

Town of Casco

Selectboard Regular Meeting Agenda

November 18, 2025 at 6:00 PM

Casco Community Center

Regular Meeting

- 1. Review and approval of the meeting agenda
- 2. Approval of bills and signing and approval of all open warrants
- 3. Approval of Minutes: November 4, 2025
- 4. Public Participation for non-Agenda items
- 5. Manager's Update

New Business

- 6. The Selectboard will discuss Capital Improvement Survey with Greater Portland Council of Governments
- The Selectboard will discuss the Water Quality Committee with chairperson Tom McCarthy
- 8. The Selectboard will discuss a pre-application request with P & K Excavation
- **9.** The Selectboard will consider Joseph Armenti, Jr. for the alternate position on the Planning Board

On-Going Business

- 10. The Selectboard will discuss Library's contract zoning process update and easement agreement with Town.
- **11.** The Selectboard will consider appointing Janet DiBiase and Wyatt Pettit to the Comp Plan Implementation Committee.
- 12. The Selectboard will discuss Casco Village Zoning RFP for Planning services.
- 13. The Selectboard will discuss outstanding legal issues.
- 14. Selectboard Comments

Executive Session

15. Adjournment

Reminders to the Attending Public: Selectboard meetings are open to the public, but the public may not speak unless recognized by the Board Chair or Vice Chair in their absence. Except during a public hearing, comment time is limited to 2 minutes per speaker during public participation or on agenda items. Matters related to personnel will not be heard.

Future meeting dates (subject to change)

November 19, 2025 @ 6:00 PM Safe Streets Committee

November 19, 2025 @ 6:00 PM Water Quality Committee

November 20, 2025 @ 6:00 PM Casco Naples Transfer Station

November 24, 2025 @ 6:30 PM Planning Board regular meeting

December 2, 2025 @ 6:00 PM Selectboard Regular Meeting



Town of Casco

Selectboard Regular Meeting Minutes

November 04, 2025 at 6:00 PM

Casco Community Center

Regular Meeting

1. Review and approval of the meeting agenda

The Selectboard moved to approved the meeting agenda as presented.

Motion made by MacDonald, Seconded by Avery. Voting Yea: Avery, Connolly, MacDonald, Fernandes, Plummer

2. Approval of bills and signing and approval of all open warrants

The Selectboard moved to approve and sign all bills and open warrants.

Motion made by Connolly, Seconded by MacDonald. Voting Yea: Avery, Connolly, MacDonald, Fernandes, Plummer

3. Approval of Minutes: October 21, 2025

The Selectboard moved to approve minutes October 21, 2025, as presented.

Motion made by Avery, Seconded by Connolly. Voting Yea: Avery, Connolly, MacDonald, Fernandes, Plummer

4. Public Participation for non-Agenda items

Amy Brown requested the Selectboard provide update on the Meeting House and inquired about the Berry Property workgroup meetings not being posted on the community calendar.

Same Brown advised that the Open Space Commission was hosting a community forum related to their Open Space master plan. Tis community forum is occurring on November 5:00 to 7:00 pm at Crooked River Elementary School

- 5. Manager's Update
 - B. The Town recently hired Sidney Shane for Public Works as a truck driver/labor and Guy Ciccarelli for the Fire Department as an Advanced EMT/Fire Fighter.
 - C. Greater Portland Council Of Governments is taking a leadership role in facilitating the review of municipalities' web site and their compliance with Digital Accessibility and ADA Title II Compliance by contracting with Dirgo Interactive.

ADA Title II requires state and local governments to make their services accessible, including digital platforms. According to the new Department of Justice rule issued in April 2024, websites, apps, and documents must meet WCAG 2.1 Level AA standards. Deadlines for compliance are April 24, 2026, for municipalities serving 50,000 or more residents, and April 26, 2027, for smaller towns and special districts.

To begin, municipalities should assess their current digital accessibility through a Needs Assessment, which sets priorities for improvement. High-impact areas such as websites, permits, billing systems, and agendas should be addressed first..

Dirigo Interactive helps municipalities by identifying priorities through Needs Assessments, targeting gaps via focused audits of websites, apps, and documents, building staff capacity through training and coaching, guiding strategy with roadmaps, policies, and vendor support, and coordinating regionally through GPCOG for shared savings and collective expertise.

To get started, municipalities can order a Needs Assessment for \$1,500 per community, with no additional fees for non-member communities.

- D. GPCOG has tentatively scheduled the annual Lakes Region Sub-Regional meeting for November 17th here in Casco. This gathering brings together community leaders and Town Managers from Bridgton, Casco, Harrison, Naples, and Sebago to share insights and discuss the challenges and opportunities facing each town. It's a valuable chance for open dialogue and collaboration across our region.
- E. The estimated production amount for year 1 of operations is 210,978 kWh. To date, the system has produced 159,118 kWh

Old Business

6. The Selectboard will discuss Library's contract zoning process update and easement agreement with Town.

Discussion Only. No Action

New Business

- 7. The Selectboard will discuss Casco Village zoning change opportunities.
- 8. The Selectboard will discuss year to date financials.
- 9. The Selectboard will discuss holiday closures.
- 10. Selectboard Comments

Selectboard member Gene Connolly commended Public Works staff on their prompt response to a tree down on Leach Hill Road and being there within 15 minutes. He also recognized the improvements to Pleasant Lake beach.

Selectboard Member Scott Avery recommended that Board reconsider contracting with Cumberland County for law enforcement services and budget for it during the FY27 budget process. He recognized this need based on the number of speeders, the frequency of law enforcement needed on medical calls and the necessity for contracted services for ordinance enforcement.

Selectperson Mary Fernandes advised the Berry property work group is moving forward and will mee again next week.

Vice Chairperson Bob MacDonald recognized the efforts of the open space commission

Chairperson Grant Plummer noticed the limitations of current beach project and the necessity in the spring to file permit by design erosion repairs. He also wanted to ensure that public notices are being sufficiently publicized..

Executive Session

11. Executive Session pursuant to 1 M.R.S.A.405(6)(E) Consultation with legal counsel.

The Selectboard moved to go into executive session pursuant to 1 M.R.S.A.405(6)(E) Consultation with legal counsel @ 7:05 PM

Motion made by MacDonald, Seconded by Avery. Voting Yea: Avery, Connolly, MacDonald, Fernandes, Plummer

12. Adjournment

The Selectboard moved to adjourn at 8:37 PM.

Motion made by Avery, Seconded by Connolly. Voting Yea: Avery, Connolly, MacDonald, Fernandes, Plummer

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Future meeting dates (subject to change)

November 6, 2025 @ 6:30 PM Open Space Commission

November 18, 2025 @ 6:00 PM Selectboard Regular Meeting

Item 5.#



Manager's Memorandum Selectboard Meeting November 18, 2025

To: Selectboard

From: Tony Ward, Town Manager

Date: 11-17-2025

Re: Selectboard meeting 11-18-2025

Below are notes for agenda items for November 18, 2025, meeting

5. Managers' Update

- A. Photographs of the Thomas Pond Dam, provided by the Thomas Pond Improvement Association, are included in this packet for the Board's review. At the June 2025 Town Meeting, residents approved the allocation of \$15,000 for the dam's repair.
- B. Sebago Fiber is actively coordinating with CMP and Consolidated Communications on the installation of new utility poles associated with the future deployment of fiber-optic lines. As this work continues, Andrew Davis will periodically attend Selectboard meetings to provide project updates.
- C. The Town recently received the FY2024 Audit from RHR Smith. The delay in receiving this report was due to staffing challenges and complexities during that fiscal year. A hard copy has been placed in each Selectboard member's mailbox, and a digital copy will be made available on our website.
- D. Chairperson Grant Plummer, the Public Works Foreman, and I met with our engineering firm, Gorrill Palmer, to discuss upcoming road work, future Safe Streets initiatives, and potential grant opportunities related to roadway safety improvements. Future dialogues on pavement preservation and Safe Street opportunities will occur at the December 16th Selectboard meeting

A sizable portion of the discussion focused on the MaineDOT proposal to shim and overlay Route 121 between the Raymond town line and Pikes Corner. Gorrill Palmer subsequently contacted MaineDOT staff to convey the Town's concerns regarding the appropriateness of a shim and overlay for this section of roadway. MaineDOT staff agreed that an overlay is not suitable. They are now working with the Maintenance and Operations division to convert the project to a Plant Mixed Recycled Asphalt Pavement (PMRAP) project, which is the preferred method for correcting the substantial cross-slope issues along this corridor.

The engineer anticipates the project will be completed in the summer of 2026. The work is expected to begin with the PMRAP process, followed by paving, and concluded by M&O with shoulder gravel placement to address existing drop-offs.

New Business

6. The Selectboard will discuss Capital Improvement Survey with Greater Portland Council of Governments.

The Casco Capital Improvement Plan (CIP) Community Engagement Report summarizes the process and findings from community engagement efforts to inform the town's future capital investments. The report highlights priorities, values, and residents' willingness to support infrastructure, facilities, and public services improvements. Key activities included a public survey (322 responses, 70% year-round residents) and two community forums (inperson and virtual).

Findings revealed roads and bridges as the top priority (93% high priority), followed by stormwater and drainage improvements (68%). Parks and recreation facilities were secondary priorities, while town buildings and vehicles/equipment ranked lowest. Satisfaction was highest for the fire station (52%) and parks/recreation facilities (51%), while roads and bridges had the highest dissatisfaction (48%).

Most residents supported tax increases for roads and stormwater improvements but opposed increases for town buildings and vehicles. Long-term residents prioritized infrastructure maintenance, while newer residents were more open to tax increases. The report emphasizes the need for continued communication, public education, and transparency in the CIP process.

7. The Selectboard will discuss the Water Quality Committee with chairperson Tom McCarthy

Tom McCarthy, Chair of the Casco Water Quality Committee, will provide an overview of the committee's actions and future goals. Established by the Selectboard on March 18, 2025, the committee focuses on protecting water resources through prevention, watershed stewardship, land use ordinances, water quality testing, inspections, education outreach, and funding. Committee members include Jim Arsham, Diane Cormier, Maggie Daigle, Pam Edwards, Sarah Monarch, Levi Thornton, Eileen Tidd, and Mr. McCarthy. Seven subgroups developed goals in each focus area, consolidated into a draft plan currently under review. The committee will finalize revisions, circulate the plan for feedback, update it as needed, and seek Selectboard approval, with submission targeted for March 2026. CPIC recommended forming the ad hoc committee to draft the plan, emphasizing top priorities identified through local lake protection activities and stakeholder input.

8. The Selectboard will discuss a pre-application request with P & K Excavation. Included in the Selectboard packet is a pre-application letter from Sebago Technics on behalf of P&K Sand & Gravel. Sebago Technics representatives will be present to provide additional details. The submission requests a permanent rezoning of P&K's properties and adjacent lands to a Commercial District, along with text amendments establishing performance standards for mineral extraction. P&K has operated the Heath Quarry since 1997 under decade-long contract zoning agreements, creating long-term uncertainty. The proposed amendments, which Sebago Technics identifies as providing benefits to the Town, aim to maintain P&K as a major taxpayer and employer, reduce truck traffic through on-site processing, ensure regulatory oversight, and enhance protection for neighboring properties, while preserving public input on future expansions.

9. The Selectboard will consider Joseph Armenti, Jr. for the alternate position on the Planning Board.

With the appointment of an alternate member of the Planning Board to a full voting position, a vacancy for the alternate position was created. The Town posted this vacancy on the Town website and social media pages and received one application from Joseph Armenti, Jr. Town staff are familiar with Mr. Armenti, Jr. through his previous volunteer service to the Town and believe he will bring valuable experience and insight to the Planning Board.

On-Going Business

10. The Selectboard will discuss Library's contract zoning process update and easement agreement with Town.

Included in the packet is a synopsis from legal counsel regarding the timing of approvals related to the easement agreement between the Town and the Casco Public Library. Counsel notes that the sequence of actions is critical to avoid legal complications and ensure proper ownership and access rights.

First, the Conditional Zoning Agreement (CZA) must be approved, as the old fire station cannot be conveyed to the library without it. Without CZA approval, the property would become a nonconforming lot without grandfathered rights. Once the CZA is approved, the property can be legally transferred to the library, ensuring that the library owns all land described in the easement agreement. Finally, the easement agreement can be finalized to formalize access and maintenance rights for improvements on library property, including the pergola and light pole. Completing the conveyance first is essential to avoid incomplete agreements, title issues, or confusion. Following this sequence ensures legal clarity and minimizes delays or the need for revisions.

Following legal counsel's guidance, the anticipated timeline for the CZA process is as follows. On December 2, 2025, a joint meeting of the Selectboard and Planning Board will be held. If substantial agreement is reached at that meeting, the CZA will return to the Planning Board. On January 26, 2026, the Planning Board will determine whether the CZA

should proceed to a public hearing and, if so, set February 23, 2026, as the hearing date. On March 23, 2026, the Planning Board may make a final vote to move the CZA forward, requesting that the Selectboard place it on the June 3, 2026, Town Meeting warrant, provided no substantial changes result from the public hearing. The Selectboard will discuss this request at their April 7, 2026, meeting and finalize the Town Meeting warrant at the May 5, 2026, meeting. These dates are approximate and assume no additional dialogue or revisions are required.

11. The Selectboard will consider appointing Janet DiBiase and Wyatt Pettit to the Comp Plan Implementation Committee.

Staff did not notify applicants to be present at this meeting. Staff and I are seeking guidance from the Selectboard regarding the number of positions you wish to fill on the Comprehensive Plan Implementation Committee. Current policy provides for a ninemember committee. With the establishment of Selectboard liaisons for each committee, Robert MacDonald would serve as the liaison rather than as a full voting member, resulting in eight voting members.

The Selectboard must determine whether you wish to fill one position to return the committee to nine members or expand the committee to ten. This direction is necessary before staff can appropriately communicate next steps to the two applicants.

12. The Selectboard will discuss Casco Village Zoning RFP for Planning services.

Included in your packet are the five bids the Town received for Casco Village Planning Services. The submitting firms are Community Scale LLC, Dubois & King, Inc., Ivy Van/Haley Ward, Resilience Planning & Design LLC, and Sebago Technics. Staff recommends that the Selectboard authorize the Casco Village Zoning Work Group to review the applications, identify firms for interviews, conduct interviews, and provide a recommendation for contract award. It is anticipated that the Selectboard will award the contract at the December 2nd meeting.

13. The Selectboard will discuss outstanding legal issues.

Included in the Selectboard packet is a synopsis of ongoing legal matters currently being handled by the Town's legal counsel. While the Selectboard is already aware of the status of these issues, the Board wished to provide the community with these updates for transparency and public awareness.

Manager's Memorandum Page 4



The Thomas Pond Dam Repair Status

- The Dam repairs are proceeding on time and within budget
- Additional concrete removal to a depth of about 12" was required. The plan was 4 to 6"
- The Steel Sill that supports the stop logs was corroded more than was anticipated and could not be repaired. A new Sill is being fabricated.
- The concrete pour was conducted on Friday 11/14/25
- Maine DEP requires a seven-day cure for the concrete.
- The dam will resume normal operations the week of 11/24/25





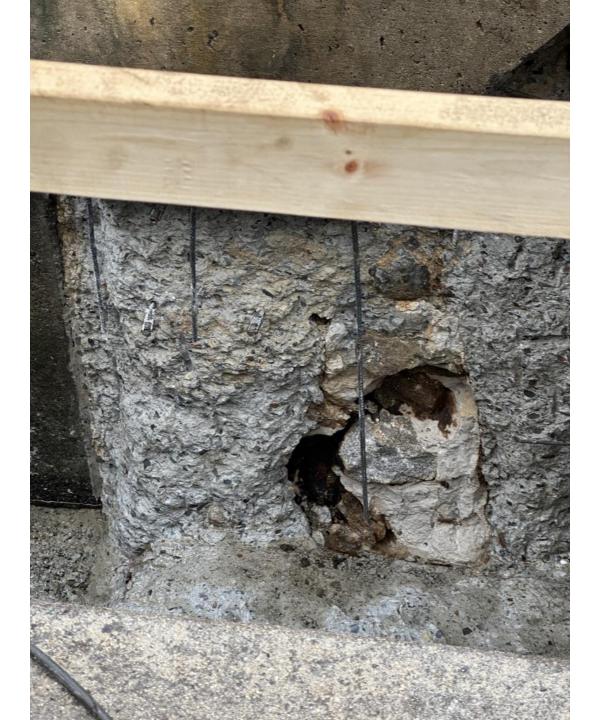


























Fittings to pump high pressure polymer crack filler into small cracks

On track to finish on time and within budget

TPIA wants to thank the town of Casco for your support and financial contribution

Casco Capital Improvement Plan (CIP) Community Engagement Report

October 2025



1 Introduction & Scope

1.2 Purpose of the Report

This report summarizes the community engagement process and findings that were developed to inform the Town of Casco's Capital Improvement Plan (CIP) process. The purpose of this effort was to better understand residents' priorities, values, and willingness to support future capital investments in the town's infrastructure, facilities, and public services.

1.3 Overview of the Process and Engagement Effort

The Town of Casco is developing a Capital Improvement Plan to guide future investments in key municipal assets, such as roads and bridges, stormwater infrastructure, town buildings, and public spaces. To ensure that the plan reflects community priorities, the Town partnered with the Greater Portland Council of Governments (GPCOG) to conduct a public survey and host community forums to gather input from residents.

1.4 Goals

The engagement process was designed to:

- Identify public sentiment and preferences about capital spending priorities.
- Understand how long-term and seasonal residents view the Town's infrastructure needs.
- Strengthening transparency and trust in the CIP process by actively involving the community.

