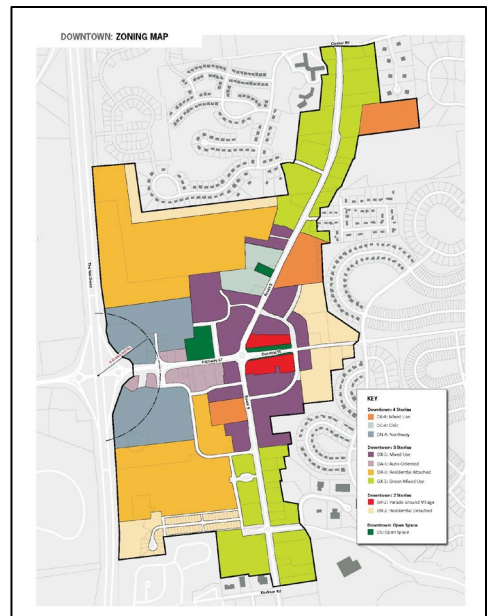
## TOWN CENTER DISTRICT CHARRETTE, ILLUSTRATIVE PLAN, REGULATION PLAN & FORM-BASED CODE

### *Town of Malta, New York, 2013*

Malta is a rapidly growing suburban community north of Albany that faces the challenge of preserving its rural character while accommodating new high-tech industries and associated residential and commercial development. Form-based code was identified as the preferred method for creating a vibrant mixed-use town center supported by traditional neighborhoods and an integrated multi-modal transportation network that is inviting for pedestrians and bicyclists.

In preparing the Malta Town Center Vision Plan, Form-Based Codes, and Regulating Plan, a critical goal of the new code was to clearly define the function and purpose of different transects (or land use districts) in order to achieve the planning objectives of the Town. The new code is also geared to implement Malta's 2011 Downtown Plan through a coordinated series of land use regulations that facilitate high quality development and improvements to the public realm such as "complete streets", trail networks, and civic spaces for active and passive recreation.

Public engagement was an integral part of the planning process in Malta. The team worked closely with Town officials and staff, the Capital District Transportation Committee (CDTC), property and business owners, developers, and the general public. A series of interviews, workshops and a week-long design charrette were carried out to ensure that the new Code and Regulating Plan accurately calibrated to local conditions and planning objectives. **Results:** The code was adopted in February 2013 and a number of residential and mixed use developments have been planned and built since.





## REFERENCES

### **Jenny Gingras, Town Planner**

Town of Pepperell

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Pepperell, MA 01463

Direct Line: 978-433-0336

Email: [jgingras@town.pepperell.ma.us](mailto:jgingras@town.pepperell.ma.us)

Projects:

- Town Center Mixed Use Form-Based Code and Design Guidelines

### **Aaron Henry**

Director, Land Use & Community Services

Town of Danvers

Town Hall, 1 Sylvan Street, Danvers, MA 01923

Phone: (978) 777-0001 x3095

[ahenry@danversma.gov](mailto:ahenry@danversma.gov)

Projects:

- Maple Street C40R Plan and SGOD Form-Based Code and Design Guidelines (2017)
- Route 35 Corridor and Downtown Vision Plan and Form-Based Code (2018)

### **Paul Halkiotis**

Planning & Economic Development Director

Town of Norwood

566 Washington Street

Norwood, MA 02062

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W: (781) 762-1240

- Downtown Master Plan (2012)
- Downtown Mixed Use Overlay District and Design Guidelines (2019)
- Route 1 Vision Plan and Corridor Retrofit Zoning Amendments (2021)

### **Brad Washburn**

(Former Scituate Planning & Economic Development Director)

Manager, Environmental Planning and Permitting, Massachusetts Port Authority

[BWashburn@massport.com](mailto:BWashburn@massport.com)

1 Harborside Dr

Boston, MA 02128

W: 617.568.3546

Projects:

- North Scituate Village Vision Plan
- Greenbush-Driftway Village Vision Plan and Form-Based Code
- Consulting Services to the Economic Development Commission

## PROJECT SCHEDULE

The BCPD/DF Team will begin work on the project immediately upon execution of the contract. We anticipate that the project will commence in December 2022 and be completed at 2023 Fall Town Meeting.

