

DODSON & FLINKER

Landscape Architecture and Planning

February 6, 2023

Sue Brown
Town Planner
Town of West Newbury
381 Main Street
West Newbury, MA 01985

Dear Ms. Brown,

Dodson & Flinker is pleased to submit this proposal for Planning Consultant Services for MBTA Communities (3A) Zoning Compliance Initiative. Our firm has over thirty years of experience helping New England towns evaluate appropriate areas for housing, visualize change, and revise and redesign development regulations to adjust to changes in the economy, environment, and housing demand, while protecting existing character and sense of place. We are experts in reconciling contemporary building and development practices with the existing or desired character of historic centers and rural areas. This work is reflected in our record of projects for communities as well as books and design manuals, including the *Urban Environmental Design Manual* and *Village Guidance: Tools & Techniques for Rhode Island Communities*.

Based on the Scope of Work and a review of previous planning documents, we understand that you are seeking a consultant to help West Newbury develop one or more zoning districts to comply with Section 3A of Chapter 40A—otherwise known as Multi-Family Zoning Requirement for MBTA Communities. Our experience shows that successful zoning change initiatives depend on a community embracing a shared vision for the desired changes that will result from zoning revisions. The vision should be specific enough that community members can visualize and understand the future development results. We have developed this kind of vision for zoning changes in dozens of communities, resulting in the successful adoption of zoning changes for increased housing density. We specialize in working in small towns and rural communities and have a range of tried-and-true techniques for community engagement at all project stages.

Our approach to this project is grounded in physical planning and community engagement. In addition to the steps outlined in your RFQ, we propose:

- undertaking a town-wide analysis to identify the most suitable sites for multi-family housing development,
- testing the development potential of the most suitable sites, including conducting an interactive design workshop and town-wide survey
- drawing preferred concept plans for potential districts
- and then developing zoning changes to implement the preferred concept plans while meeting the requirements of the MBTA Communities law.

Dodson & Flinker has extensive experience with all aspects of the scope you outline in your RFQ. We are up-to-speed on the MBTA Communities law, DCHD's Guidelines, and the compliance tool. We have extensive experience conducting town-wide studies to identify potential housing development sites.

Recent similar projects include work for Pelham, Scituate, and Easthampton, MA. We have drawn numerous concept plans for housing sites with a focus on required zoning changes. We have recently completed this type of project in Littleton, Marion, Stowe, and Amesbury, MA with ongoing projects in Chatham and Brookline. We have written and illustrated land use regulations, including zoning—often innovative approaches like form-based codes and natural resource protection zoning—design guidelines, and revisions to subdivision regulations. Recent completed projects two-family zoning for Northampton, MA, a form-based code for downtown and Florence Village Center in Northampton, MA, and zoning and other regulatory changes for low impact development in Natick, Blandford, Granby, and East Longmeadow, MA. We are currently working on mixed-use zoning projects in Fairhaven and Burlington, MA. In addition, we maintain an active portfolio of landscape architectural projects including work on innovative housing developments. We are currently conducting site design for housing development projects in Amherst, and Stowe, MA.

We would be very excited to work with you again and to advance West Newbury's compliance with the MBTA Communities As-Of-Right Multi-Family Zoning District requirements.

Resumes and other information about our firm is appended to this proposal. Our website www.dodsonflinker.com, has additional firm and project descriptions. Please let me know if you have any questions about our proposal. I look forward to speaking with you about this exciting project.

Sincerely,

A handwritten signature in black ink, appearing to read "Peter Flinker". The signature is fluid and cursive, with a long horizontal stroke at the end.

Peter Flinker, President
(413) 628-4496 ext. 103

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PROJECT APPROACH

The scope outlined in the Request for Proposals for this project aligns well with our typical process. The description of our approach to the project scope is described below.

Task 1		Project Initiation/Develop Public Engagement Plan
1a	Meet with town staff to review and finalize scope and timeline. Town will provide all relevant plans, bylaws (in editable format if possible), and locally or regionally maintained GIS data.	
1b	Tour town and preliminary potential sites with Town staff and other stakeholders, as appropriate (This will be during the same visit as 1a)	
1c	Develop Public Engagement Plan with project manager. The plan will include estimated dates for all meetings and a timeline and plan for outreach deliverables.	
Task 2		Project Kick-off Workshop
2a	Prepare training materials for kick-off workshop.	
2b	Hold kick-off workshop to train staff, board members and local officials about requirements of Section 3A of Chapter 40A and DHCD guidelines, review project process, discuss local concerns, opportunities, and preferences (in person, virtual or hybrid, as desired)	
2c	Prepare materials for town website introducing the project and the requirements of Section 3A	
Task 3		Gather & Analyze Information and Conduct Public meetings
3a1	Review and summarize town goals and strategies for housing in previous reports, maps, plans for infrastructure and capital improvements, etc.	
3a2	Conduct interviews with town staff and board members	
3b	Analyze current zoning and general bylaws and subdivision regulations to identify barriers to compliance	
3c	Create maps showing land use and transportation patterns, "Developable Land," existing infrastructure, and areas meeting the Commonwealth's Smart Growth Principles	
3d	Coordinate with Water Department's Engineering Consultant regarding Drinking Water Distribution system and capacity	
3e	Conduct one public meetings to review results of tasks above including outreach materials, meeting summaries suitable for the Town's website.	
Task 4		Identify up to three potential districts or district combinations. Outline potential regulatory changes required for compliance
4a	Identify areas and create maps of potential zoning district(s) or district combinations	
4b	Solicit community preferences via density visualizations, visual preference surveys or similar (see detail below)	