1.5 Summary of Schedule and Process

GPCOG collaborated closely with the CIP Ad Hoc Committee over the course of several months to guide the engagement process and ensure alignment with community priorities.

Committee Meetings:

April 9, 2025	Initial meeting	to establish	engagement	goals and discuss
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potential approaches.

April 30, 2025 Session focused on reviewing and finalizing survey gues-

tions

August 26, 2025 Meeting to review preliminary findings and discuss commu-

nity feedback.

Public Engagement Events:

September 9, 2025 In-person community forum was held to gather input from

residents.

September 18, 2025 A virtual community forum was conducted to ensure broader

participation and accessibility.

2 Engagement Activities

2.1 Community Survey

2.1.1 Objectives and Methodology

The survey aimed to gauge residents' priorities for capital investments, measure satisfaction with existing infrastructure, and assess willingness to support future spending. It was distributed in June and July 2025 both digitally and in print, using outreach methods to ensure wide accessibility.

2.1.2 Partnership and Support from Town Staff

Town staff supported the effort by helping to promote the survey through the Casco Town Hall, the local library, community center, and grocery stores in Casco and neighboring towns. In addition, postcards including the survey QR code were mailed to all the residents.

2.1.3 Participation Overview

The survey received 322 total responses, of which 224 were from year-round residents. These respondents represent approximately seven percent (7%) of Casco's adult population—a strong participation rate for a municipal survey of this scope.

2.1.4 Focus on Year-Round Residents

The analysis paid particular attention to year-round residents, who are most likely to be active voters and taxpayers. Comparisons were also made between seasonal and long-term residents to explore how length of residency influenced priorities and willingness to invest in town infrastructure.

2.2 Community Forums and Meetings

2.2.1 Dates, Format, and Purpose

Two public forums were held to share survey findings and gather more feedback:

September 9, 2025 In-person community forum, at Casco Community Center,

was held to gather input from residents.

September 18, 2025 A virtual community forum, hosted via Zoom, was conducted

to ensure broader participation and accessibility.

Both sessions were designed to foster discussion about priorities and tradeoffs in the town's capital planning.

2.2.2 Attendance and Engagement Levels

Together, the forums drew a mix of year-round and seasonal residents, reflecting a cross-section of the community. Attendance levels were moderate but highly engaged, with residents asking detailed questions about roads, drainage, and recreation facilities.

2.2.3 Key Themes and Takeaways

Residents generally expressed agreement that Casco should focus on maintaining and improving its core infrastructure before pursuing any expansion of facilities. Key takeaways from the feedback included a strong appreciation for the transparency of the process, interest in receiving ongoing updates about the development of the Capital Improvement Plan (CIP), and a desire for greater public education on funding mechanisms and project costs.

2.2.4 Recording and Documentation

The in-person meeting was documented, and virtual session was recorded for transparency and future reference. Notes and summaries are provided in the Appendix.

3 Survey Analysis

3.1 Overview of Analysis Approach

The analysis of survey results, conducted by GPCOG staff, focused on identifying patterns across resident types, length of association with the town, and spending preferences. Responses were reviewed both quantitatively and qualitatively. What follows is a summary of the analysis. For more detail, please refer to the survey analysis attached at Appendix B.

3.2 Demographic Breakdown

A total of 322 individuals took part in the survey. Of these, 224 respondents (approximately 70%) identified as year-round residents of Casco. Notably, about half of all respondents reported having lived in the community for 20 years or longer, indicating strong representation from long-term residents. In the discussion of findings below, the focus is on these year-round residents who are most likely to be both property taxpayers and voters.

3.3 Key Findings and Trends

Survey results show that roads and bridges were identified as the top priority with 93% of those responding rating them as a high or highest priority. Stormwater and drainage improvements followed, receiving 68% of high or highest priority ratings. Parks, recreation facilities, and open space were identified as secondary priorities, while vehicles and equipment as well as town buildings and infrastructure upgrades were considered the lowest priorities among respondents.

3.4 Satisfaction Levels

Respondents reported the highest levels of satisfaction with the Fire Station (52%), Parks and Recreation facilities (51%), and Town Buildings (45%). Conversely, the lowest levels of satisfaction were associated with Roads and Bridges, with 48% of respondents expressing dissatisfaction, followed by Stormwater and Drainage, where 29% reported dissatisfaction.

3.5 Willingness to Pay

Most respondents showed a willingness to pay more for improvements to roads (52%) and stormwater infrastructure (43%), the same categories they cited as their highest priorities. However, most respondents were not willing to pay more for town buildings (64%) or vehicles and equipment (63%). Overall, there was limited support for a tax increase of 10% or more, and 23% of respondents expressed opposition to any tax increase, citing recent tax hikes as their primary concern.

3.6 Length of Residency and Priorities

Long-term residents—those who have lived in Casco for 20 years or more—expressed greater support for infrastructure-related investments, particularly in roads and drainage. In contrast, seasonal residents tended to prioritize parks and open space as their primary areas of interest.

3.7 Open-Ended Feedback

Key themes emerging from the written comments included concerns about road maintenance and stormwater management, a desire for cost efficiency and clearer communication about how projects are selected, and requests for greater transparency and public education related to the Capital Improvement Program (CIP) process.

4 Conclusions

The engagement effort successfully reached more than 300 residents, representing a level of participation significantly higher than is typical for a planning process of this nature. The survey gathered input from over 200 year-round residents, ensuring strong representation of those most directly affected by local spending decisions.

Year-round residents primarily emphasized the importance of infrastructure maintenance, while seasonal residents placed greater value on environmental and recreational amenities. Across all groups, participants expressed a strong interest in continued communication about how their feedback will influence future capital planning and spending decisions.

About the fire station and public works facility, two projects of particular interest to the town in commissioning the survey, the data show relatively little support for more spending, taxes, or debt for these projects. A more nuanced interpretation is that the town has more work to do to explain why the projects are needed.

Casco Capital Improvement Plan (CIP) Community Engagement Report

Respondents showed a willingness either to reorient spending and/or incur *some* more spending for things they consider high priorities. Roads and stormwater infrastructure are the most obvious as people meet them in their daily lives, while other kinds of facilities and uses may not be as "front of mind."

By engaging in this survey and the community forums, the town started a meaningful dialogue on its future capital needs and challenges. We encourage that continue.

5 Next Steps

5.1 Communication

The Town should continue providing updates through its website, newsletters, and public meetings to support community awareness and engagement. Communications should emphasize the active role residents play in shaping capital priorities, highlighting this as a collective achievement for Casco. It is also important to acknowledge existing fiscal challenges while clearly conveying how future investments will be prioritized strategically to maximize community benefit.

5.2 Education

To support transparency and understanding, the Town should share clear information on the evaluations already conducted for municipal facilities and infrastructure. Remaining information gaps and next steps in the planning process should be identified and communicated. Additionally, the Town should develop accessible visuals and concise summaries to help residents easily follow progress and stay informed about upcoming initiatives.

5.3 Ongoing Dialogue

The Town should sustain engagement efforts through open houses, community events, and Selectboard meetings. Opportunities for interactive education on municipal funding and budgeting should be explored to deepen public understanding of the Capital Improvement Program. Continued transparency and regular updates will be essential as projects move forward, ensuring residents stay informed and involved throughout implementation.

6 Appendices

Appendix A: Survey instrument and data tables

Appendix B: Casco Capital Improvement Plan Survey Analysis report

Appendix C: Forum summaries and attendance

Appendix D: Acknowledgments

Appendix A: Survey questions and data

A. Demographics and Background

- 1. What best describes your relationship to the Town of Casco? (select only one)
 - Year-round resident
 - Seasonal resident
 - o Business owner
 - o Property owner
 - Visitor
 - Other (please specify):
- 2. How long have you lived, worked, visited, or owned property in Casco?
 - o 0–5 years
 - 6–10 years
 - 10 20 years
 - More than 20 years

B. Community Priorities

- 3. Please rank the following areas of capital investment in order of importance to you (highest priority, high priority, neutral, low priority, lowest priority, no opinion):
 - Road and bridge improvements
 - Fire station improvements.
 - Public works facility improvements
 - Parks and recreational facilities
 - Town buildings and infrastructure
 - Stormwater and drainage improvements
 - Vehicles and equipment replacement
 - Open Space
 - Library (Tony to ask Town Manager if this should be added)
 - o Other
- 4. Are there other areas you believe should be prioritized for capital investment?
 - [Open text box]

C. Public Facilities and Services

- 5. How satisfied are you with the current state of the following in Casco? (Rate on a scale: Very Satisfied, Satisfied, Neutral, Dissatisfied, Very Dissatisfied)
 - Road and bridge improvements
 - o Fire station improvements.
 - Public works facility improvements
 - Parks and recreational facilities
 - Town buildings and infrastructure
 - Stormwater and drainage improvements
 - Vehicles and equipment replacement
 - Open Space
 - Library (Tony to ask Town Manager if this should be added)
 - o Other

D. Current and Historical Community Spending

Casco Capital Improvement Plan (CIP) Community Engagement Report

6. For each of the following areas of capital investment, please indicate your opinion of <u>current and historical levels of spending</u> (Far too little (or far less than needed), too little, about right, too much, far too much, no opinion)

E. Future Community Spending

7. For each of the following areas of capital investment, please indicate your opinion of what <u>future levels of spending should be</u> (Far too little (or far less than needed), too little, about right, too much, far too much, no opinion)

F. Community Investment Levels

8. For each of the following areas of capital investment, please indicate your willingness to pay more in property taxes for those (Much more (10% or more), some more (5% to less than 10% more), a little more (up to 5% more), none)

G. Public Facilities and Services

- 9. How satisfied are you with the current state of the following in Casco? (Rate on a scale: Very Satisfied, Satisfied, Neutral, Dissatisfied, Very Dissatisfied)
 - Road and bridge improvements
 - Fire station improvements.
 - Public works facility improvements
 - Parks and recreational facilities
 - Town buildings and infrastructure
 - Stormwater and drainage improvements
 - Vehicles and equipment replacement
 - Open Space
 - Other

H. Funding and Financial Considerations

- 10. How would you describe your willingness to support the town incurring debt by issuing bonds or using other financing options to fund high-priority capital improvements? (Rate on a scale: Strongly supportive, somewhat supportive, neutral, somewhat opposed, strongly opposed)
- 11. If funding is limited, which of the following strategies would you prefer the town to prioritize? (select one)
 - Focus on improving and maintaining existing facilities and infrastructure.
 - o Invest in new facilities and infrastructure to meet future needs.
 - A mix of both approaches.

I. Open Feedback

- 12. What other specific improvements or projects would you like to see included in Casco's capital improvement plan?
 - [Open text box]
- 13. Do you have any additional comments or suggestions regarding the town's priorities?
 - [Open text box]

NOTE: Survey data provided in a separate Excel workbook file.

Appendix B: Survey analysis report

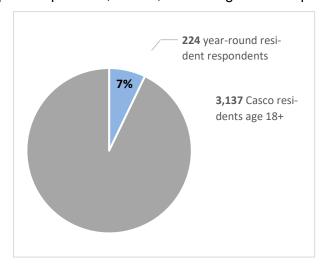
Casco Capital Improvement Plan Survey Analysis

Summary

The Town of Casco is creating a Capital Improvement Plan to guide their capital investments. A survey was published to better understand the public's priorities, values, and willingness to sup-

port future investments. The survey was conducted in June and July of 2025, and gathered 322 responses, 224 of which were from year-round residents. Those 224 year-round residents account for 7% of Casco residents over the age of 18.

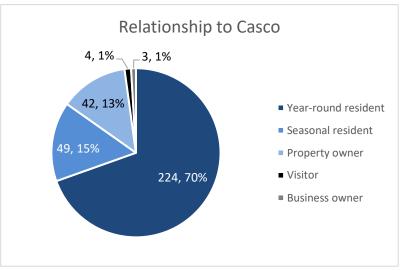
This document reviews the results of the survey, starting with a general analysis of all nonshort answer questions. Next is a comparison of relative importance, satisfaction, opinions on current/historical funding, opinions on future funding, and willingness to increase property taxes of each area of potential capital investment. Finally, there is a brief summary of answers to short answer questions.



General Survey Analysis (year-round residents)

This survey analysis concerns the responses of year-round Casco residents unless otherwise marked. This group accounts for 70% of survey respondents.

There were some differences between the responses of year-round and non-year-round residents. In general, year-round residents were slightly more supportive of the town incurring debt to fund capital improvements than non-year-round residents.

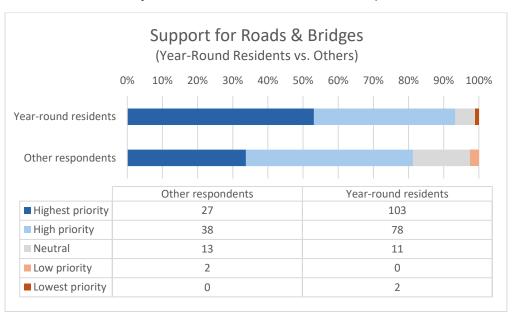


While roads & bridges were the

highest priority across all questions for both year-round residents and non-year-round residents, year-round residents were even more supportive of roads and bridges than non-year round

residents (93% of year-round residents expressing an opinion rated roads & bridges as "high priority" or "highest priority" vs. 81% of non-year-round residents, 64% of year-round residents willing to increase taxes for roads/bridges vs. 53% of non-year-round residents). Though a majority of both groups also valued stormwater/drainage, it was a higher priority for year-round residents than non-year-round residents (68% of year-round residents rated stormwater/drainage as "high priority" or "highest priority" vs. 53% of non-year-round residents, 52% of year-round residents willing to increase taxes to improve stormwater/drainage vs. 38% of non-year round residents).

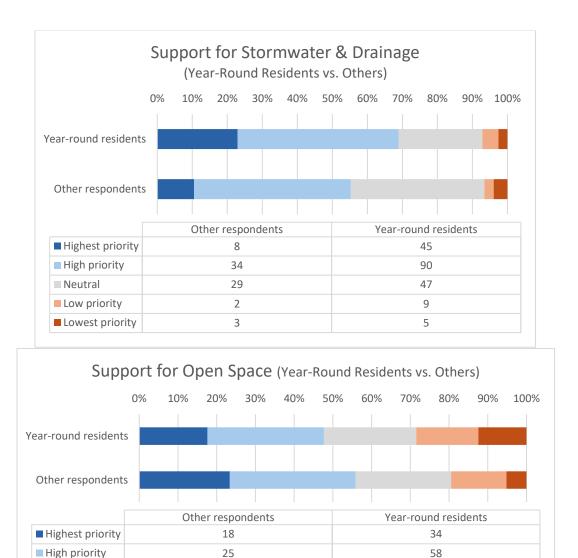
Stormwater/drainage had the second most amount of support among year-round residents, while non-year-round residents were more supportive of open space and parks/recreational facilities than stormwater/drainage improvements. While more supportive of open space and parks/recreational facilities than year-round residents, non-year-round residents were not more willing to increase their taxes to support these areas. Among all other categories of investments, year-round residents and non-year-round residents had similar responses.



■ Neutral

Low priority

■ Lowest priority



Overall, roads/bridges and stormwater/drainage were by far the areas that the most year-round resident respondents valued, were unsatisfied with the current state of, and would consider raising taxes to support. Recreational facilities and open space followed and then the fire station and the public works facility. Vehicles/equipment and town buildings/infrastructure had the least amount of support.