BURLINGTON 128 DISTRICT PROJECT SCHEDULE										
	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT
<b>Task 1 - Initial Review, Analysis, and Project Introduction</b>										
Kick Off Meeting and Workshop	X									
Relevant Plans and Policies Review	X	X								
Project Area Site Visit and Property Analysis	X	X								
Existing Conditions Report	X	X	X							
Mixed Use and Residential Development Case Studies			X							
<u>Deliverables:</u> Existing Conditions Report, Zoning Audit, PowerPoint Slides from Kick Off Meeting, and Development Case Studies relevant to Burlington 128 District.			X							
<b>Task 2 – Information for Outreach</b>		X	X	X	X					
<u>Deliverables:</u> Project ArcGIS StoryMap.		X								
<b>Task 3 – Public Engagement and Design Charrette</b>										
Working Group Meetings (4)		X	X		X		X			
Planning/Design Charrette				X						
Public Forum on Vision and Draft Form-Based Zoning Amendments	X	X	X	X	X	X				
Test Zoning Scheme					X					
Stakeholder Interviews, Focus Groups, and Office Hours	X	X	X	X	X	X	X	X	X	X
<u>Deliverables:</u> Design Charrette Report, Working Group and Stakeholder Interview Notes, and PowerPoint Presentation Slides.			X	X	X	X	X			
<b>Task 4 – Form-Based Zoning Amendments Presentation and Approval Process</b>										
Form-Based Code/Design Standards Bylaw Amendments						X	X	X	X	
Public Meetings (3)							X	X	X	
Presentation at Fall Town Meeting (1)										X
<u>Deliverables:</u> Final Form-Based Zoning Amendments for Presentation at Fall Town Meeting 2023; PowerPoint							X	X	X	
	X	Work Tasks								
	X	Meetings, Interview, Public Outreach								
	X	Project Deliverables								

# REQUIRED FORMS

**REZONING INITIATIVE**  
**23-122-07**  
**PROPOSER'S CHECKLIST**

**Submissions:**

- ☒ Completed Cover Sheet
- ☒ Checklist (this sheet)
- ☒ Price Proposal Form and Attachment
- ☒ Non-Price/Technical Proposal
  - ☐ Signed Certificate of Non-Collusion
  - ☐ Signed Tax Compliance Certification
  - ☐ Certificate as to Corporate Bidder (*if applicable*)
  - ☐ Plan of Services
- ☒ Acknowledgement of Addenda: \_\_\_\_\_ (*if applicable*)

**Minimum Requirements:**

	Yes	No
1. Have conducted at least 3 similar zoning code creation experiences.	X	
2. Possess a thorough knowledge of procedures, requirements, and practices of the Commonwealth of Massachusetts, and other agencies related to the design of zoning codes, particularly form-based codes.	X	
3. Have a dedicated staff contact for the town to work with on the project	X	
4. Provides a sample form-based code drafted by the proposer for a previous project	X	



**REZONING INITIATIVE**  
**23-122-07**  
**COVER SHEET**

Proposer: BROVITZ COMMUNITY PLANING & DESIGN

Street Address: 28 CRICKET LANE MARSHFIELD MA 02050  
(Number and Street) (City) (State) (Zip)

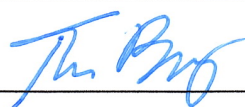
Taxpayer  
Identification No: 058-58-5920 27-1301107  
(Social Security Number) (Federal Identification Number)

Contact Name: THEODORE BROVITZ

Telephone: 508-737-4402

Email Address: TED.BROVITZ@GMAIL.COM

Fax: NA

Authorized  
Signature: 

Name: THEODORE BROVITZ

Title: FOUNDER, OWNER

Date: 11.07.22

**REZONING INITIATIVE  
23-122-07  
CERTIFICATIONS**

**1. NON-COLLUSION:**

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

**2. TAX COMPLIANCE:**

Pursuant to M.G.L. c. 62C, §49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, I am in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

**3. CORPORATE BIDDER (if applicable):**

I, THEODORE BROVITZ certify that I am the OWNER of the corporation named as Bidder in the Bid included herein, that NA, who signed said Bid on behalf of the Bidder was then NA of said corporation, that I know his signature, that his signature thereon is genuine and that said Bid was duly signed, sealed and executed for and in behalf of said corporation by authority of its governing body.