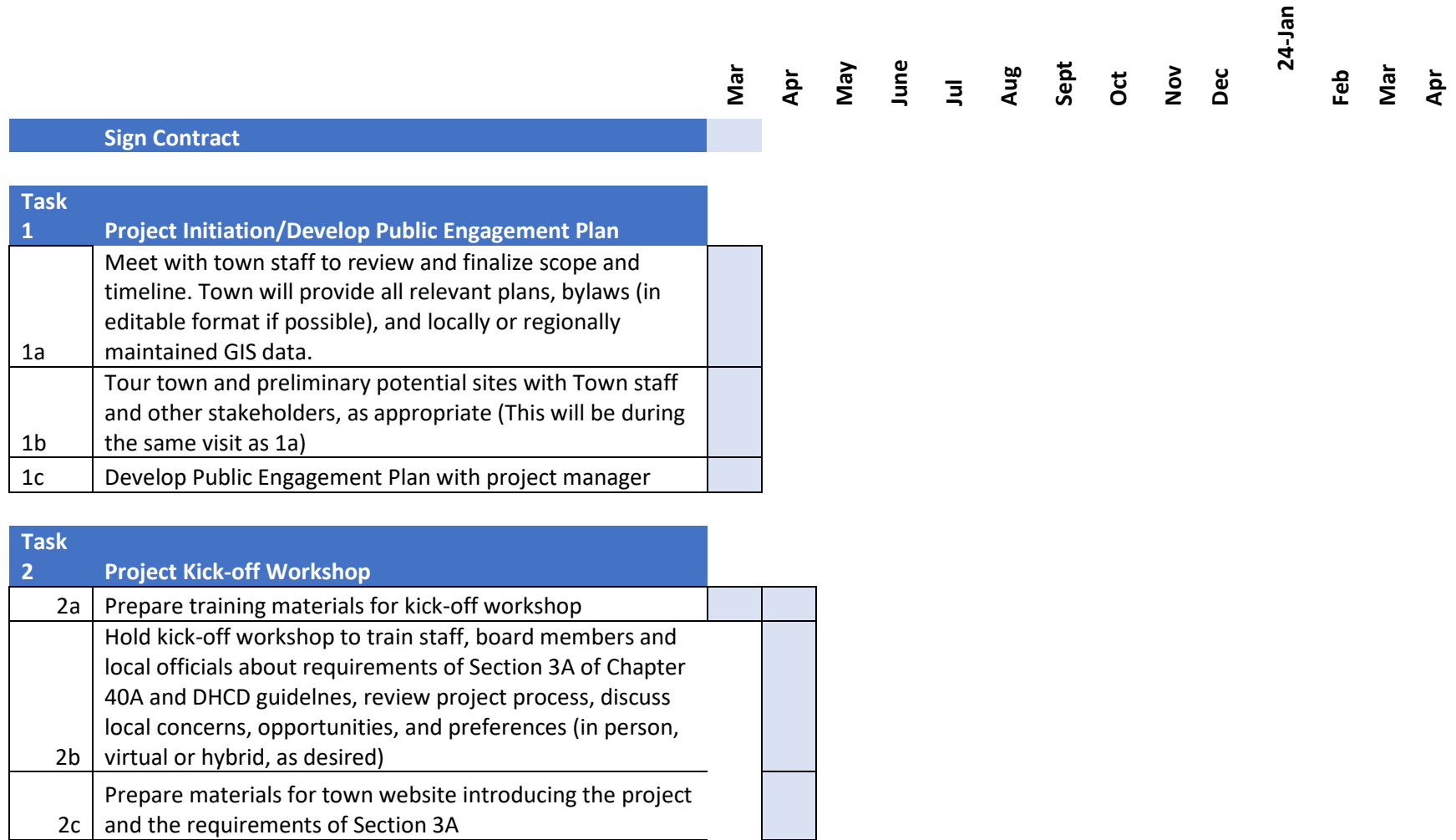
4b1	Conduct an interactive design workshop to explore alternatives for density and design of potential district areas (concept plans for district build)
4b2	Draw district build out concept plans
4b2	Conduct an online survey to gather input on district build out concept plans including visual preferences
4b3	Finalize district build out concept plans
4c	Identify options for regulatory approaches
4d	Utilize MBTA Communities Compliance Model to evaluate potential district(s)
4e	Generate findings report with recommendations for Zoning Amendment(s)
4f1	Facilitate one Public Meeting to review materials and receive feedback about results of 4b3,4c,4d,4e above.
4f2	Produce materials as necessary for Public Meeting in Task 4 including outreach materials, and meeting summaries, and for populating the website.
Task 5	Draft Zoning Bylaw Amendment and Conduct Public Meeting(s)
5a	Translate proposed district requirements (use, intensity, location, exceptions, etc. into draft zoning amendment.
5b	Review existing zoning and other applicable state and local regulations for ALL potential conflicts (limitations, restrictions, defined terms).
5c1	Develop all necessary amendments to existing Bylaw in a form customary to municipality.
5c2	Review proposed bylaw with Town staff and revise as necessary (includes one virtual meeting)
5c3	Conduct focus groups to review proposed bylaw with Town boards, potential project proponents, others who regularly appear before permitting boards, staff from DHCD, and Town Counsel
5d	Facilitate two Public Meeting(s) (one or more of the meetings will be virtual) to review materials and receive feedback (a-c above). Produce materials as necessary for Public Meeting(s) including outreach materials, easy-to understand explanatory material (graphic and narrative) and meeting summaries.
5e	Revise proposed bylaw as needed (up to 2 revision drafts)
5f	Apply DCHD's Compliance Model to Final Zoning
Task 6	Pursue Zoning Bylaw Amendment per G.L. Ch 40A, S. 5.
6a	Support the Town Planner in preparing for and presenting at the 40A Zoning Bylaw Amendment Public Hearing and the Annual Town Meeting including developing outreach materials for distribution and the website.