46

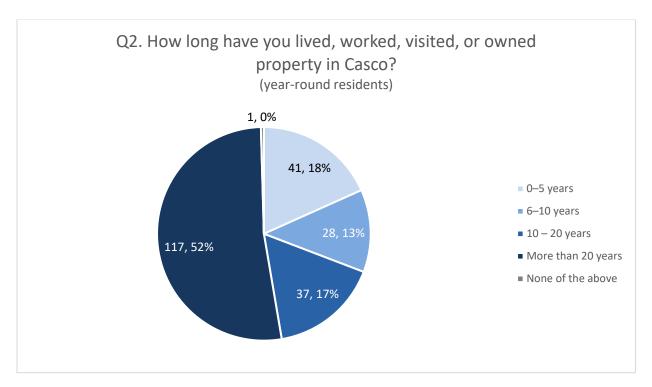
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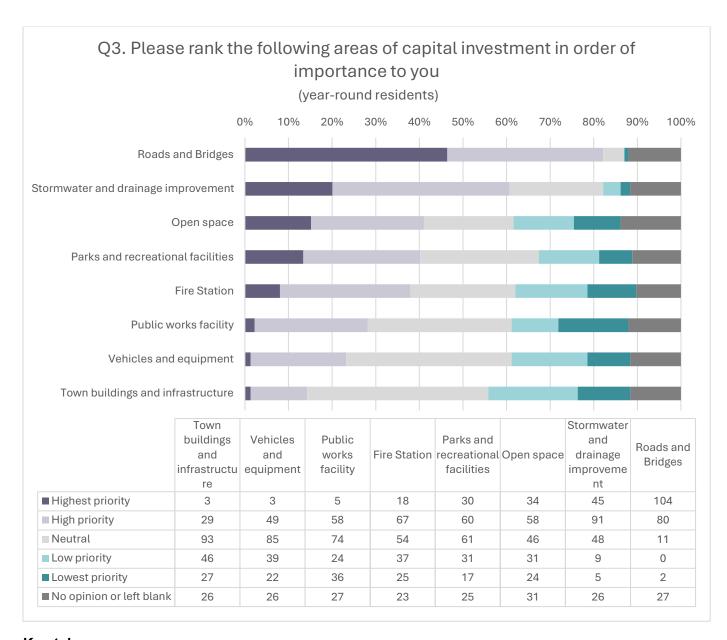
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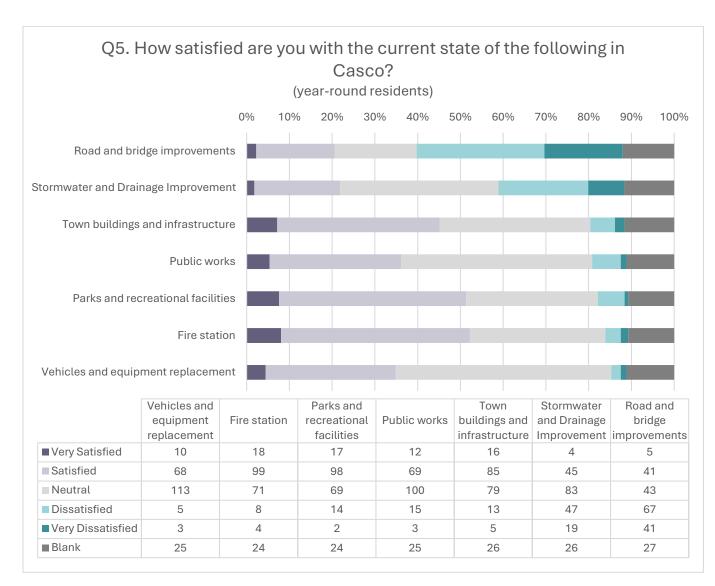
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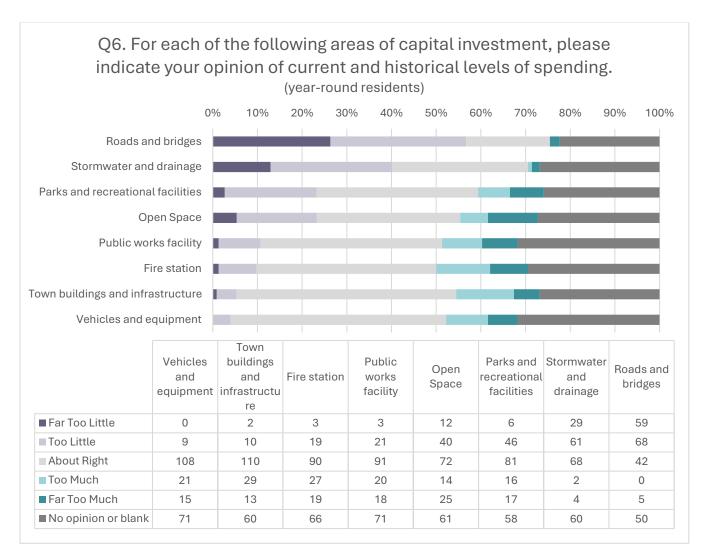
Key takeaway: The majority (52%) of year-round resident respondents have lived in Casco for over 20 years. Residents who have lived in Casco for more than 10 years account for more than two-thirds (69%) of year-round respondents.



- o 82% of year-round residents rate roads/bridges as a priority.
- 33% of year-round residents say that town buildings/infrastructure are a low priority.
- **Fire station**: 38% of year-round residents say that the fire station is a priority, 24% are neutral, and 28% say that it is a low priority.
- Public works facility: 28% of year-round residents say that the public works facility is a priority, 33% are neutral, and 27% say it is a low priority. Although a similar number of year-round residents rated the public works facility as high/highest priority and low/lowest priority, the cohort that rated it as a low priority was more skewed towards "lowest priority".

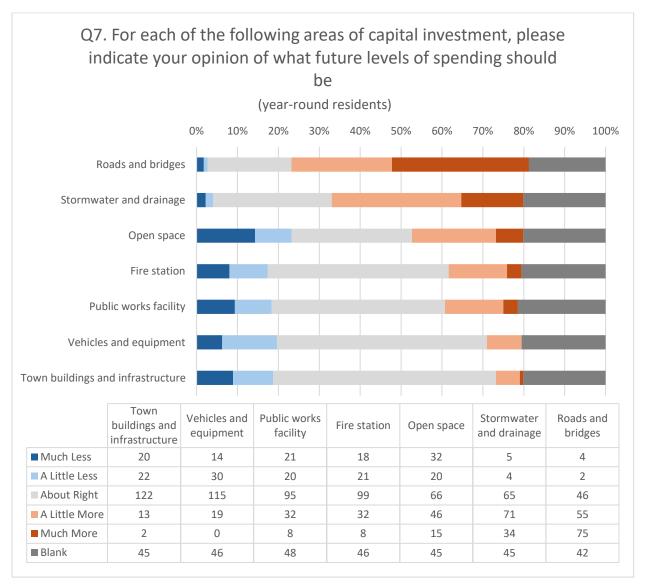


- Year-round residents are most dissatisfied with the current state of roads/bridges (48% dissatisfied) and stormwater/drainage (29% dissatisfied)
- Year-round residents are most satisfied with the current state of the fire station (52% satisfied), parks/recreational facilities (51% satisfied), and town buildings/in-frastructure (45% satisfied)
- **Fire station**: 52% of year-round residents are satisfied with the current fire station, 31% are neutral, and only 5% are dissatisfied.
- Public works: 36% of year-round residents are satisfied with the current state on the public works facility in Casco, 45% are neutral, and 8% are dissatisfied.



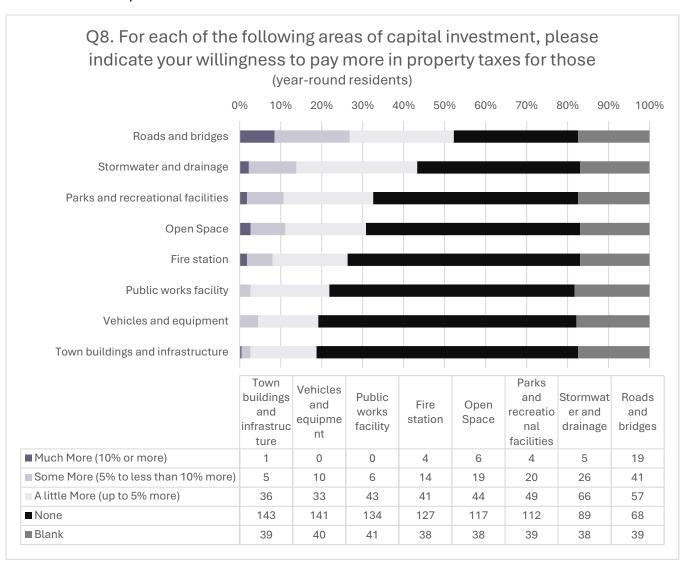
- Most year-round residents believe that too little has been spent on roads/bridges
 (57%) and stormwater/drainage (40%) of all categories of capital investment.
- Respondents felt spending was about right for other categories but tending toward too
 much except for open space and parks and recreation facilities where numbers were
 most split between the "too much, about right, or too little" camps.
- The greatest number of year-round residents were satisfied with current/historic spending on town buildings & infrastructure (49% think funding has been "about right") and vehicles & equipment (48% think funding has been "about right")
- Fire station: 9% of year-round residents believe that too little has been spent on the fire station, 40% are neutral, 21% believe that too much has been spent.
- Public works: 11% of year-round residents believe that too little has been on the public works facility, 41% are neutral, 17% believe that too much has been spent.

 This question had the fewest number of respondents of all questions on the survey, perhaps indicating a lack of understanding/knowledge about present/historic funding, a point reinforced by several short answer responses.



- Most year-round residents believe more should be spent on roads/bridges (58%) and stormwater/drainage (47%) in the future.
- Year-round residents felt spending on most other areas should remain about the same, tending toward less (17-23%).
- Open space was split on future funding, with 29% feeling that funding should remain about the same, increase (27%), decrease (23%), or expressed no opinion (20%).

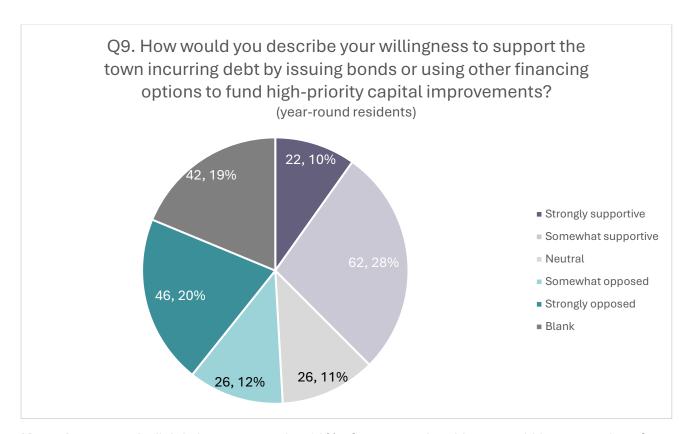
- The greatest number of year-round residents think the same should continue to be spent on town buildings & infrastructure (54%) and vehicles & equipment (51%)
- Fire station: 17% of year-round residents believe that less should be spent on the fire station, 44% believe spending should stay the same, 18% believe more should be spent.
- Public works: 18% of year-round residents believe that less should be spent on the public works facility 42% believe spending should stay the same, 18% believe more should be spent.



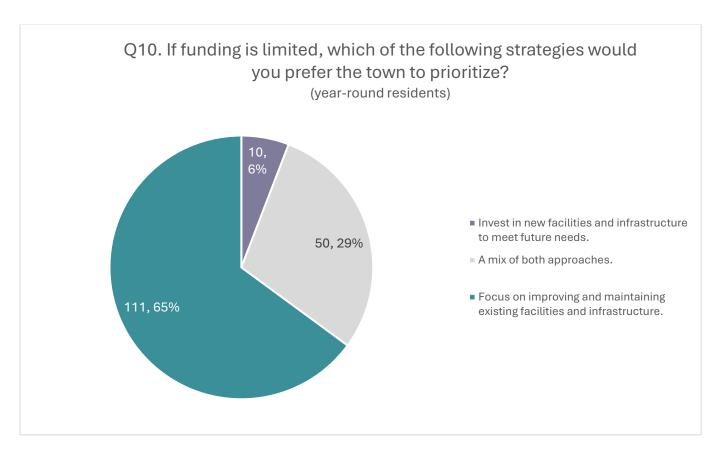
What are the priorities of year-round residents that would pay more in taxes in only 1-2 capital investment areas?

Capital Investment Area	Per- cent
Roads and bridges	65%
Stormwater & drainage	49%
Fire station	24%
Open Space	24%
Fire station	5%
Public works facility	5%
Town buildings & infrastruc-	
ture	0%
Vehicles & equipment	0%

- A slight majority of year-round residents expressed some willingness to increase their taxes to fund road/bridge improvements (52%) and stormwater/drainage improvements (43%). Both areas were the most prioritized by residents willing to increase taxes for only one or two areas of capital improvement (65% and 49% respectively).
- Most year-round residents would not be willing to increase their taxes to fund improvements to town buildings/infrastructure (64% unwilling) or vehicles/equipment (63% unwilling).
- Few year-round residents were willing to increase their taxes by 10% or more in any area (14%), with 75% of those only willing to increase by much more in one area.
- Fire Station: 26% of year-round residents were willing to increase taxes to fund improvements to the fire station; 52% were not.
- Public works: 22% of year-round residents were willing to increase taxes to fund a public works facility; 60% were not. None were willing to increase their taxes by 10% or more to fund a public works facility.



Key takeaways: A slightly larger proportion 38% of year-round residents would be supportive of the town incurring debt by issuing bonds, compared to 32% who would be opposed.

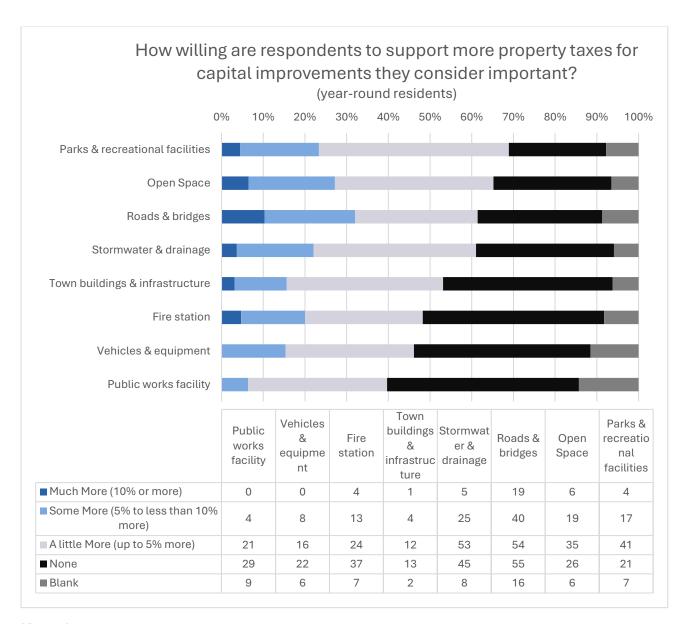


Key takeaways: A large majority of year-round residents (65%) prefer to focus on maintaining and improving existing facilities and infrastructure as opposed to investing in new facilities and infrastructure (6%).

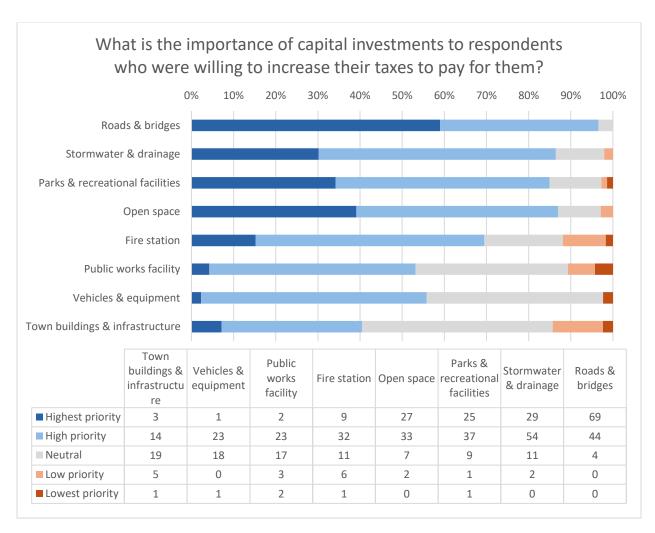
Alignment

This section compares importance, satisfaction, opinions on current/historical funding, opinions on future funding, and willingness to increase property taxes for each area of potential capital investment. How willing were respondents to support more property taxes for capital improvements they consider important? What is the importance of capital investments to respondents who were willing to increase their taxes to pay for them? Generally, importance, satisfaction, opinions on current/historical funding, opinions on future funding, and willingness to increase property taxes were well aligned: if an area ranked high in importance, it ranked low in satisfaction and current/historical funding, and high in future funding and willingness to increase property taxes. A potential capital investment's perceived importance and respondent's willingness to increase property taxes were particularly well aligned.

As support for the town incurring debt to fund capital improvements was not broken down by areas of capital investment, this section also examines the support for incurring debt by the respondents that rated each potential capital investment as important or very important. Significantly more than half of respondents that valued parks/recreational facilities, the fire station, vehicles/equipment, and town buildings/facilities supported the town incurring debt to fund capital improvements, while less than half of those that valued roads and stormwater supported the town incurring debt.

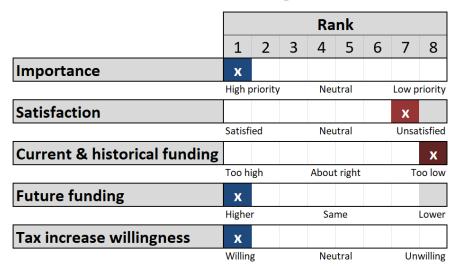


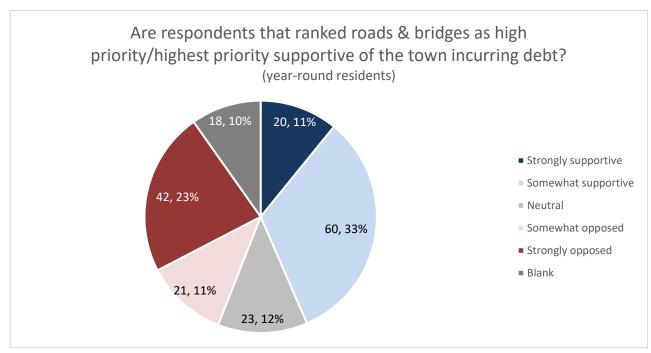
- Detween 40% and 69% of respondents were willing to pay more in property taxes to support the areas that were important to them, with only 40% (25 people) of those supporting the public works facility willing to pay more to fund improvements and 69% (60 people) of those supporting parks and recreational facilities willing to pay more to fund improvements.
- Between 23% and 46% of respondents were not willing to pay more in property taxes to support the areas that were important to them, with 23% (21 people) of respondents supporting parks & recreational facilities unwilling to increase their taxes to pay for improvements, and 46% (29 people) of respondents supporting the public works facility unwilling to pay more in taxes to fund improvements.