(Corporate Seal)

\_\_\_\_\_  
(Secretary-Clerk)

  
\_\_\_\_\_  
(Authorized Signature)

THEODORE BROVITZ

\_\_\_\_\_  
(Printed Name)

BROVITZ COMMUNITY PLANNING & DESIGN

\_\_\_\_\_  
(Bidder)

SS 058-58-5920

\_\_\_\_\_  
(Federal Tax Identification or Social Security Number)

## RESPONSE TO PART 4. EVALUATION

### 4.1 MINIMUM REQUIREMENTS

The proposer must:

1. Have conducted at least 3 similar zoning code creation experiences in Massachusetts
2. Possess a thorough knowledge of procedures, requirements, and practices of the Commonwealth of Massachusetts, and other agencies related to the design of zoning codes, particularly form-based codes.
3. Have a dedicated staff contact for the town to work with on the project
4. Provides a sample form-based code drafted by the proposer for a previous project

**RESPONSE:** Since 2019, our team has prepared 11 form-based zoning amendments for cities and towns in Massachusetts, New Hampshire, and Connecticut. Of these form-based codes, 10 have been adopted by unanimous or near unanimous vote. Our staff has a thorough knowledge of Massachusetts zoning and land use laws as demonstrated by our tract record of successfully getting FBC bylaws adopted by the municipalities as well as certification from the State Attorney General office. We have dedicated significant staff resources this project to assist the Town is successfully preparing a FBC for the Burlington 128 District and adoption at the 2023 Fall Town Meeting.

### 4.2 COMPARATIVE CRITERIA

#### 4.2.1 PROJECT EXPERIENCE:

Highly Advantageous	Proposer has performed similar services for more than 5 municipalities or organizations within the last 3 years.
Advantageous	Proposer has performed similar services for between 3 and 4 municipalities or organizations within the last 3 years.
Not Advantageous	Proposer has performed similar services for fewer than 3 municipalities or organizations in the last 3 years.

**RESPONSE:** See Response to Part 4.1 above.

#### 4.2.2 PRESENTATION EXPERIENCE

Highly Advantageous	Proposer has presented a proposed code to a Massachusetts Town Meeting for approval
Advantageous	Proposer has presented a proposed code revision to a municipal governing body for approval
Not Advantageous	Proposer has never presented a proposed code to a municipal governing body.

**RESPONSE:** See Response to Part 4.1 above.

#### 4.2.3 QUALITY OF WORK

Highly Advantageous	Examples of prior work and references indicate a high quality of work.
Advantageous	Examples of prior work and references indicate a satisfactory quality of work
Not Advantageous	Examples of prior work and references do not indicate an acceptable quality of work

**RESPONSE:** See examples of prior FBC project descriptions on page 22 of the proposal.



#### 4.2.3 PLAN OF SERVICES:

Highly Advantageous	The plan of services is clear and comprehensive and proposes a detailed, logical, and highly efficient scheme for producing a complete report that addresses all of the project objectives.
Advantageous	The plan of services is clear and comprehensive and proposes a credible scheme for producing a complete report that addresses all of the project objectives.
Not Advantageous	The plan of services is not sufficiently detailed to evaluate fully, or the plan does not contain all the components necessary to produce a complete report that addresses all of the project objectives.

**RESPONSE:** Our Plan of Service is based on our significant experience in preparing form-based code and successes in getting zoning amendments adopted sign wide support by the municipality.

#### 4.2.4 PUBLIC ENGAGEMENT:

Highly Advantageous	The plan encompasses a clear proposal to attract, distill, and implement public comments residents and business in the community.
Advantageous	The plan includes ways of fostering public engagement with the project.
Not Advantageous	The plan of services does not sufficiently describe how the proposer will engage the public.

#### 4.2.5 SAMPLE FORM-BASED CODE: (Example must have actually been adopted and has been implemented

Highly Advantageous	The proposer provides a sample code that been adopted and successfully implemented/is clear, readable and consistent
Advantageous	The proposer provides a sample code that is reasonably readable and consistent, with some defined terms (but may not have yet have been approved or implemented, but appears clear and readable.
Not Advantageous	The proposer does not provide a sample code/does not have an applicable sample/or sample is unworkable.

**RESPONSE:** We have provided several examples of our form-based codes on the flash drive contained in this proposal.

#### 4.2.6 CAPACITY

Highly Advantageous	Proposal indicates that the proposer's firm has sufficient capacity to undertake this project.
Not Advantageous	Proposal indicates that the proposer's firm does not have sufficient capacity to undertake this project, or is unclear on the matter.

**RESPONSE:** Based on our vast experience in preparing FBCs for municipal approval, we have allocated significant staff resources for Burlington in a broad range of disciplines including general planning, economic development, urban design, landscape architecture, GIS mapping and 3D modeling, public engagement, and land use law.