PROJECT BUDGET

See our estimated project budget below. The estimate includes all labor and direct costs anticipated for the project.

		<i>Unit Cost</i>	Charge	Senior Associates	Associates	Total Hours	Labor Cost	Direct Costs	Total Cost
			<i>\$150</i>	<i>\$120</i>	<i>\$100</i>				
Task 1	Project Initiation/Develop Public Engagement Plan		8.5	12	0	20.5	\$ 2,715	\$144	\$2,859
Task 2	Project Kick-off Workshop		11	14	12	37	\$ 4,530	\$144	\$4,674
Task 3	Gather & Analyze Information and Conduct Public meetings		25	61	84	170	\$ 19,470	\$144	\$19,614
Task 4	Identify up to three potential districts or district combinations. Outline potential regulatory changes required for compliance		49	63	94	206	\$ 24,310	\$288	\$24,598
Task 5	Draft Zoning Bylaw Amendment and Conduct Public Meeting(s)		28	81	70	179	\$ 20,920	\$144	\$21,064
Task 6	Pursue Zoning Bylaw Amendment per G.L. Ch 40A, S. 5.		6	6	4	16	\$ 2,020	\$144	\$2,164
Total			127.5	237	264	628.5	\$ 73,965	\$1,009	\$74,974

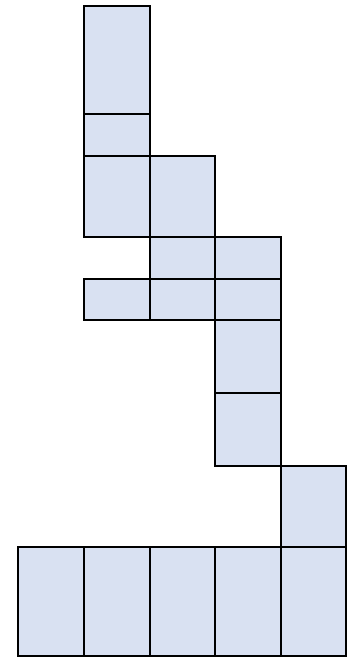
PROJECT TIMELINE



		Mar	Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec	24-Jan	Feb	Mar	Apr
Task 3	Gather & Analyze Information and Conduct Public meetings														
3a1	Review and summarize town goals and strategies for housing in previous reports, maps, plans for infrastructure and capital improvements, etc.														
3a2	Conduct interviews with town staff and board members														
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3c	Create maps showing land use and transportation patterns, "Developable Land," existing infrastructure, and areas meeting the Commonwealth's Smart Growth Principles														
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Mar Apr May June Jul Aug Sept Oct Nov Dec 24-Jan Feb Mar Apr