- Most year-round residents that said they were willing to increase taxes to fund improvements ranked them as high or neutral priority. Few year-round residents were willing to increase taxes to pay for an area they marked as low priority.
- 97% (113 people) of year-round residents who were willing to pay more in property taxes to fund roads & bridges marked roads & bridges as a high priority
- 40% (17 people) of year-round residents who were willing to pay more in property taxes to fund town buildings & infrastructure marked town buildings & infrastructure as a high priority, 14% (6 people) of year-round residents who were willing to pay more in taxes to fund town buildings & infrastructure marked them as low or lowest priority

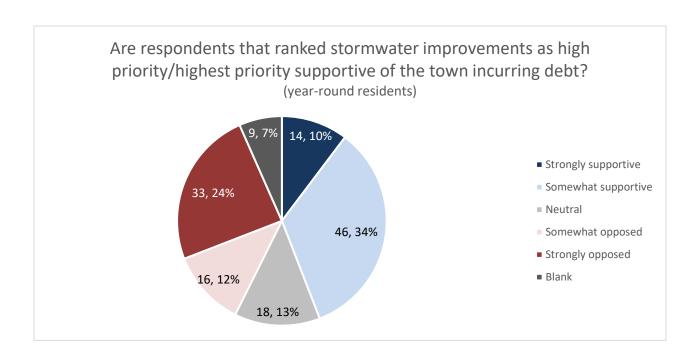
Roads & Bridges





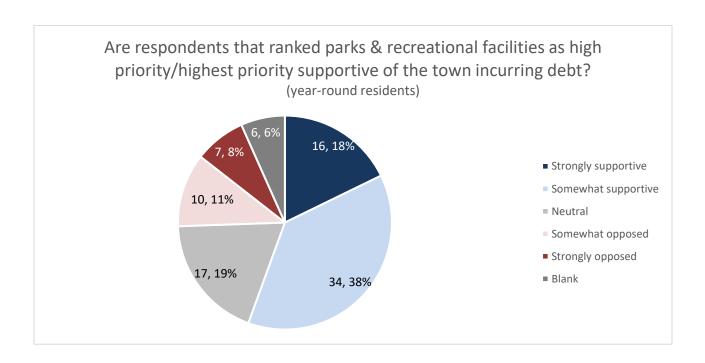
Stormwater & Drainage Improvement

	Rank							
	1	2	3	4	5	6	7	8
Importance		Х						
	High p	riority	1	Neutral			Low priority	
Satisfaction						X		
	Satisfi	ied		Neutral			Unsatisfied	
Current & historical funding							Х	
	Too hi	igh		About right			Too low	
Future funding		Х						
	Higher			Sa	me			Lower
Tax increase willingness		Х						
	Willing	g		Neutral			Unwillin	



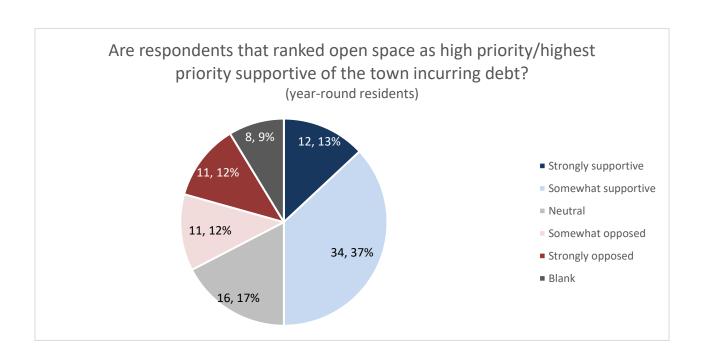
Parks & Recreational Facilities

					_				
				Ra	nk				
	1	2	3	4	5	6	7	8	
Importance			Х						
	High p	riority		Neu	ıtral		Low p	riority	
Satisfaction		Х							
	Satisfied		Neutral		Unsat		tisfied		
Current & historical funding						х			
	Too h	gh		About right			Too lov		
Future funding									
	Highe	r		Sa	me			Lower	
Tax increase willingness			х						
	Willin	g		Neutral			Unwilling		

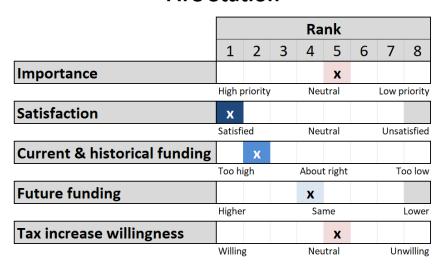


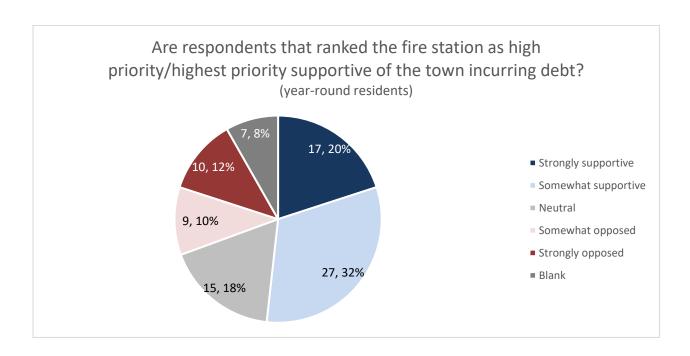
Open Space

				Ra	nk				
	1	2	3	4	5	6	7	8	
Importance				Х					
	High p	oriority	,	Neutral			Low priority		
Satisfaction									
	Satisfied			Neutral			Unsatisfie		
Current & historical funding					X				
	Too h	igh		Abou	t right		Too low		
Future funding			X						
	Higher			Sa	me			Lower	
Tax increase willingness				X					
	Willing			Neutral			Unwilling		



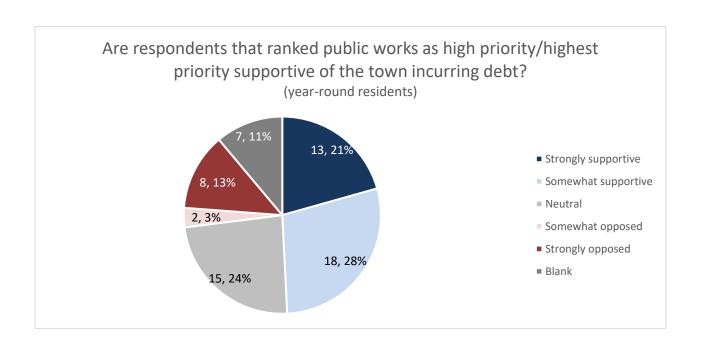
Fire Station





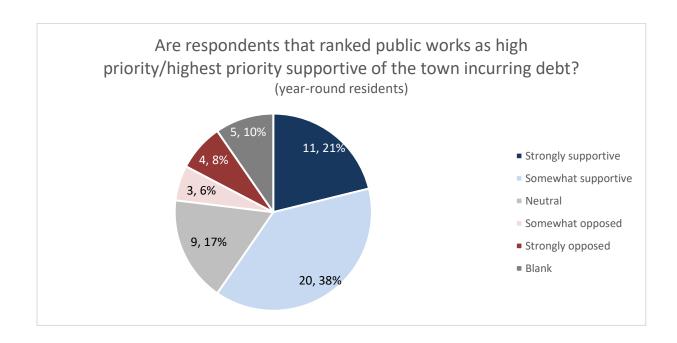
Public Works Facility

				Ra	nk				
	1	2	3	4	5	6	7	8	
Importance							Х		
	High p	riority	,	Neutral			Low priority		
Satisfaction					Х				
	Satisfi	ed		Neutral		Unsatisf		tisfied	
Current & historical funding				X					
	Too h	gh		About right			To	oo low	
Future funding					X				
	Higher			Same		Lo		Lower	
Tax increase willingness						х			
	Willing			Neutral			Unwilling		



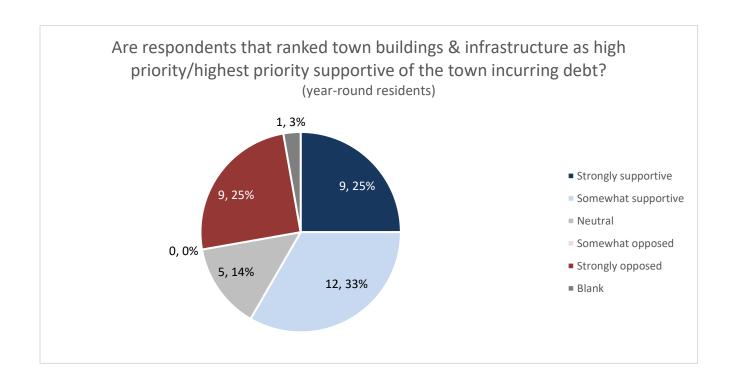
Vehicles & Equipment

	Rank								
	Kank								
	1	2	3	4	5	6	7	8	
Importance						X			
	High p	riority	1	Neutral			Low priority		
Satisfaction				X					
	Satisfi	ed		Neutral			Unsatisfied		
Current & historical funding	Х								
	Too hi	igh		Abou	t right		Too lov		
Future funding						X			
	Highe	r		Sa	me		Lowe		
Tax increase willingness							Х		
	Willing	g	•	Neutral			Unwilling		



Town buildings & infrastructure

	Rank								
	1	2	3	4	5	6	7	8	
Importance	_	_		•			,	х	
	High p	oriority	,	Neutral			Low priority		
Satisfaction			Х						
	Satisf	ied	Neutral		Unsati		tisfied		
Current & historical funding			Х						
	Too h	igh		About right		Too lo		oo low	
Future funding							Х		
	Highe	r		Sa	me	Low		Lower	
Tax increase willingness								Х	
	Willin	g		Neutral			Unwilling		



Short Answer Responses

Roads:

A small number of respondents that prioritized roads mentioned state roads in their comments. Some of these also referred to town roads in their comments or acknowledged that the town would have to work with the state. Private roads were also mentioned several times by both residents advocating for and against town maintenance of private roads. Several local roads were mentioned by name:

- **Quaker Ridge Road** was mentioned by 3 respondents who wanted road repairs and lower speeds.
- **Pine Hill Rd** was mentioned by 3 respondents who were concerned with road repair and drainage.
- Heath Rd was mentioned by 2 respondents, one of whom expressed a need for repair and paving, and another who expressed concern over the intersection of Heath Rd and Mayberry Hill Rd
- **Mayberry Hill Rd** was mentioned by 2 respondents, one is mentioned above, and the other expressed a need for better plowing of the road in winter.
- Leach Hill Rd was mentioned by 2 respondents, one of whom expressed a need for better drainage at the bottom of Leach Hill Rd, and one of whom expressed a desire for sidewalks on the road.
- Shawnee View Lane was mentioned by 1 respondent who expressed a need for repair and paving.

A total of 11 year-round resident respondents (5%) highlighted a need for investment in active transportation infrastructure like sidewalks, bike lanes, protected shoulders and walking/biking/ATV trails.

Fire Station:

Short answer responses showed some confusion around why a new fire station was needed, such as "why do we need a new fire station?" and "fire station appears adequate". In addition to questions around the necessity of the fire station, several respondents had questions about the South Casco fire station and how it would factor into potential investments.

Public Works:

There were several comments indicating a lack of education around the need for investment in a public works facility, such as "need to see proof that a full public works department makes sense" and "haven't heard any justification for improving or adding a public works facility".

Opposition to tax increases and capital investments:

Around 23% of year-round resident respondents said that they would not be willing to increase taxes to fund any capital investment, several citing recent increases in taxes. A couple of respondents were particularly concerned about the effects of potential tax increases on Casco seniors. Around 8% of year-round resident respondents expressed a desire for things to stay the same in Casco or a preference for maintaining existing infrastructure instead of investing in new infrastructure, half of them referencing the importance of maintaining Casco's rural

character and small-town feel. One respondent said, "Casco is a beautiful country town with nice open spaces and limited retail development. I'd like to see it stay that way." However, it is important to note that around 60% of year-round residents reported that they would be willing to increase taxes by some amount for at least one of the listed capital investments, and 55% of year-round residents were willing to increase taxes by some amount to support multiple areas of capital investment.

Alignment

This section compares the views of year-round Casco residents based on how long they have lived in town: 0–5 years, 6–10 years, 10–20 years, and more than 20 years. The analysis looks at differences in how these groups rated the importance of, satisfaction with, past and future funding for, and willingness to increase property taxes to support various capital investments.

Overall, opinions across groups were largely similar. All residents, regardless of length of residence, identified roads & bridges and stormwater & drainage improvements as top priorities for investment. However, some differences emerged. Long-term residents (20+ years) were the least supportive of future investment in the fire department. Meanwhile, newer residents (0–5 years) were the most open to raising property taxes to fund at least one type of capital investment (68%). This was followed by residents of 20+ years (65%) and those with 10–20 years in Casco (51%). Residents of 6–10 years were the least supportive of tax increases for capital projects (43% supported raising property taxes to fund at least one type of capital investment).

Q3. Importance of Areas of Capital Investment by Length of Residence

	0-5 years	5-10 years	10-20 years	20+ years	Overall
Roads & bridges	1	1	1	1	1
Stormwater & drainage improvements	4	2	2	2	2
Parks & recreational facilities	2	3	4	3	3
Open space	3	4	5	4	4
Fire station	5	5	3	5	5
Vehicles and equipment	7	6	6	8	6
Public works facility	6	7	7	7	7
Town buildings and infrastructure	8	8	8	6	8

High priority Neutral Low priority

Q5. Satisfaction with Areas of Capital Investment by Length of Residence

	0-5 years	5-10 years	10-20 years	20+ years	Overall
Fire station improvements	2	3	3	1	1
Parks and recreational facilities	3	1	1	2	2
Town buildings and infrastructure	1	2	2	4	3
Vehicles and equipment replacement	4	4	4	3	4
Public works facility improvements	5	5	5	5	5
Stormwater and drainage improvements	6	6	6	6	6
Road and bridge improvements	7	7	7	7	7



Q6. Opinion of Current & Historical Funding by Length of Residence

	0-5 years	5-10 years	10-20 years	20+ years	Overall
Vehicles and equipment	1	4	2	2	1
Fire Station	3	2	3	1	2
Town buildings and infrastructure	2	1	1	4	3
Public works facility	4	3	4	3	4
Open Space	6	6	5	5	5
Parks and recreational facilities	5	5	6	6	6
Stormwater and drainage	7	7	7	7	7
Roads and bridges	8	8	8	8	8

Too high About right Too low

Q7. Opinion on Future Investment by Length of Residence

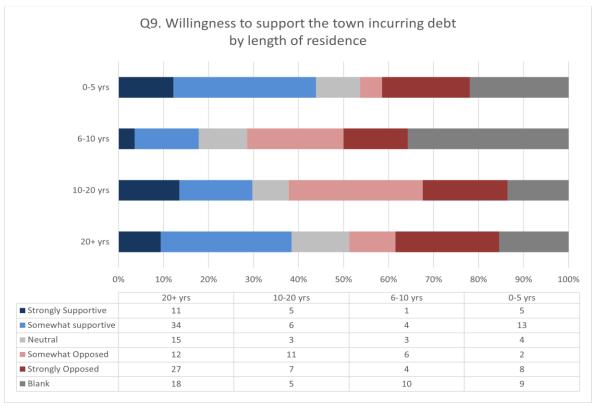
	0-5 years	5-10 years	10-20 years	20+ years	Overall
Roads and bridges	1	1	1	1	1
Stormwater and drainage	2	2	2	2	2
Open Space	4	5	4	4	3
Fire Station	3	3	3	6	4
Public works facility	5	4	6	3	5
Vehicles and equipment	6	6	5	7	6
Town buildings and infrastructure	7	7	7	5	7

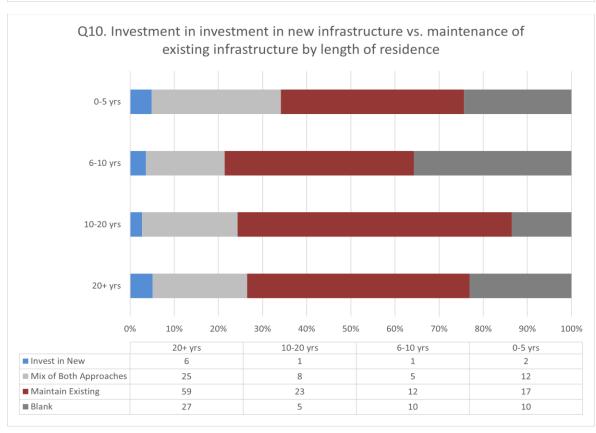
Higher Same Lower

Q8. Willingness to Increase Taxes by Length of Residence

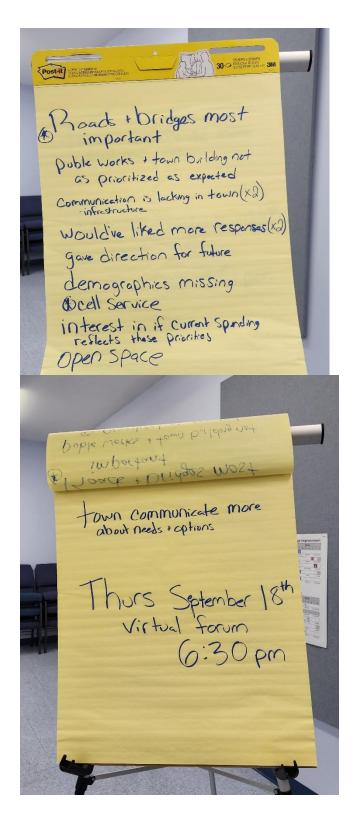
	0-5 years	5-10 years	10-20 years	20+ years	Overall
Roads & bridges	1	1	1	1	1
Stormwater & drainage improvements	2	3	2	2	2
Parks & recreational facilities	3	2	3	4	3
Open space	4	5	4	3	4
Fire station	5	4	5	5	5
Vehicles and equipment	6	8	7	7	6
Public works facility	7	6	6	8	7
Town buildings and infrastructure	8	7	8	6	8

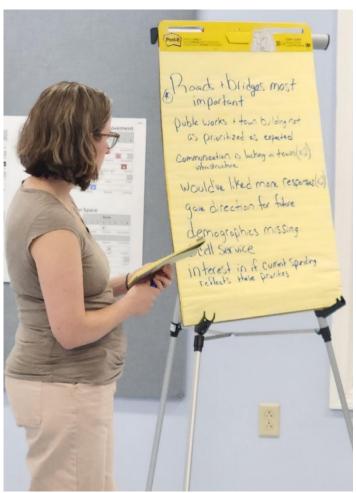
Willing Neutral Unwilling





Appendix C: Forum summaries and attendance























Appendix D: Acknowledgments

GPCOG would like to acknowledge the following for their contributions to this project:

- The Casco Selectboard for initiating the work,
- The Casco Capital Improvement Plan Ad Hoc Committee Joe Armenti, Jr, Todd Crawford, Joe DeMartin, Rachel Millette, and David Plante for providing valuable guidance and input throughout the process, their commitment to listening to the community and shaping a forward-looking investment strategy,
- Casco Town Manager Tony Ward for providing information and guidance, giving the project team feedback, and scheduling times and dates for meetings and forums,
- Lucy Sinclair, Mapping and Data Analyst, for her work reviewing and tabulating the survey data, analyzing the results and providing the data visualizations to help understand what respondents were saying,
- Becca Hoskins, Communications Specialist for developing graphics and messaging for the survey postcard and online posts, and
- Everyone who took the time to respond to the survey, especially Casco residents, for sharing their input and perspectives.

Prepared by:

Tony Plante, Director of Municipal Collaboration & COO Shukria Wiar, Senior Planner and Community Engagement Manager



Casco Water Quality Committee (CWQC) Background

- The Casco (Ad-Hoc) Water Quality Committee was established on 18 March 2025 by the Casco Select Board to create an overall Water Quality Plan with the following Focus areas:
 - Prevention:
 - Land use Ordinances
 - Watershed Stewardship
 - Water Quality Testing, Tracking and Data Management
 - Inspections:
 - Courtesy Boat Inspections (CBI)
 - Documenting Shoreline Conditions
 - Education and Outreach
 - Funding
- The Select Board accepted to appointment the following members:
 - Jim Arsham, Diane Cormier, Maggie Daigle, Pam Edwards, Tom McCarthy, Sarah Monarch, Levi Thornton, & Eileen Tidd
- The CWQC held it's first meeting 2 April 2025

Status

- The Committee has used the following process to develop the water quality plan.
 - Established 7 sub groups each assigned a focus area
 - Each focus area developed a set of goals for their focus area that were reviewed by the entire committee
 - After the Focus area goals were established each group wrote a draft plan for their focus area. These drafts were then reviewed by the entire committee
 - The drafts of all focus areas were then put into a single format.
 - Tomorrow the committee will conduct its first review of the draft plan.

Next Steps

- The CWQC will review the draft and make final corrections
- The Draft plan will be provided to the following for review and comment:
 - Select Board
 - CPIC
 - Planning Board
 - Town Manager / Staff
- The CWQC will be requesting all comments within 30 days of receipt.
- The CWQC will update the plan with the provided inputs and provide to the Select board for approval
- At approval of the plan the CWQC will ask the Select board to establish a permeant Water Quality Commission with the current committee members as the members of the first water Quality Commission
- The time line for submission of the Casco Water Quality Plan to the Select Board is March 2026.

Questions / Comments

Casco Water Quality Plan

CPIC recommendation to the Selectboard to establish an ad hoc committee to draft a Water Quality Plan

As its first major undertaking, the Comprehensive Plan Implementation Committee (CPIC) decided to formulate recommendations regarding lake water quality, and to present those recommendations to the Selectboard. As you know, protecting our water resources was one of the top three priorities identified during the recent town's comprehensive planning process.

Our primary source of information came from people directly involved in local lake protection activities. The CPIC hosted a panel discussion in September with representatives from Thompson Lake Environmental Association, Pleasant Lake/Parker Pond Association, Crescent Lake Watershed Association, Thomas Pond Improvement Association, Raymond Waterways Protective Association, Portland Water District, and Lakes Environmental Association. Panel members provided the CPIC with excellent information regarding steps that the Town can take to help protect its water resources. Other regional and state organizations were invited but were unable to attend.

The CPIC's first recommendation to the Selectboard in this regard is to form an ad hoc committee to create an overall water quality plan for Casco. The following list includes the primary focus areas that should be included in the plan.

Areas of Focus

Prevention

<u>Land Use Ordinances</u>: This should be one of our first lines of defense. Both the Planning Board and the Code Enforcement Officer should be well-versed in the protections provided by our current land use ordinances, and enforce them as necessary.

<u>Watershed Stewardship:</u> Assist lake associations and individuals in conducting watershed surveys and implementing lake protection projects to document and control erosion and polluted runoff.

Water Quality Testing, Tracking & Data Management

Phosphorus, dissolved oxygen, clarity, and pH should be measured and recorded at least once per season and in at least one location per waterbody. These measurements are typically taken by a member of the related lake association. The data that is generated from these activities need to be documented and kept in a format that can be easily accessed by the public via the internet.

Inspection

<u>Courtesy boat inspectors</u> (CBI) look for invasive aquatic plants and educate boat owners about cleaning their boats and identifying potentially invasive species. Other organizations provide CBI training.

<u>Documenting Shoreline Conditions:</u> A record of what shorelines look like can be captured via photographs and video recordings from the water or via aerial inspection. These can serve as documentation of a location's former condition if enforcement action is needed. Aerial photography provided crucial evidence in a recent enforcement case on Sebago Lake.

Education and Outreach

Develop outreach and education programs to promote public awareness of invasive aquatic species, water quality and watershed issues.

Funding

Research grants available from federal, state, regional and local sources, and make recommendations to the Selectboard regarding town funding of water quality efforts.



November 10, 2025 250067

Tony Ward, *Town Manager*Town of Casco Selectboard
635 Meadow Rd., Casco ME 04015

RE: Pre-Application Submission – Zoning Map & Text Amendment P&K Sand & Gravel – Heath Quarry: 90 Indian Acres Road, Casco

Dear Mr. Ward & Members of the Selectboard,

On behalf of Cory Mitchell, President of P&K Sand & Gravel, Sebago Technics, Inc. is pleased to submit this letter and attached mapping exhibit for a Pre-Application consultation review with the Town of Casco's Selectboard. The intent for this submission is to provide the Town Selectboard an introduction to our proposed Zoning Map & Text Amendment application which will be submitted to the Town Planning Board for consideration.

This process will include the rezoning of properties to a Commercial Zoning District, along with a text amendment to Chapter 215 Zoning Ordinance to establish performance standards for mineral extraction and processing based activities. Please see the information contained herein which provides historical context, an explanation behind the zoning map amendment and zoning text amendment, benefits to the Town of Casco, potential concerns that the Board might encounter.

Historical Context:

P&K Sand & Gravel has been a successful local business, with Heath Quarry being a productive part of Casco's landscape since 1997. The quarry included in our project has operated since under successive contract zoning agreements for nearly three (3) decades. Throughout this time, P&K has cooperated with neighboring properties, and operated without significant controversy. Each renewal period has demonstrated P&K's commitment to staying responsible for quarry operations and maintaining neighborly behavior.

Because P&K is subject to a renewal period of the contract zone every decade, this presents the business with the issue of uncertainty in future operations, as it remains reliant on the prevailing political climate. This means that regardless of track record, a single election cycle could change and present potential challenges in renewal. Therefore, this proposed project aims to permanently rezone the property to the Commercial District to provide clarity, consistency, and certainty to P&K Sand & Gravel's future, as well as outlining a clear future with the Town of Casco. While the contract zoning mechanism has functioned adequately to date, there are several considerations that impact both the quarry's operations and the Town of Casco. Listed below are points for the Board to discuss:

1. Uncertainty in Long-Term Investments:

The 10-year renewal cycle is largely preventative from allowing P&K to make significant, long-term capital investments on the property. Back during the quarry's initial approval, it was estimated that, based on the subsurface conditions of the property and overall scale of the quarry, that it should be operational for a lifespan of approximately one hundred (100) years.



Modern-day equipment for processing facilities and environmental controls often have expected lifespans of twenty (20) to thirty (30) years, or more. No prudent business owner can justify such an investment when their operating authority may expire in only a decade. Given that the renewal can depend upon the political composition of future Town boards, it remains difficult to predict if their quarry operation will be renewed. This uncertainty effectively limits the current quarry operations from strategic growth and potential job creation.

2. Operational Limitations:

Under the current contract zoning agreement, the quarry is limited to mineral extraction and processing facilities. Undergoing a rezoning to the Commercial District would permit processing uses by Site Plan Review, and allow P&K to pursue logical business expansion operations. Onsite processing activities would significantly improve operational efficiencies, whereas, if the contract zone was not renewed, vehicular truck traffic would significantly increase as material would need to be hauled to off-site processing facilities. This is another potential consequence under the current contract zoning restrictions.

3. Inconsistency in Zoning:

The way that the current contract zone is set up means that, if the contract zone were not renewed, the zoning would revert back to the underlying Residential District. This situation creates a significant disconnect between the property's actual use from its underlying zoning designation. This inconsistency could complicate future planning decisions and introduce legal vulnerabilities. Proper zoning should reflect the land's actual use, rather than perpetuating a mismatch that requires future corrections.

Proposed Zoning Map Amendment:

This permanent rezoning would place P&K's properties as shown on the attached mapping exhibit, as well as the two (2) adjacent Casco Timber Company properties, to Casco's Commercial District. We are currently in discussions with Casco Timber Company on receiving their consent to be included in this process, and are working to outline the benefits this offers to those properties. This establishes a zoning designation that accurately reflects the site's existing and established use, and is appropriate for its character. The properties subject to this rezoning are located along Route 11, offering an excellent destination for potential future growth. This also places the quarry on equal footing to other commercial operations in town, subject to the same regulations and oversight.

Proposed Zoning Text Amendment:

Concurrently with the map amendment, we propose to add specific performance standards to Casco's Land Use Ordinance to govern the site's extraction and processing activities. These standards would align with Maine Department of Environmental Protection (MDEP) statute, in that activities would need to meet noise limitations, dust control measures, hours of operation, setbacks, reclamation, and compliance with other local standards. It is important to note that P&K currently already meets and exceeds these State-mandated standards. This proposed effort does not seek to reduce regulatory oversight, but codifies existing responsible practices to protect the Town and neighboring properties.

Benefits to the Town of Casco:

The proposed rezoning and ordinance amendment efforts offer substantial benefits to the overall community. One of the primary benefits relates to economic stability, and in turn, growth. The quarry represents a significant property taxpayer, which provides stable revenue to support municipal



services, and reduces the burden on residential taxpayers. Currently, Heath Quarry consistently employs around twelve (12) to fourteen (14) individuals, and as a company, P&K employs about fifty (50) people. A permanent rezoning would provide certainty to this business, and allow for greater potential in job creation. These positions range from equipment operators to administrative staff, with potential for additional on-site processing to allow for additional opportunities for job creation. The quarry's current operations also support other local businesses, in that they purchase maintenance services, fuels, and equipment. Future growth of the quarry operations would continue to contribute to the local economy's multiplier effect. Furthermore, the quarry currently provides sand, gravel, and stone which is utilized for road maintenance, construction projects, and infrastructure development throughout the region. These essential materials remain in steady demand, to which a permanent rezoning would offer consistent, local, and quality products to the Town of Casco.

Another benefit to the Town is that P&K can justify long-term investments knowing that uncertainty behind the contract zoning is removed. Since processing activities are permitted by Site Plan approval within the Commercial District, this would also aid in reducing truck traffic along Indian Acres Road and Route 11. Currently, operations dictate that materials be hauled off-site to processing facility locations. However, by allowing on-site processing, vehicular trips dedicated to this would be reduced. Because this would require a Site Plan review by the Town, local residents would still be provided the opportunity for public comment and input for Board consideration, similar to how the current contract zone operates. Additionally, more recent standards in relation to screening, buffering, and stormwater management would also need to be met, ensuring that any future growth meets current standards.

Potential Concerns and Solutions:

We anticipate that there may be some concerns related to these proposed efforts. Nonetheless, below we have broken down some potential concerns and suitable solutions.

"Will permanent rezoning remove Town oversight?"

No. Should the proposed efforts pass, the quarry and included properties would remain subject to Casco's Commercial District regulations and performance standards. Any future potential expansion of operations or modifications would need to seek Town administrative or Board approval. For larger projects, applications would be publicly discussed with Boards and would still have the opportunity to voice their feedback via public comment.

"Why not renew the contract zone again?"

After three (3) decades of successfully operating, we believe it is time to acknowledge this business as a permanent, legitimate, commercial use. The current arrangements create unnecessary uncertainty, and prevent strategic investments that can benefit the Town of Casco. The performance standards proposed to be added to the Town's ordinance also provide a basis for addressing regulatory concerns.

"How might this impact property values?"

This is a challenging question to answer, as property values are complicated to compute. Under these proposed efforts, the quarry will be increasing protections to adjacent properties. By aligning performance standards to current MDEP regulations, the Town receives codified standards that quarries are required to meet. Currently, P&K already meets or exceeds these

state-mandated standards. However, this provides the Town of Casco a mechanism for enforcement should any violations of provisions occur.

The proposed performance standards provide greater protection to adjacent properties rather than the current contract zone arrangement. Under a contract zone, neighbors must trust that future contract renewals will maintain adequate protections, whereas this proposal adds regulatory standards up front. These standards include noise limitations, dust controls, setbacks, and operational restrictions become permanent, enforceable provisions of the Town's ordinance. With the potential for processing operations, P&K might invest in more modern equipment. Generally, newer equipment contains better dust suppression mechanisms and noise dampening technologies that might potentially improve rather than hurt adjacent property values.

Often times, properties near commercial operations, including quarries, farms, and industrial sites, typically maintain stable values when those operations are well-regulated and professionally managed. Property values can be damaged under uncertainty, poor management, lack of regulatory oversight, and unsafe conditions. However, this proposed project aims to provide clarity, performance standards, and protections for adjacent properties. Through these proposed zoning map and text amendments, no physical changes or operational changes will occur. The quarry has been operating for thirty (30) years, and could operate under stronger, codified performance standards. Adjacent property owners also gain enhanced protections through the proposed ordinance provisions.

Conclusion:

This proposed project represents a balanced approach to challenges that have accumulated over time. P&K is an existing and established business within Casco, providing jobs, material, and tax revenue. By rezoning the properties subject to this application, we are effectively able to provide certainty to this business, as well as bolster the Town's ordinance and protect adjacent properties from adverse impacts. Through this, the Town can enable P&K long-term strategic investments, and grow together.

We thank the Selectboard for the opportunity to discuss this project. Should you have any questions, please contact me at bwiemken@sebagotechnics.com or by phone at (207) 482-6323. We look forward to collaborating with the Town of Casco throughout the duration of this project.

Sincerely,

SEBAGO TECHNICS, INC.

12 th

Brett Wiemken

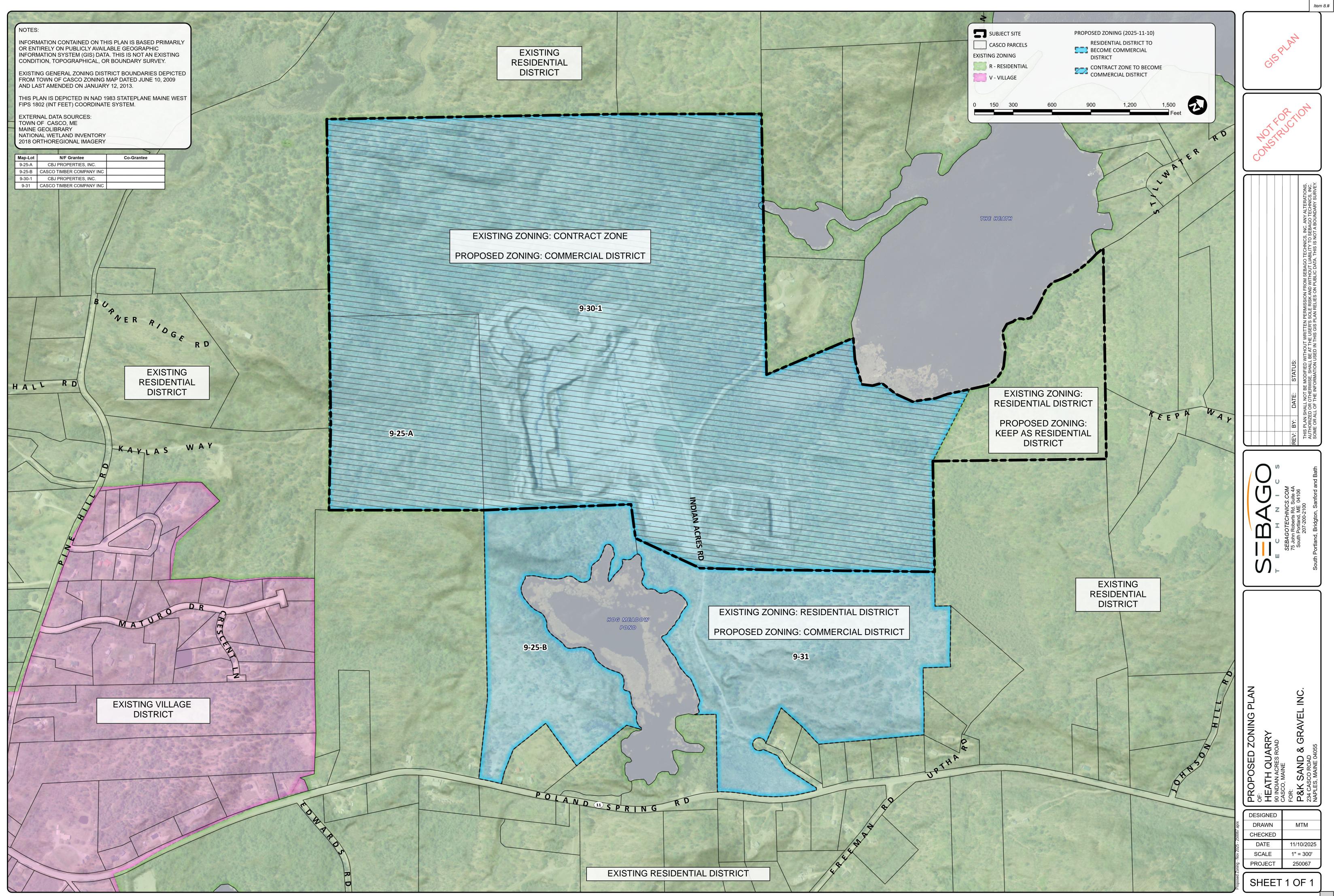
Planning Consultant/Project Manager

James R. Seymour, PE Senior Project Manager

Lakes Regional Manager

Cc. Cory Mitchell, President (P&K Sand & Gravel, Inc.)