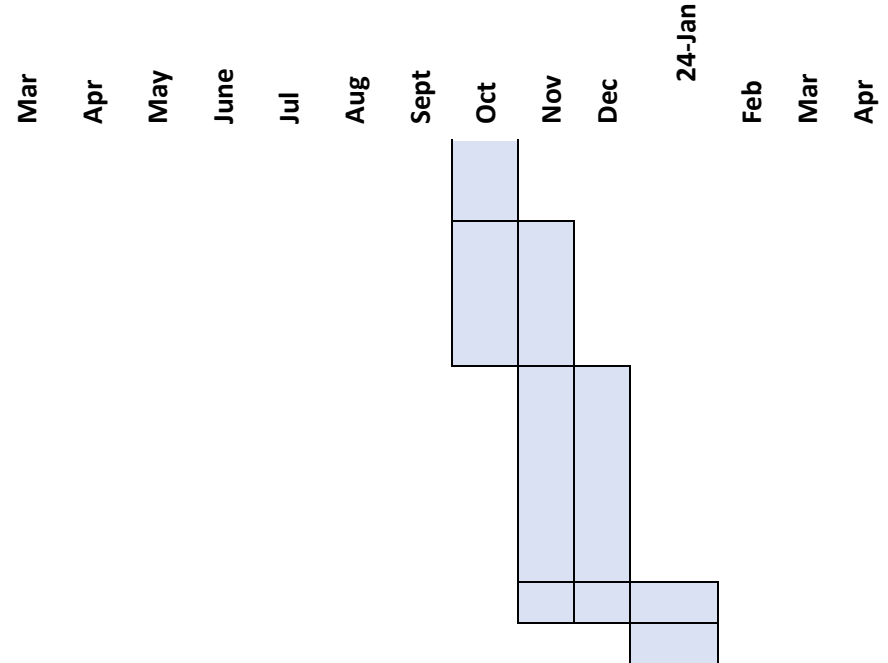


Task 5 Draft Zoning Bylaw Amendment and Conduct Public Meeting(s)

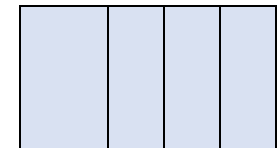
5a	Translate proposed district requirements (use, intensity, location, exceptions, etc. into draft zoning amendment.
5b	Review existing zoning and other applicable state and local regulations for ALL potential conflicts (limitations, restrictions, defined terms).
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5c2	Review proposed bylaw with Town staff and revise as necessary (includes one virtual meeting)
5c3	Conduct focus groups to review proposed bylaw with Town boards, potential project proponents, others who regularly appear before permitting boards, staff from DHCD, and Town Counsel
5d	Facilitate two Public Meeting(s) (one or more of the meetings will be virtual) to review materials and receive feedback (a-c above). Produce materials as necessary for Public Meeting(s) including outreach materials, easy-to-understand explanatory material (graphic and narrative) and meeting summaries.
5e	Revise proposed bylaw as needed (up to 2 revision drafts)
5f	Apply DCHD's Compliance Model to Final Zoning



Task	
6	Pursue Zoning Bylaw Amendment per G.L. Ch 40A, S. 5.
6a	Support the Town Planner in preparing for and presenting at the 40A Zoning Bylaw Amendment Public Hearing and the Annual Town Meeting including developing outreach materials for distribution and the website.



GENERAL DESCRIPTION OF THE FIRM'S EXPERIENCE

Design and Planning Experience

Dodson & Flinker is a landscape architecture and planning firm specializing in cutting edge strategies for sustainable community design, smart growth, and resilience. Founded over thirty years ago as Dodson Associates, the firm pioneered the use of planning and design principles based on historic precedents to blend new development with local architectural patterns and cultural landscapes. Our work has earned Dodson & Flinker national awards for projects ranging from regional planning to urban and suburban revitalization, smart growth, and sustainable site design.

As a combined planning and design firm, Dodson & Flinker brings our “on the ground” design experience to bear on every planning project. Our landscape architecture practice focuses on municipal work, including schools, libraries, senior centers and town halls, as well as parks, ballfields, playgrounds and other recreation facilities. We also take on a limited number of private residential and mixed-use projects, typically including creative approaches to affordable housing, conservation development and downtown redevelopment. As a result of this experience, we know how to work with builders and developers to meet their goals, while always serving as advocates for the larger goals of the community.



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

Our planning practice focuses on town-wide master plans, as well as detailed plans for residential neighborhoods, downtowns and commercial corridors. Our work typically starts with a process of research and analysis to identify the historic development patterns, building types and architectural



Visualizing Redevelopment: Darien, Connecticut

details that are fundamental to an area's character and sense of place. We examine zoning and other regulations, and work to understand social and economic trends and how they have shaped, and will continue to influence, the evolution of the community. Based on this understanding, we work with local stakeholders to develop a clear vision for the future and draw up maps, plans and other documents to guide the process of growth and redevelopment to bring that vision into reality.

Recognizing the critical importance of a clear and workable implementation strategy, we often help towns revise their zoning bylaws and development guidelines to eliminate unnecessary barriers and incentivize desirable approaches. We have been pioneers in developing form-based codes in Massachusetts, with recently adopted in Northampton, Medway, Norwood, Danvers, Scituate and Grafton.

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 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 smaller cities and towns. As a result, we work closely with residents, business owners, elected officials, and other stakeholders to create plans supported by a broad community consensus.

To that end, we have designed and facilitated public engagement efforts, including visioning workshops and design charrettes, for more than 50 towns in Massachusetts, including recent efforts in Milton, Groton, Littleton, Medway, Wellesley, Upton, Northampton, and Grafton. While each project is unique, we have found that an effective process will include:

- identifying stakeholders and understanding their social, economic and political interests,
- involving stakeholders in a shared fact-finding process,
- exploring a number of alternative future scenarios,
- a fair and impartial process for deliberation and decision making,
- a clear and achievable action strategy.

This approach does not eliminate conflict from the planning process, but it creates a space where objections to plans and strategies can be separated from individual personalities and interests, setting the stage for positive action.



Dodson & Flinker’s design charrette for the “North 40” property in Wellesley helped convince residents to invest in one of the town’s last undeveloped parcels.