Enc. Proposed Zoning Plan





PO Box 420 5 Leach Hill Rd. Casco, ME 04015 www.cascopubliclibrary.org 207-627-4541

Memo

Date: October 16, 2025

To: Town of Casco Select Board Members, Grant Plummer, Chair

Robert MacDonald, Vice-Chair, Mary Fernandes, Scott Avery, Eugene Connolly

From: Pamela S. Edwards, Treasurer, Casco Library Association

cc: Anthony Ward, Town Manager

Janet Ver Planck, President, Casco Library Association

Michelle R. Brenner, Library Director, Casco Library Association

Doug Webster, Library Consultant

Andrew Hersom, Attorney, Perkins Thompson

Subject: Town/Library Easement Agreement and Property Deeds on January's Town Meeting Warrant

As requested at the last Selectboard meeting, here are the primary reasons that both the Library and Town should seriously consider placing the above-mentioned articles on the January town meeting warrant. While at first glance it may appear to be complex, it is actually very straight forward.

- 1. Even if the Library did not have building plans, or was not trying to negotiate a contract zoning agreement, the Town and the Library should still have an easement agreement and exchange property deeds:
 - a. The execution of property deeds makes good on the two former town meeting votes to transfer land to the Library for their building plans.
 - b. The easement agreement formalizes what is currently an undocumented but mutually agreeable set of uses, practices, responsibilities and rights that deal with the shared use of land and improvements, as well as the improvements that are or will end up on the other party's land. Getting this agreement approved and executed will provide needed legal protections for each party if a lawsuit or other legal action should arise. Therefore time is of the essence.
- 2. The easement agreement and deed exchange are independent of the CZA.
 - a. The easement agreement is only dependent on the (concurrently) recorded property deed.
 - b. If you search the easement agreement document for any phrase containing either of the terms "contract zone" or "contract zoning," you will find one reference, on page 4. It is in one of the "Whereas" clauses, and therefore carries no legal weight. It is also a

superfluous use of the term and the phrase in which it is used can be eliminated without changing the underlying intent of the paragraph. Here is the clause in which it is found:

"WHEREAS, to comply with local zoning laws and regulations, including the Casco Zoning Ordinance (the "Zoning Ordinance"), as the same has been and may hereafter be amended, restated, and/or modified, including by a certain Contract Zoning Agreement to be entered into between the Town and the Library, the Library requires permanently deeded access to the Library Property and the Library has requested from the Town an access easement over the Driveway and easement for parking purposes over the Parking Lot; and"

The highlighted text in the above paragraph indicates the phrase that can be eliminated to clarify the independence of the easement agreement from the CZA. The phrase could also be modified to say "...that may be entered into...," if that is more acceptable.

In summary, placing the two items on the January town meeting warrant will:

- Clarify the independence of the easement and property deed exchanges from the CZA
- Make the underlying issues each document addresses less confusing to the public
- Take another item off the list of hand-shake agreements the Selectboard should address
- Fulfill the town's previous commitments to give land to the Library
- Provide legal protections to both parties

Library personnel will attend the selectboard meeting on October 21 to discuss these matters in more detail.

Sincerely,

Pamel S. Edwards, Treasurer Casco Public Library

From: Benjamin T. McCall
To: Anthony Ward
Subject: Library Issues

Date: Wednesday, November 5, 2025 9:44:21 AM

Attachments: image001.pnq

Tony -

To confirm our conversation from earlier this week, my opinion remains that Town Meeting needs to consider a potential CZA for the library property and the finalized library easement agreement on the same date and in that sequence. This is not merely for convenience and efficiency – it has legal ramifications. The easement agreement provides legal access to the library property and formalizes access and maintenance rights for improvements has made on property that technically belongs to the library. But the easement agreement expressly describes the "library property" as both the current library and the "acquired library property" which is the old fire station. If the library is not the actual owner of all of this property when the easement agreement is executed it will both create title issues and general confusion. It will also be under-inclusive, as it would not grant the library easements to access improvements (mainly its pergola and light pole) that without the transfer would still be on Town property. On top of this, the parties have generally agreed that the old fire station cannot be conveyed to the library unless and until the CZA is approved and recorded, as doing so would create a nonconforming lot that does not have any grandfathered rights.

All of this is to say that the order of operations here is extremely important. The CZA must be approved before the property can be conveyed to the library, and the property must be conveyed to the library before the easement agreement can be recorded. Should the CZA be defeated, the easement agreement could be reworded to account for the old fire station *not* being conveyed to the library, but that would take additional time and effort.

Please let me know if you have any questions.

Thanks, Ben

Benjamin T. McCall

Attorney

D| 207.771.9214 bmccall@dwmlaw.com

84 Marginal Way, Suite 600, Portland, ME 04101 800.727.1941 **F**| 207.772.3627 **dwmlaw.com**

DrummondWoodsum

ATTORNEYS AT LAW

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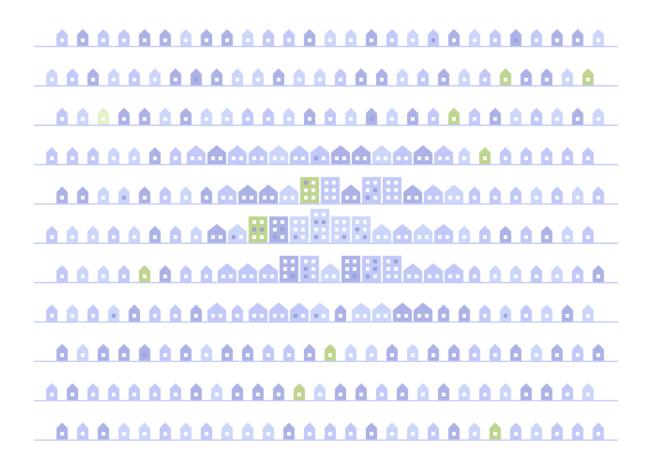
Town of Casco

Village District Zoning Rewrite

RESPONSE PREPARED BY.

CommunityScale LLC

Kate Burch, AICP, Senior Planner and Project Manager (201) 421-5428 | kate@communityscale.com



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CommunityScale LLC

Primary contact
Kate Burch, AICP
Senior Planner and Project Manager
kate@communityscale.com
(201) 421-5428

About CommunityScale

CommunityScale LLC is an urban planning consultancy that specializes in supporting communities nationwide to enhance equity, economic mobility, and housing attainability. Our services include development opportunity assessments, regulatory and zoning reviews, and housing needs assessments. We help our clients make informed, data-driven decisions on policy and investment strategies.

Company structure

Partnership Limited Liability Company incorporated in Massachusetts and registered in Massachusetts, Arkansas, New York, Maine, and Colorado.

SAM.gov WTC6ZA5VKUA6

EIN 93-3690688

D-U-N-S # 11-591-9965

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01 | COVER LETTER

Anthony Ward, Town Manager Town of Casco 635 Meadow Road Casco, ME 04015

Dear Tony,

CommunityScale is pleased to submit our proposal for the Town of Casco's zoning rewrite project for Casco's Village District. We are a planning and zoning consultancy with extensive experience helping rural and small-town communities update zoning ordinances in response to local housing and economic development needs. We propose a 7-month project that includes:

Data-driven needs assessment to inform zoning: We will review housing and economic trends, and conduct geographic and field assessments to understand existing conditions, market demands, and Casco community needs.

Meaningful community engagement: We will facilitate stakeholder engagement and a community meeting in Casco Village to gather local input on priorities, and work collaboratively with your designated work group throughout the drafting process.

Practical zoning solutions: We will draft clear use regulations, dimensional standards that respect traditional development patterns, and design provisions that protect village character without being overly prescriptive.

The project will be led by Kate Burch, who has worked on planning and zoning projects throughout Maine, including in the Lakes Region and Raymond. We are committed to delivering zoning solutions that honor village heritage, support appropriate economic development, and enable diverse housing options. We would welcome the opportunity to partner with Casco on this important project and look forward to discussing how we can best support your community's vision for Casco's villages.

Sincerely,

CommunityScale

NELS NELSONPrincipal in Charge

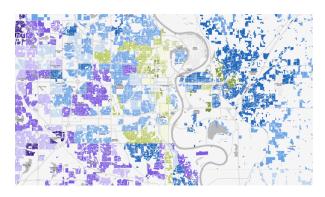
(978) 494-2162 nels@communityscale.com **KATE BURCH**

Senior Planner, Project Manager

(201) 421-5428

kate@communityscale.com

02 | FIRM QUALIFICATIONS





CommunityScale is an urban planning consultancy providing a range of services and analytics products designed to help our clients make more informed and targeted decisions around housing policy and investment, from needs assessments to zoning to market studies. Our clients include municipalities, counties, regional planning agencies, and developers located across the country. The common denominator across our portfolio of past and present work is an emphasis on understanding housing markets, promoting broader housing attainability, and deploying cutting-edge tools to extend our clients' capabilities and community impacts.

We distinguish ourselves from the competition in the following ways:



Intentionally built as the anti-big firm.

Our principals worked at Stantec for 10 years before founding the company. As illustrated by the points below, we built CommunityScale to correct for the shortcomings and drawbacks inherent in hiring a large firm.



Easy to work with. Our clients find us engaged, collaborative, and responsive partners. Our approach to project management keeps the ball rolling without significant effort on your part. We make sure project outcomes meet your expectations and you're ready to run with the final result when we're done.



Direct and decisive. Our project manager is also one of the company's founders and owners. He is fully empowered to make decisions and allocate resources as needed to keep the project on track.



Flexibility with the scope. All projects take unexpected turns after the contract is signed. We maintain a collaborative relationship with our clients such that we can invent and adapt as we go. We are prepared to modify our scope as new ideas emerge from the process without missing a



We don't "run out of budget." We know most public sector projects involve budgets fixed by elected bodies and change orders are not welcome. We invoice on a percent complete basis, not hours spent, so we are not "done" until the work is complete to the client's satisfaction. If a task takes longer than planned, that is our risk to bear, not yours.



Superior technical capabilities. Our approaches to data analysis and mapping utilize more comprehensive and timely data and operate at a more granular level of detail than other firms.

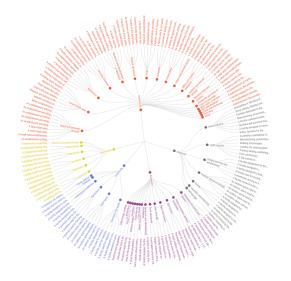
Zoning Approach

CommunityScale's team members have experience crafting, much of which coincides with our housing needs assessment product, including authoring zoning code that enables mixed-use, walkable environments and missing middle housing.



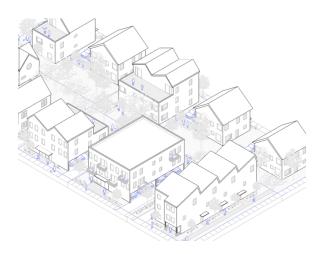
Data-driven zoning audit

Detailed review of existing zoning compared to the community's goals, looking for issues that can be corrected in a complete rezoning or in a new district. The audit can look at both legal issues as well as issues with the dimensional and use tables contributing to widescale nonconformity. The audit is communicated with an interactive map, showing issues like variances and non-conformity.



Comprehensive zoning rewrite

CommunityScale focuses on compliance with enabling legislation, legibility, and achieving community goals through the rezoning process. Where appropriate, we nest use definitions into functional groups organized by neighborhood impacts and pair them with clear, measurable performance criteria (noise, traffic, hours, and intensity). The result is a shorter, more navigable, and enforceable code that stays flexible for novel uses while preserving community distinctions where outcomes differ. We also stress-test proposed standards with parcel-level scenario modeling and quick proforma checks to ensure the code is buildable, equitable, and aligned with local policy and state enabling regulations.



Matching development feasibility to zoning

Integrates data-driven market intelligence with project-level proformas to determine what the market will support and how policy can unlock feasible housing. Using Census/ACS, HUD, BLS, Zillow, CoStar, and local datasets, we assess demographics, inventory/pipeline, occupancy, rents/prices, absorption, land and construction costs, and interest rates. We test scenarios across product types and affordability levels, applying residual land value and sensitivity analyses to reveal feasibility thresholds, funding gaps, calibrated zoning, and site/corridor prioritization.

Community Engagement

We work with communities to create plans that highlight common ground and build on local knowledge. We engage in an open dialogue with people to ensure plans reflect each area's unique history, needs, and hopes for the future.

Our projects:

- Build a narrative that reflects lived experiences. This process is a partnership between
 ourselves and the community. Our expertise educates and informs the public, while the
 community's insights provide crucial guidance to the plan's direction. Our commitment
 to transparency and inclusion helps solidify a common understanding as plans move
 forward.
- Connect to community needs. Our methods seek broad input from community
 members, including those who may not interact with planning processes. We take
 advantage of digital and asynchronous outreach methods to keep residents informed on
 the planning process and help them make meaningful contributions to the final output,
 including outside the context of a conventional public meeting.
- Grow from the local context. We tap the place-specific expertise of local officials, planners, and professionals to understand how local context should inform the plans.
 Focused stakeholder discussions add essential nuance to our data-backed analysis, ensuring our plans take key details into consideration.

Methods

Outreach: We reach people where they are

We employ innovative ways to get community members' attention, educate them on the process, and learn from their perspectives. In particular, we make full use of digital channels to provide asynchronous options so people can participate on their own schedules. We have found that these outreach methods reach far more people than traditional public engagement methods.

- Open-source dashboard. An easy-to-access website introduces project objectives and priorities and shares data-rich observations about the housing landscape. We maintain the platform with key information and updates so we can keep the process consistent and clear.
- Social media cards. We translate the project's most important info into eye-catching charts or graphics, each with a punchy headline to capture attention. These are shareable on the social media channels of your choice to build awareness and attract participation in the project.
- Press releases: We support media coverage to promote higher participation levels in ongoing engagement forums. In an age of stretched-thin resources for traditional news, outlets often welcome helpful information and clear resources for coverage, as it makes for easier newsgathering.

Dialogue: We facilitate an informed community conversation

We combine multiple in-person and virtual meeting formats with digital survey tools to create informed dialogue with local stakeholders. Through this process, we share findings from our data-driven analysis and gather insights that will inform final recommendations and project results.

- **Surveys with significance**: Surveys ask targeted questions alongside digestible project information where respondents can provide insight on their own experiences. This quantifiable information and contextual comments are ideal for gaining quick and valuable insights from community members who otherwise might not participate.
- Stakeholder focus groups: Small group meetings ground truth our analytical findings, place our work in the right context, and provide insights about challenges and opportunities as we work toward plan recommendations. We seek stakeholder perspectives such as local real estate economics, community service resources, and economic development strategy.
- Community workshops: Public meetings bring community members up to speed with key findings from our analysis, then gather feedback on the goals, priorities, and strategies that will result from the study. Meetings begin with a concise but data-rich presentation and conclude with an interactive session where participants can ask questions, review the analysis in more detail, and share their ideas with activities such as mapping exercises, survey boards, and Q&A cards.
- **Public meetings:** We attend board meetings to present projects and facilitate open discussion with officials and audiences.

Engagement outcomes

CommunityScale's approach creates evidence-based, data-backed plans that are enriched by community insights. Our emphasis on transparency and education helps build shared understanding and common priorities as we proceed, facilitating buy-in from stakeholders and the community. This partnership streamlines plan implementation and approval, leading to a more efficient process and better results.

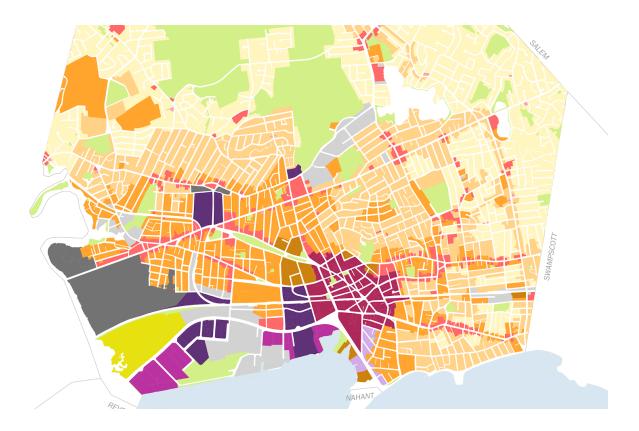
Client testimonial



Gil Hilario

Town Planner, Town of North Attleboro, Massachusetts
(508) 699-0116 | ghilario@nattleboro.com

"CommunityScale helped North Attleboro develop an innovative mixed-use overlay district with subdistricts that vary depending on the character, location, and strategic long-term planning for the Town. The mixed-use overlay bylaw is intended to move from a waning commercial market and adapt to future economic trends. They used impressive mapping tools and data to craft a bylaw with new lot dimensions and zoning rules for economic hubs and mixed-use style development."



Lynn Zoning Comprehensive Rewrite

CommunityScale worked closely with Lynn city staff to comprehensively recodify the City's Zoning Ordinance. This project aims to modernize and streamline Lynn's zoning laws to reflect current and future community needs, while aligning with state laws and supporting diverse housing development. The process involves extensive stakeholder engagement, including interviews with zoning users, public forums, and collaboration with a Zoning Working Group. The team is analyzing variance data to inform potential zoning changes and considering economic development strategies from previous studies. The new zoning was adopted in summer 2025.

Project timeline: 2024-2025

Client: City of Lynn, MA
Aaron Clausen, Principal Planning Director,
City of Lynn, (781) 598-4000, ext. 6853,
aclausen@lynnma.gov

Deliverables: Access the complete zoning text and interactive map here: https://lynnincommon.com/zoning

Project team: CommunityScale, Levine Planning Strategies, BBHS Law

Image: Proposed zoning map

C.2

GROUND FLOORS

Ground floors shall enliven the public realm, create interesting pedestrian journeys, ensure privacy for residential uses, and screen service areas from public streets and parks.

Location of Ground Floor Uses

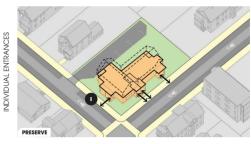
- A. Within 70 feet of the primary frontage lot line, ground floor areas shall be routinely occupiable by people engaged in activities related to the building's uses, such as retail, service businesses, classrooms, building lobbies, residential units, professional offices, manufacturing, and research.
- B. More actively-occupied interior spaces shall correspond to more actively-used public spaces.
- C. Where present within the building, residential uses shall be located adjacent to any existing residential uses on abutting lots.
- D. Residential uses on the ground floor shall be at least 100 feet from roads with speed limits greater than 40 miles per hour.

Setbacks

- E. Residential uses may setback from property lines to provide front yards or forecourts.
- F. Non-residential uses may setback from property lines to create additional public space. Where setbacks are present, they shall include features to enhance their use and enjoyment, such as tables and chairs, seating, street furniture, shade structures, and art work.

Building Entrances

- G. Primary entrances shall be located on public streets.
- H. Entrances shall be located along safe walking routes, in relation to crosswalks, and for facilitation of public transit use.
- At least one building entrance shall front on a street where the building abuts a street.
- J. Each separately leased retail space shall have an individual public entrance onto the abutting street.







Everett Zoning Comprehensive Rewrite and Site Plan Review Regulations

This rewrite modernized the code while meeting the community's vision of a walkable, mixed-use environment.

CommunityScale worked with the City to address issues including mobility, outdated code, new land use, revising the zoning map, planning for economic development, and updating stormwater management.

Project timeline: 2023-2025

Client: City of Everett, MA
Matt Lattanzi, Esq., Director of the Planning
and Development Department, (617)
944-0206, Matt.Lattanzi@ci.everett.ma.us

Image: Design regulations

Client testimonial

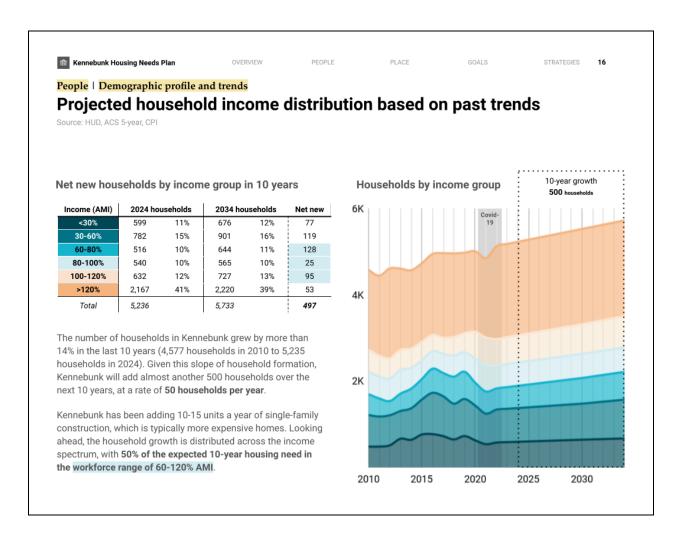


Matthew S. Lattanzi, Esq.

Director Planning and Development, City of Everett, Massachusetts

(617) 394-2334 | Matt.Lattanzi@ci.everett.ma.us

"The City of Everett has collaborated with CommunityScale's team members on several pivotal planning projects. From zoning to design to analysis, CommunityScale has consistently brought innovative solutions to the table. Their professionalism, responsiveness, expertise, and visionary approach have been a driving force supporting the City's success."



Kennebunk Housing Needs Plan

CommunityScale and Levine Planning
Strategies collaborated with the Town of
Kennebunk to address housing production
and cost burden in the coming 5 and 10
years. Kennebunk is expected to grow at a
rate of about 50 households per year for the
next 10 years. These households are
distributed across the income, with half of
the net new demand in the workforce range
of 60-120% AMI. The data deep-dive was
paired with a tailored set of strategies with
Town actions, funding sources, and
development partners to create the
recommended mix of future units.

Project timeline: 2024

Client: Town of Kennebunk, ME Chris Osterrieder, Town Engineer, (207) 985-2102, costerrieder@kennebunkmaine.us

Deliverables: Kennebunk Housing Needs
Plan

Project team: CommunityScale, Levine Planning Strategies

03 | SCOPE OF WORK

This scope outlines our approach to updating zoning regulations that preserve village character, encourage appropriate economic development, and support diverse housing opportunities while recognizing environmental priorities and improving the walkable, historic fabric that defines Casco's villages. This scope spans 7 months, beginning December 2025 and ending June 2026.

Task 1 – Project Management and Coordination

December 2025 – June 2026: We will establish clear communication channels and coordination processes to ensure the project stays on track and meets Town objectives. Regular coordination will keep all stakeholders informed and engaged throughout the rezoning process.

1.1 - Project Kickoff

We will conduct a virtual kickoff meeting with Town staff to confirm project scope, goals, timeline, communication protocols, and expectations. This meeting will establish roles, clarify decision-making processes, and identify any early concerns or priorities that should inform the rezoning approach.

1.2 – Ongoing Coordination

We will maintain regular communication with Town staff through monthly check-in meetings to review progress, discuss emerging issues, and coordinate upcoming activities. We will provide written updates to share with the Select Board or Planning Boards at key milestones and remain available for questions or guidance between scheduled meetings.

1.3 - Work Group Meetings

We will attend monthly Work Group meetings to review drafts, discuss policy questions, and refine zoning language. These meetings will provide an opportunity for detailed discussion of technical issues and ensure the work group can provide informed guidance.

Task 1 deliverables:

- Kickoff meeting summary documenting confirmed project understanding
- Progress updates at key project milestones

Task 2 - Community Context Research and Analysis

December 2025 – February 2026: We will conduct a comprehensive review of existing zoning provisions, demographic and economic data, the Comprehensive Plan, and on-the-ground conditions in Casco's villages to identify opportunities and constraints.

2.1 - Document Review

We will review the existing zoning ordinance provisions for Casco's villages, the Comprehensive Plan, and any other background studies or previous planning documents. This review will identify gaps between current zoning and Comprehensive Plan goals for the villages, outdated provisions, and areas where zoning language may be unclear or difficult to enforce.

2.2 - Housing Needs and Economic Analysis

To build on the missing middle housing and mixed-use development envisioned in the Comprehensive Plan, we will conduct a housing needs assessment and review local and regional geographic and economic data, including year-round and seasonal impacts. This analysis will help us understand what kind of future housing and development Casco can expect in the villages based on existing conditions and market demands.

2.3 - Site Assessment

We will conduct a field visit to Casco to observe existing development patterns. This assessment will document the physical qualities that give Casco's villages their distinctive character and inform standards that respect existing context while enabling appropriate infill and development.

2.4 - Stakeholder Interviews

Through structured interviews with members of the Planning Board, Zoning Board of Appeals, and Open Space Commission, as well as town staff, developers, and community advocates, we will document practical challenges with the current regulatory framework and gather insights on priority improvements.

2.5 - Zoning Analysis Report

We will prepare a report summarizing our findings from the document review and site assessment. The report will identify key issues to address in the rezoning, highlight specific provisions that need updating, and recommend an overall approach for creating new zoning districts that align with Comprehensive Plan objectives while respecting village character.

Task 2 deliverables:

 Community Context analysis report with findings, recommendations, and photo documentation of village character

Task 3 - Zoning Ordinance Update

February 2026 – May 2026: We will draft new zoning for Casco's villages that implements Comprehensive Plan priorities for housing, mixed-use development, village character, and walkability, with clear, enforceable language that Town staff and residents can easily

understand and apply. Through this process, we will facilitate meaningful community engagement to ensure the rezoning reflects local values and builds public understanding and support for the proposed changes.

3.1 - Casco Community Meeting

We will facilitate a community meeting in Casco Village to present initial findings from our analysis, share examples of zoning approaches used in comparable villages, and gather input on priorities for the rezoning. This meeting will use visual examples and interactive exercises to help residents understand how different zoning approaches could affect development patterns, building types, and village character, as well as identifying priorities for municipal resources.

3.2 – Working Draft

Based on the Community Context report, Comprehensive Plan priority goals and objectives for Preservation Villages, and community meeting feedback, our team will prepare detailed working drafts of new zoning districts, use regulations, dimensional standards, parking requirements, and administrative procedures. This includes developing a new zoning map that reflects the proposed district structure and incorporates community input on different types of development and multimodal accessibility. Our work will be compliant with Maine state laws, including LD 2003 and LD 1829. We will present working drafts to the Work Group for detailed review, accommodate reading and response periods, and incorporate feedback into successive drafts.

3.3 - Planning Board and Selectboard Presentations

We will present draft zoning amendments to the Planning Board and Selectboard for review and feedback. These presentations will explain the rationale for proposed changes, show how the amendments implement Comprehensive Plan goals, and address questions about impacts on property rights and development patterns.

Task 3 deliverables:

- Preliminary draft zoning ordinance for work group review
- Revised draft incorporating initial feedback
- Public review draft ready for community forum

Task 4 - Final Zoning & Adoption Support

May 2026 – June 2026: We will support the Town through the formal adoption process and prepare final documents ready for codification.

4.1 - Final Ordinance Preparation

We will prepare the adopted zoning ordinance text in a clean, final format suitable for codification. The final document will include clear formatting, complete definitions, and any necessary cross-references to other sections of Town ordinances.

4.2 - Implementation Guidance

We will prepare a brief implementation guide for Town staff and users explaining key changes in the new zoning, common scenarios the new provisions are designed to address, and how to apply the new standards. This guide will help ensure consistent interpretation and application of the new ordinance.

4.3 - Town-Wide Forum

Once the ordinance is complete, we will facilitate a town-wide community forum to present the proposed zoning changes and gather final input before formal adoption proceedings. This forum will give residents across Casco an opportunity to understand how the rezoning fits within broader town planning objectives.

4.4 – Adoption Support

We will prepare presentation materials for public meetings and attend a Select Board meeting to present the proposed ordinance, explain key provisions, and answer questions. We will work with Town staff to address any final concerns and make appropriate adjustments to the ordinance, and help staff prepare for town meeting adoption.

Task 4 deliverables:

- Final zoning ordinance
- Staff implementation guide
- Public meeting presentation materials

Project Close-Out and Final Deliverables

Upon completion of the adoption process, we will provide:

- Final adopted zoning ordinance in Word and PDF formats
- All presentation materials used during the project
- Summary report documenting the rezoning process and community input
- Staff implementation guide
- All GIS files and mapping materials (if applicable)

Expectations of Town Staff

To support efficient project completion, we anticipate Town staff will:

- Provide existing zoning ordinances, GIS files, and relevant planning documents
- Schedule and manage logistics for meetings with work group, Planning Board, and Selectboard
- Handle public notice requirements for community meetings and hearings
- Coordinate legal review of draft ordinance language
- Provide timely feedback on draft materials
- Facilitate communication with Town boards and officials

Nels Nelson Technical Lead Principal Town of Casco Kate Burch, AICP Project Manager Senior Planner McKenzie Humann Data Analyst Staff Staff Final Tzotschew Junior Analyst Staff

Kate Burch, AICP, Project Manager, will be responsible for project management, policy and implementation, and engagement and event coordination. Senior Planner at CommunityScale, Kate is experienced in zoning, land use, comprehensive planning, and policy from work as a consultant and a municipal planner. She is skilled in translating technical assessments into clear, accessible, user-friendly plans and documents.

Nels Nelson, **Principal in Charge**, **Technical Lead**, will be responsible for technical oversight across all project tasks. Co-founding Principal at CommunityScale with over 16 years experience, Nels is passionate about planning happier, healthier, and more resilient places. He has been pioneering urban planning and spatial data analysis since 2009. His diverse clients appreciate his swift, accurate, and transparent insights.

McKenzie Humann, Data Analyst, will lead data analysis tasks. With a dual Master's in City Planning and Transportation from MIT and over 8 years of experience in planning policy and housing economics, including data analysis at the Federal Reserve Bank, McKenzie specializes in evidence-based recommendations for urban systems.

Emma Tzotschew, Junior Analyst, will support spatial analyses, demographic research, and community engagement. A Geography graduate from Middlebury College, Emma brings expertise in GIS, demographic analysis, and data editing. Her work includes automating spatial analyses for academic research and coordinating initiatives, alongside a background in storytelling and content creation.



Kate Burch, AICP

Project RoleProject Manager

Years of experience 7

Education

Master of Community Planning, University of Southern Maine

Graduate Certificate in History of Architecture, Columbia University

Bachelor of Fine Arts in Studio Art, New York University

Contact

<u>kate@communityscale.com</u> <u>LinkedIn</u>

Location Cumberland, ME

*Project completed while employed with another firm

Select Experience

Zoning Audit and Buildout Analysis, Yarmouth, ME: Zoning audit to assess barriers to housing development and propose new policies and standards to implement Comprehensive Plan goals of more diverse and affordable housing in this coastal, suburban community. A buildout analysis modeled scenarios to assess future infrastructure needs and show realistic future growth examples for community feedback.*

Raymond Tomorrow Comprehensive Plan, Raymond, ME: Developed a new comprehensive plan for this rural, lakefront community, including housing, land use, and economic analysis. Created a future land use plan to focus housing and economic growth in the town's historic villages and build safe connectivity between them.*

Lisbon Village and Rural Open Space zoning updates, Lisbon, ME: Authored new zoning to spur housing and economic development in Lisbon's three villages in collaboration with Town Council and Planning Board. Wrote new rural zoning and subdivision ordinances to accommodate housing growth while protecting agriculture and open space.*

Lakes Region Homeless Services Study, Cumberland County, ME: Completed a housing needs and zoning assessment for 9 rural communities to assess barriers to housing diversity and identify at-risk populations, and prepared a regional siting analysis for potential locations for a homeless services center.*

Yarmouth Comprehensive Plan, Yarmouth, ME: Authored a new comprehensive plan, including zoning, land use, and policy recommendations, to support the community's goals of growing inclusivity, expanding housing options, a more vibrant local economy, and environmental protection.*

Bath Comprehensive Plan, Bath, ME: Led community events and stakeholder engagement, and developed a robust implementation plan to incorporate community goals into the city's work planning and budgeting processes.*



Nels Nelson

Project RolePrincipal in Charge, Technical Lead

Years of experience 16

Education

Executive Education Certificate, Harvard University Graduate School of Design

Master of Urban Environmental Management, Wageningen University and Research Center

Fulbright Fellow, US State Department

Bachelor of Arts, Art and Visual Culture, Bates College

Contact

<u>nels@communityscale.com</u> LinkedIn

Location Somerville, MA

Select Experience

Downtown Housing Market Study, Syracuse, NY: 2025 housing needs assessment and market study for the Downtown Committee. Analyzed market potential (identifying capacity for 176 new units/year), the impacts of Micron and I-81 redevelopment, and local zoning (ReZone). This work informed a 5-10 year strategy to enhance Downtown residential vitality and guide future development.

Housing Market Data Analysis, Upper Arlington, OH: Nels led a team to understand Upper Arlington's housing market for single-family, small multifamily, and large rental multifamily, including proformas and mapping.

Regional Housing Strategies, Northern Kentucky:

Co-developed the "Home for All" (Jan 2025) initiative with NKADD and Brighton Center, delivering a menu of 50 strategies for an eight-county region. This plan addresses a 6,650-unit housing gap with actionable solutions to improve housing availability and affordability, informed by extensive stakeholder engagement.

Housing Needs Plan, Kennebunk, ME: 2024-2034 housing plan analyzing local demographics, housing stock, and future needs. Established a 10-year production target of 530 homes, with strategies emphasizing affordable, workforce, and senior housing, prioritizing development in village centers and away from climate hazards.

Comprehensive Housing Plan, Honolulu, HI: Needs assessment, spatial analysis, and policy study focused on unlocking attainable housing production in the country's most expensive and constrained housing market.

Housing Production Plan, Lancaster, MA: In-depth housing needs assessment, stakeholder interviews, community engagement, and implementation strategies.



McKenzie Humann

Project RoleData Analyst

Years of experience 8

Education

Master of City Planning, Massachusetts Institute of Technology

Master of Science in Transportation, Massachusetts Institute of Technology

Bachelor of Arts in Economics and International Relations, Tufts University

Contact

mckenzie@communityscale.com LinkedIn

Location Brooklyn, NY

Select Experience

Comprehensive Housing Study, Muskogee, OK: Housing needs assessment and action plan to help the community reverse years of population decline by tapping regional growth trends that have been passing Muskogee by.