EXPERIENCE WITH SIMILAR PROJECTS

Dodson & Flinker brings extensive experience identifying sites for housing development, drawing concept plans and visions that undergird zoning changes, and writing, illustrating, and revising land use regulations, including zoning and design guidelines for residential, commercial, and mixed-use districts. In addition, we are skilled in physical planning, urban design, illustration, and community engagement. We find that these additional skills result in better projects—ensuring that regulatory revisions are tailored to specific physical outcomes desired by a community and that stakeholders fully understand, and support proposed regulatory changes.

Recent housing and zoning related planning projects include:

- Amesbury Merrimack River District Planning (2021-22)
- Brookline Housing Production Plan* (2020-present)
- Littleton Station Area Design Guidelines (2020-2021) and Master Plan (2019)* – Littleton, MA (Design Guidelines are in the process of adoption)
- Northampton Two-Family Form-Based Code – Northampton, MA (2019-2021) (Adopted)
- Low Impact Development Regulatory Review and Revisions – Granby, East Longmeadow, Blandford, MA (2021-2022)+
- Northampton Downtown and Florence Form-Based Codes – Northampton, MA (2017-2022)^
- East Milton Square Master Plan and Zoning Strategies – Milton, MA (2020-2021)*
- Stow Lower Village Zoning Development – Stow, MA (Ongoing)*
- Natick Low Impact Development Regulatory Review and Revisions – Natick, MA (2018-2019) (Stormwater Bylaw and Regulations were Adopted)
- Pelham Village Center Zoning with Design Standards (2015-2018, 2019) (Adopted)
- Greenbush Masterplan and Form-Based Code - Scituate, MA (2016-2018) (Adopted)^
- Downtown Mixed-use Zoning Amendments - Norwood, MA (2018) (Adopted)^
- Oak Grove Masterplan and Form-Based Code - Medway, MA (2018) (Adopted)^
- Downtown Plan and Form-Based Code - Danvers, MA (2018) (Adopted)^
- Illustrated Sign Bylaw - New Bedford, Massachusetts (2018) (Adopted)^
- Transit Village Masterplan and Zoning - North Grafton, MA (2017) (Adopted)^
- Maple Street Neighborhood Plan and Form-Based Code - Danvers, MA (2017) (Adopted)^
- Portsmouth Gateway Zoning Amendment – Portsmouth, NH (2017) (Adopted)^
- Cross-Vitti and Grove Street Masterplans - New Canaan, CT (2015-2017) (Adopted)^
- Downtown and Commercial Districts Form-Based Code - New Bedford, MA (2015) (Shelved)^
- Route 7 Corridor Masterplan and Form-Base Code - Shelburne, VT (2015) (Adopted)^
- Groton Village Center Design Guidelines – Groton, MA (2014) (Adopted)

* with Barrett Planning Group

+ with Pioneer Valley Planning Group

^ with Brovitz Community Planning and Design

Descriptions of Selected Relevant Projects

Downtown and Florence Master Plan and Form-Based Code for Northampton, MA (2017-2022).

This project covers the City's two main centers and their associated adjacent growth areas. We conducted community engagement through focus groups and community workshops, and stakeholder interviews. We conducted field work to document dimensions of the existing buildings, streets and sidewalks, as well as a parking utilization. We then produced a master plan for Florence, Northampton's second downtown. The form-based code covers the main growth areas of the Town and is designed for easy expansion to other districts. The form-based code contains extensive provisions for design review related to public realm design, site design, and building design. The City's Planning Department intends to bring additional districts into the form-based code approach over time, slowly transforming the City's zoning from a Euclidean approach to a form-based one.



Concept plan for Florence Center rezoning. The image shows a new park, new buildings, a new streetscape and consolidated parking. Design standards in the zoning are based on the specific elements of the 3D modeled vision.

Architectural Standards | Central Business District

Building Proportions and Articulation - Isometric View

Facade Elements - Elevation View

Fenestration	
A	Building Height $A > B$
B	Building Width see above
C	Facade Subdivision If $A < B$ then $C < A$
	Front Parapet Wall 4' above front roof eave height, 16" thick

Storefront Display

Signage Band

Cornice / Front Parapet Wall

Windows

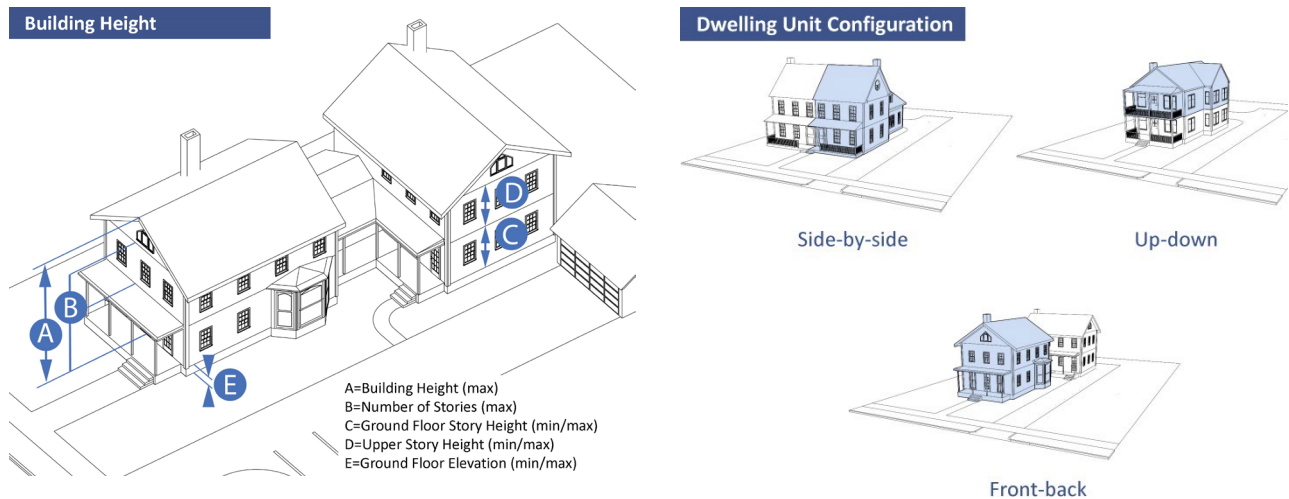
A page from an early draft of Northampton Form-Based Code (Source: Dodson & Flinker)

East Milton Square Plan, Milton Village Design Guidelines, Milton, Massachusetts (2019-2022)

In 2019-2021, Dodson & Flinker worked with Barrett Planning Group to develop a vision for East Milton Square, one of Milton’s few commercial centers. Through a combination of public workshops and a Working Group process, we helped the Town and neighborhood residents evaluate the pros and cons of various intensities of development in an area that is experiencing intense development pressure while it wrestles with a housing crisis, heavy traffic, limited parking, and the impacts of decades of restrictive zoning. The Town subsequently hired us to develop design guidelines for Milton Village, to ensure that projects under recently adopted mixed-use PUD zoning is compatible with the town’s vision for the area.



Northampton Form-Based Code for Two-Family Homes By-Right (2019-2021): As an addendum to the Northampton Downtown and Florence rezoning project, we were asked to explore the feasibility of allowing more extensive construction of two-family homes in the city. Two-family houses were allowed only in limited urban neighborhoods, the City wanted to allow two-family homes in all residential districts by right, with appropriate standards to ensure that the two-family houses contribute to neighborhood character. Dodson & Flinker prepared an inventory and assessment of existing two-family homes and documented existing neighborhood characteristics throughout the city. The inventory included an assessment of recent projects where smaller single-family homes have been expanded or replaced to determine key issues that are likely to arise with two-family conversions. The field work was distilled into a set of diagrams that communicates key principles for site design, building form and architectural design. The design guidelines were incorporated into zoning revisions designed to expand housing opportunities while protecting the character of existing neighborhoods. The zoning was adopted in 2021.



Design Guidelines for Two-Family Development in Northampton include extensive illustrations and diagrams characterizing both traditional examples and design for new construction.

Littleton Transit Village Design Standards (2020)

Dodson & Flinker helped write Littleton’s Master Plan in 2017. In 2019 the firm was engaged to lead a visioning process for a transit village near Littleton’s commuter rail station. In 2020, the Town brought us on again to create design standards for a 40R smart growth district at the transit village. The design standards ensure the vision for the transit village will be implemented by setting requirements for streetscape, vehicular access parking, architecture, landscape, lighting, and signage. The design standards are ready to be adopted by the Planning Board if the 40R district is adopted at Littleton’s town meeting in June of 2021.

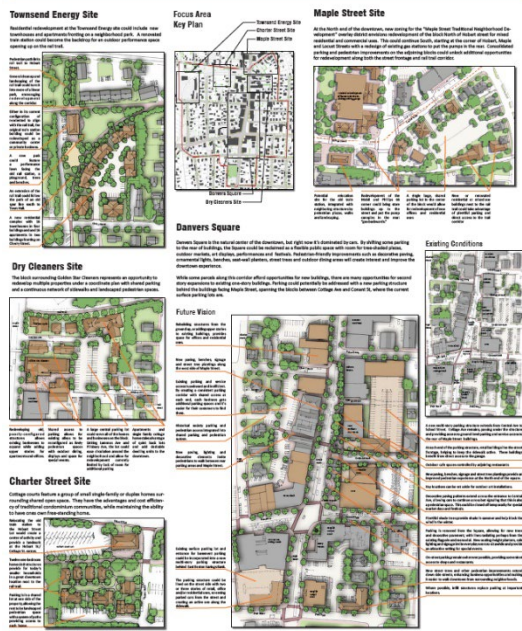


Danvers 40R District Zoning and Design Standards (2020)

Dodson & Flinker teamed with Brovitz Community Planning and Design to prepare a vision plan and Smart Growth Overlay District for Danvers Town Center. The project was a follow up to the Maple Street Chapter 40R SGOD the team created and helped the town adopt in 2018. The consulting team prepared a comprehensive existing conditions report (Placemaking Audit), a conceptual plan (Vision Plan) illustrating 2 and 3-dimensional infill and redevelopment scenarios, and new base zoning district zoning regulations and design standards.

Danvers Downtown Vision Plan

Potential Reuse and Redevelopment Opportunities



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.



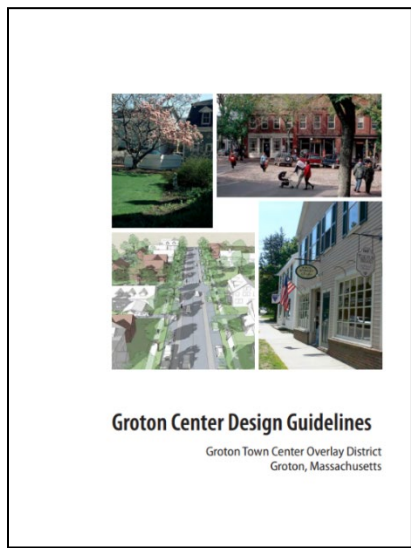
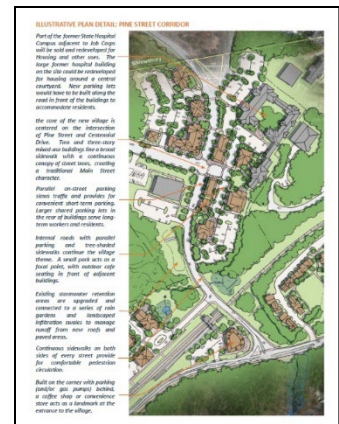
Image from developer’s proposal for a new mixed use block based on the new downtown code



Pelham Center Housing Suitability Analysis and Zoning Revisions (2016, 2018, 2019): The town of Pelham worked for decades to explore opportunities for affordable housing, as well as creation of a village center in historic West Pelham. After Dodson & Flinker completed a town-wide housing feasibility assessment in 2017, Dillon Sussman (while at PVPC) drafted extensive zoning revisions to upzone the village center, including detailed design standards for renovations and new development. The design standards, which are based on the design characteristics of historic village centers in the region, establish a typology of four allowed building types: cottage, farmhouse, barn, mansion, and general store. For each building type there are guidelines for massing and orientation, building height, rooflines, façade elements, and site features. Additional design standards guide lighting, parking, signage and stormwater management. The

town adopted the zoning changes and hired Dodson & Flinker to make follow up revisions several years later.

North Grafton Transit Village Design Standards (2018): Dodson & Flinker led a masterplanning process for redevelopment of the area around Grafton’s MBTA station. A series of public meetings and design workshops provided critical input on the needs and designs of residents and business owners. The resulting “transit village plan” incorporates a mix of residential, commercial and institutional uses. The masterplan provided the basis for a detailed implementation plan and action strategy, which included designation of a new Smart Growth district established for the village area under G.L. Chapter 40R. Design Guidelines prepared as part of the masterplanning process were incorporated into the zoning for the Smart Growth district.



Groton Center Design Guidelines (2014): Following more than five years of analysis, workshops and public discussion, Dodson & Flinker prepared design guidelines for Groton’s town center to accompany a new Town Center Overlay District. The guidelines include architecture, landscaping, parking and signage, but also address larger issues of neighborhood character and historic preservation in the face of changing economic and social conditions. Balancing design guidelines for individual homes and businesses with guiding principles for the entire neighborhood, the guidelines recognize the need to allow for varied uses and styles while establishing enough continuity and consistency to protect the unique character of the area.

STAFFING PLAN

Peter Flinker will be the Principal-in-Charge. He will lead and review all work by the project team. Day-to-day management of the project will be carried out by Dillon Sussman, including serving as the project point person, attending meetings with Planning Department staff, Planning Board, and other boards, planning public workshops, and drafting the zoning. Dodson & Flinker's other staff including Senior Associate Nate Burgess, and Associate Jack Sweeney-Taylor will assist with various tasks as needed including preparing diagrams and illustrations, inventory and analysis, performing the MBTA Compliance analysis, helping to prepare presentations or other communications materials, summarizing meetings, and attending public meetings. Peter Flinker and Dillon Sussman will lead public workshops. Peter will draw site-specific concept plans. Team bios are provided below. Full resumes can be found in the Appendix.

Dodson & Flinker Project Team



Peter Flinker, FAICP who will serve as principal-in-charge, joined Dodson Associates (now Dodson & Flinker) in 1987 after receiving a Master in Landscape Architecture degree from the University of Massachusetts, and became a principal of the firm in 1999. He is a registered Landscape Architect and in 2017 was named a Fellow of the American Society of Landscape Architects. In February 2020 he was named a Fellow of the American Institute of Certified Planners, and he has earned advanced AICP certifications in both Environmental Planning and Urban Design. Peter maintains an active portfolio of projects with public and private clients, including downtown revitalization, form-based codes, planning for greenways and open space conservation, design of new communities, and sustainable design for schools and other public facilities. The firm's work increasingly focuses on integrating all of these activities with the need to build community resilience in the face of climate change, sea level rise and other challenges.

Peter has a particular interest in preserving the historic landscapes and sense of place of New England towns while accommodating 21st Century needs – particularly continued dependence on the automobile – and adapting to a constantly evolving economic landscape. 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 the *Conservation Development Manual*. With the assistance of Nate Kelly of the Horsley Witten Group, Peter recently published the *Village Guidance: Tools & Techniques for Rhode Island Communities*, a comprehensive guide to revitalizing historic villages and developing new villages as an alternative to continued suburban sprawl.



Dillon Sussman is a senior associate at Dodson & Flinker. For more than 10 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, form-based codes, design guidelines, physical planning and urban design, low impact design, site design, bicycle and pedestrian planning, tactical urbanism, healthy aging, healthy community design, and authentic community engagement and decision-making. Dillon was previously a senior planner at Pioneer Valley Planning Commission, and an associate at Joel Russell

Associates. Dillon holds a B.A. from Vassar College and an M.A. in Landscape Design and Planning from the Conway School.



Nate Burgess Nate is a Senior Associate and the Director of Dodson & Flinker’s Landscape Architecture Studio. A registered Landscape Architect, he manages the firm’s landscape portfolio and provides GIS, physical planning, illustration, and other technical support for D&F’s full range of planning projects. This experience includes downtown planning, form-based zoning, climate change adaptation and resiliency planning, scenic landscape inventory and analysis, development suitability assessment for affordable housing, designing educational landscapes and playgrounds, 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.



Jack Sweeney-Taylor joined Dodson & Flinker as an Associate Planner in fall 2021 after graduating with a Master’s Degree in Regional Planning from UMass. 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 to facilitate discussion and interested in how scenarios and story-telling can integrate lived experiences with technical expertise in the planning process.

A native of eastern Massachusetts, Jack has also lived in the Southwest, where he cultivated long term interests in Spanish, cooking with peppers, soccer, pastel painting, and landscapes. He is excited to see a busy village center in action from Dodson & Flinker’s Florence office.

REFERENCES

Angela Cleveland, AICP,

Director, Community and Economic Development

City of Amesbury, MA

clevelanda@amesburyma.gov

978-388-8110

Projects:

- Merrimack River District Plan (2022)

Maren Toohill

Town Planner

Town of Littleton, MA

Phone: (978)540-2425

Email: mtoohill@littletonma.org

Projects:

- Littleton Masterplan (2017)
- Littleton Transit Village Visioning (2019)
- Littleton Transit Village 40R Design Guidelines (2021)

Carolyn Misch

Director of Planning & Sustainability

City Hall, 210 Main Street

Northampton, MA 01060

Phone: (413) 587-1265

cmisch@northamptonma.gov

Projects:

- Downtown Public Realm Masterplan and Form-Based Code (2017-present)
- Florence Masterplan and Form-Based Code (2018-present)
- Two-family Form-based Code (2019-2021)

Joseph Laydon

Former Grafton Town Planner, now Assistant Town Administrator in Littleton

Littleton Town Hall

37 Shattuck St, PO Box 1305

Littleton, MA 01460

jlaydon@littletonma.org

978-540-2463

Projects

- North Grafton Transit Village Masterplan and 40R Zoning (2017)
- Worcester Street Corridor Plan (2018)
- Village Mixed-Use Form-Based Code (2018-2019)

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

Projects:

- Maple Street Plan and Form-Based Code (2017)
- Downtown Plan and Form-Based Code (2018)

APPENDICES

1. Team Resumes
2. Project Examples are available at
<https://dodson.egnyte.com/fl/MtgOhkrRj>

DODSON & FLINKER

Landscape Architecture and Planning

PETER FLINKER

President, Landscape Architect & Planner

FASLA, FAICP

PROFESSIONAL EXPERIENCE

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

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

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

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

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

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

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

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

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

“Food Planing & 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

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

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

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

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

JACK SWEENEY-TAYLOR

Associate, Planner

PROFESSIONAL EXPERIENCE

Dodson & Flinker, Florence, Massachusetts

Associate: 2021-Present

Jack works on planning and community design projects ranging from zoning for climate resilience to comprehensive plans. His background includes facilitating community-driven processes for economic development and access to open space. Jack is motivated by collaborative decision-making for land use planning, particularly for housing and open space in urban areas. He is completing his Masters of Regional Planning from UMass Amherst, and holds an M.S.Ed, with twelve years of teaching experience.

PREVIOUS EXPERIENCE

University of Massachusetts Amherst, Department of Landscape Architecture & Regional Planning, Amherst, MA

Teaching Assistant: Writing in Landscape Architecture and Community Development, 2020-2021

Planning Studio Member, UMass Center for Economic Development, 2020

Pioneer Valley Planning Commission, Springfield, MA

Environment & Land Use Planning Intern, 2020

Kestrel Land Trust, Amherst, MA

TerraCorps Community Engagement Coordinator, 2018-2019

Baystate Academy Charter Public School, Springfield, MA

Founding Teacher and Coordinator of English to Speakers of Other Languages (ESOL), 2013-2019

New York City Department of Education, PS28X and MS45X, New York, NY

ESOL Teacher, 2006-2011

EDUCATION

University of Massachusetts Amherst

Master of Regional Planning, Land Use and Environmental Planning Concentration, Expected September 2021

Regional Planning Book Award in Leadership

Lehman College, City University of New York

M.S.Ed, Teaching English to Speakers of Other Languages (TESOL), May 2009

Brown University

Bachelor of Arts in Comparative Literature with a focus in Latin American Literature, May 2006