MBTA Communities Multifamily Zoning Recommendations, Manchester-by-the-Sea, MA: McKenzie developed and tested zoning scenarios to support Manchester-by-the-Sea's compliance with 3A requirements. She made maps and presented data analysis to support community understanding and decision-making related to potential zoning changes.

Montgomery County Department of Housing and

Community GIS: McKenzie constructed a ranking of parcels owned by faith-based organizations based on local land use and environmental regulations for potential affordable housing development using ArcGIS Pro 5 and Python.

From Pilots to Stable Services: Documenting the Rise and Diversity of Microtransit in the U.S: McKenzie constructed the first comprehensive dataset on microtransit programs in the U.S., using QGIS and Python to understand the growth and service patterns of microtransit in urban and rural areas.

City of Boston Transportation Department (BTD) Public

Policy: McKenzie evaluated the current resident parking permit program in the City of Boston based on informational interviews, manual data collection, and data analysis on issued resident parking permits using R, Excel, and QGIS

Federal Reserve Bank of Kansas City Assistant Economist:

McKenzie supported urban economics research and economic forecasting by processing population data, metropolitan area meta-data, housing data, and financial market data using Stata, Matlab, ArcMap, and Python



Emma Tzotschew

Project RoleJunior Analyst

Years of experience

Education

Bachelor of Arts, Geography; Minor, English, Middlebury College

Contact

<u>emma@communityscale.com</u> LinkedIn

Location Cambridge, MA

Select Experience

Housing Plan Update, Apex, NC: A detailed study to understand housing needs and opportunities, engage stakeholders and residents, and set policy priorities in this rapidly growing Research Triangle community.

Housing Assessment Study, Johnson County, IA: Focused on the county's unincorporated rural areas and small cities, the study assesses non-metro area housing needs and opportunities and provides policy and investment recommendations for County and local action.

Housing Study, Eastside Indianapolis, IN: A study to examine homeownership dynamics in the Indy East Promise Zone. Developed interactive map product to illustrate housing needs, highlight potential parcels for redevelopment, and measure neighborhood vulnerability to displacement.

Comprehensive Housing Plan, Muskogee, OK: Supported a housing needs assessment for the City of Muskogee.

Developed an interactive map to explore neighborhood conditions and parcel value across Muskogee County.

Contemporary Growth in Blaine and Custer Counties, Idaho: Examined contemporary population growth and development with ACS and Census data.

05 | PROJECT SCHEDULE

We propose a 7-month schedule that balances thorough analysis and community engagement with efficient project completion. We will be on-site in Casco for the following tasks:

- Work Group meetings
- Site assessment & stakeholder interviews
- Community Meeting
- Planning Board and Selectboard presentations
- Town-Wide Forum

	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026
Project Management	•	•	•	•	•	•	-
Kickoff meeting	•						
Ongoing Coordination	•	•	•	•	•	•	•
Work Group Meetings (5)	•	•		•	•	•	
Community Context Research & Analysis	•	•					
Document review	•	•					
Housing Needs & Economic Analysis	•	•	•				
Site assessment			•				
Stakeholder Interviews		•	•				
Zoning analysis report		•	•				
Zoning Ordinance Update			•	•	•		
Casco Community Meeting			•				
Working Draft			•	•	•	•	
Planning Board & Select Board presentations					•		
Final Zoning & Adoption Support						•	
Final Ordinance Preparation						•	
Implementation Guidance						•	
Town-Wide Forum							•
Adoption Support							•

06 | COST PROPOSAL

We propose a fixed-fee budget of \$58,000, inclusive of travel and expenses, to complete this project as scoped above. We invoice on a percent complete basis, not on hours spent.

	Fee
Project Management	
Kickoff meeting	\$1,500
Ongoing Coordination	\$1,500
Work Group Meetings	\$3,000
Community Context Research & Analysis	
Document review	\$1,500
Housing Needs & Economic Analysis	\$5,000
Site assessment	\$2,500
Stakeholder Interviews	\$5,000
Zoning analysis report	\$3,000
Zoning Ordinance Update	
Casco Community Meeting	\$5,000
Working Draft	\$7,500
Planning Board & Select Board presentations	\$1,500
Final Zoning & Adoption Support	
Final Ordinance Preparation	\$10,000
Implementation Guidance	\$3,000
Town-Wide Forum	\$3,500
Adoption Support	\$2,500
Travel	\$1,500
Public Engagement Materials/Printing	\$500
TOTAL	\$58,000

07 | REFERENCES

City of Lynn, MA

Engagement: Comprehensive zoning rewrite - Authored a complete rezoning, translating the City's vision into a practical framework, which was adopted unanimously by the Lynn City Council.

Reference: Aaron Clausen, Principal Planning Director, City of Lynn, (781) 598-4000, ext. 6853, aclausen@lynnma.gov

Town of Lisbon, ME

Project: Village zoning rewrite, Rural zoning and Open Space Subdivision ordinances (completed by Kate Burch with previous firm)

Reference: Ross Cunningham, Economic and Community Development Director, Town of Lisbon, (207)353-3000 x122, RCunningham@lisbonme.org

Town of Kennebunk, ME

Engagement: Housing Needs Plan

Reference: Chris Osterrieder, Town Engineer, (207) 985-2102, costerrieder@kennebunkmaine.us

City of Everett, MA

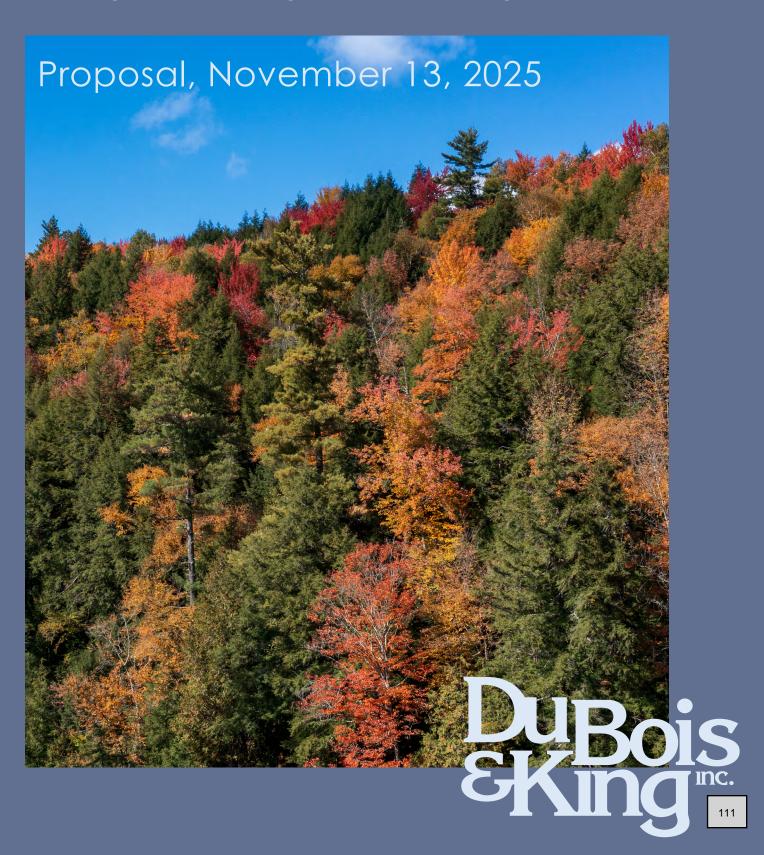
Engagement: Comprehensive zoning rewrite - Authored a complete rezoning.

Reference: Matt Lattanzi, Esq., Director of the Planning and Development Department, (617)

944-0206, Matt.Lattanzi@ci.everett.ma.us

Casco, Maine

Planning Services for Zoning Rewrite in Casco Village District





231198X November 13, 2025

Anthony Ward, Town Manager 635 Meadow Road Casco, ME 04015 via email: award@cascomaine.org

Subject: Planning Services for Zoning Rewrite in Casco Village District

Dear Mr. Ward and Members of the Selection Committee,

Casco's Comprehensive Plan reflects three important values: prioritizing economic and social vitality, preserving cultural and natural heritage, and supporting inclusive public involvement. The Zoning Rewrite for the Casco Village District should build upon these values in a collaborative process.

DuBois & King (D&K) understands the need to use a range of strategies to engage the public across all perspectives, and we are ready to guide conversations in Casco through targeted questions, adapt discussions as needed, and foster an environment in which everyone feels heard and respected. At the same time, a Zoning Ordinance requires precise language that is up-to-date and legally defensible. It must be consistent in stated intents and specific directives, grounded in state statute and in the vision and values of the Comprehensive Plan. D&K has both the collaborative and technical skills needed to straddle these two vitally important components of the Rewrite process.

With respect to the Comprehensive Plan, we were excited to read about the vision for the Casco Village District as having "walkable, mixed-use village neighborhoods with new houses and some limited businesses." Helping communities strengthen their villages is at the core of D&K's planning work. We partner with local planners and officials to carefully craft standards, such as for minimum lot sizes or parking requirements, which reflect local goals; to strategically streamline the development review process; and to provide explanatory text plus graphics that tell and show landowners what they can achieve on their property.

Our region-wide project experience, ranging from strategic plans to downtown development, has taught us that successful planning depends on strong local involvement. The D&K Planning and Landscape Architecture Group has extensive experience with public engagement and developing recommendations for housing, economic vitality, water and wastewater infrastructure, flood resilience, transportation, conservation, and recreation. We combine this experience with an interest in local conditions, from qualitative appreciation of character and aesthetics to quantitative analysis of infrastructure and the environment, backed up by D&K's engineering and scientific expertise.

I will serve as Project Manager and apply my 18 years of experience in regulatory processes, public engagement, and natural resource inventories, connecting planning with sound policy. Our team includes Emily Lewis, PLA, LEED AP, who has 18 years of experience in environmental impacts, stormwater infrastructure, and facilitating dialogue. Andrea Haynes, PLA, has worked successfully with volunteer groups to bring design visions to built reality with a focus on practical yet attractive solutions. Kait Campbell adds hands-on experience with public workshops and various illustration techniques—skills that will be useful in on-the-spot visioning work and in embedding design guidance into ordinance provisions.

We look forward to bringing our enthusiasm and expertise to this project; our proposal outlines a focused strategy for productive collaboration with Casco on your Zoning Rewrite for the new Casco Village District. Please feel free to contact me at 802.214.5398 or dmallach@dubois-king.com if you need additional information.

Sincerely,

DuBois & King, Inc.

Dan Mallach, PLA, AICP

Project Manager/Certified Planner

Emily Lewis, PLA, LEED AP

Planning and Landscape Architecture

Group Manager

Statement of Qualifications

Founded in 1962, D&K is a Vermont-based firm that provides multidisciplined planning, design, and construction phase services to federal, state, and municipal clients. We are located in Bangor, with additional offices in New Hampshire, Vermont, New York, and Massachusetts. D&K has a staff of over 160 planners, surveyors, engineers, technicians, environmental and permitting specialists, and support personnel.



D&K planners and landscape architects have supported regional commissions, municipalities, and state agencies with a wide range of planning and engineering services on hundreds of projects. The firm's approach is to be well-informed of public interests and perspectives, to consider the important linkages between land use, transportation, and a resilient environment, and to translate local goals and visions into policy recommendations and plans. Staff are well-versed in the latest innovations of multimodal transportation planning, including Complete Streets designs, and how they are implemented via public-sector financing and regulatory processes such zoning and subdivision. The firm is committed to preserving the integrity of the natural and cultural landscape and focuses on projects that promote a more resilient environment.

The D&K team bases its planning recommendations on real-world experience developing construction-ready plans, technical specifications, cost estimates, and permit documents for buildings, multimodal transportation systems, stormwater management, water, wastewater, and other utility infrastructure. The Planning and Landscape Architecture Group also has experience creating plans for parks and recreation spaces based on site conditions, to achieve functional goals, create aesthetic appeal, and support cost-effective long-term maintenance.

D&K routinely uses site walks, slide shows, graphic renderings, display boards, and aerial photographs to enable the public, local officials, and other stakeholders to be actively engaged in planning, designing, and enjoying their communities.

Similar Projects

Vermont Planning Manual



Enabling Better Places Through Incremental Local Bylaw Reform

2.5. Housing Types

In the contemporary Vermont landscape, new housing is most often provided in new subdivisions of single-family homes or in new multi-family, multi-story apartment buildings. Yet, historic towns and villages included a wider variety of housing that was more responsive to age in life, income, and proximity to services and jobs.

This summary describes types of housing that fill the gap between the single-family residence and the apartment building, often referred to as "Missing Middle Housing," whether built in new greenfield development or in infill locations in existing villages or towns. The types illustrated here are not meant to be a complete selection of potential housing options, but rather an introduction to additional housing types that could fit well and help enable affordable and accessible housing in walkable towns and villages in Vermont.

Accessory Dwelling Units



Vermont examples of accessory dwellings include secondary units within or attached to the principal residence, as well as residences within detached ancillary buildings. A common type is the carriage house flat, where the accessory dwelling is located over the garage. Specific recommendations for accessory dwellings are included within the Resources Section.

Live-Work



Structures that include both residential and non-residential uses in commercial or residential zones are considered live-work units. These can include a range of sizes and types and include artist studios and lofts, inhome businesses, or apartments over businesses. While common in the first half of the 20th century, these may not be permitted in many municipalities.

Excerpt from Vermont Planning Manual

DuBois & King worked with the Vermont Association of Planning and Development Agencies (VAPDA), the Northeastern Vermont Development Association (NVDA), and the Department of Housing and Community Development (DHCD) to address required updates to the public-facing Planning and Land Use Manual developed by the state of Vermont in accordance with \$4304 of Title 24. Currently dating from 2017, 2018, and 2020, the manual consists of three planning modules: 1) the Municipal Plan, which provides guidance for citizen planners to build a consensus of the community's priorities and develop achievable action steps; 2) State Designation Program, which provides case studies of towns to demonstrate the benefits of state designation programs; and 3) Enabling Better Places: a Zoning Guide for Vermont Neighborhoods, which provides incremental approaches to improve local land use regulations to increase housing opportunities in downtowns, village centers, and neighborhoods.

D&K provided planning services to make extensive updates to the manual to reflect statutory changes and incorporate

best practices relating to relating to participatory planning, and climate resilience, while making the documents more approachable and accessible through language, formatting, and graphic considerations. D&K coordinated with VAPDA, NVDA, and DHCD, leading multiple virtual meetings and providing regular updates and final documents in Microsoft Word, making it easier for future updates by DHCD staff. The final documents were consistent in their look and feel, consistent with the State of Vermont reporting templates and accessibility features, and written in language accessible to a general audience of citizen planners. This manual is anticipated to be released to the public in late 2025/early 2026.

Strategic Planning Process, Guilford, Vermont



D&K worked with the Town to synthesize elements of the Town Plan and community input into a set of actionable priorities. The D&K team led a community engagement process with three initial community forums: tabling at a fundraiser, presentation and community conversation at a joint Planning Commission and Conservation Commission meeting, and a Business Breakfast roundtable. The project identified and presented input from community forums into a public visioning workshop. The results were summarized into a defined set of goals, strategies, and actions.

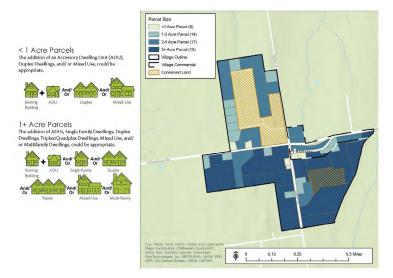
Milton Downtown Core, Chittenden County Regional Planning Commission (CCRPC), Milton, Vermont

D&K worked closely with CCRPC to develop designs and accompanying regulatory recommendations for a new Milton Downtown Core—a direct result of the Community Visit process, Milton on the Move. One of three key priorities identified in that process, the project included creating a central, walkable, and accessible downtown area that could include a town green and walkable businesses and amenities. Milton on the Move contains a robust list of action steps for developing a Downtown Core that can be used in this planning process.

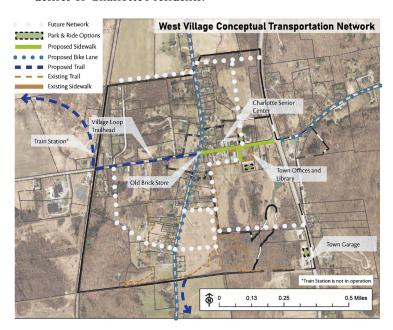


D&K facilitated public engagement workshops and presentations to inform conceptual designs for the Downtown Core. Additional public engagement included targeted stakeholder interviews, a visual preference survey, public design workshop, and a project website. The planning process resulted in a conceptual plan, street sections, photo visualizations, and birds-eye-view illustrations with corresponding recommendations for regulatory updates governing land uses, building locations, dimensional standards, streetscapes, gathering spaces, pedestrian networks, and stormwater and landscape treatments.

Charlotte East and West Villages Plan CCRPC, Charlotte, Vermont



D&K reviewed the East and West Villages to identify opportunities to modernize the Town's bylaws to allow higher density development to include affordable housing; conduct master planning for development and transportation infrastructure within the Villages; and to conceptualize connections to streets, trails, and paths to enhance multimodal travel. This project was an effort to update Village Plans and Land Use Regulations within the Villages, which, using smart growth principles, incorporated the visions and desires of Charlotte's residents.



Traditionally, Charlotte has been a rural community, but as increased development occurs, D&K is facilitating a process to assist the community to consider where residents want to focus that development and how to preserve the character of the Town. Using this public input and data, the team

will develop designs that may include potential building locations, green spaces, natural and conserved areas, street connections, trails and bike/pedestrian infrastructure, parking, and more. D&K is providing services for a simultaneous project to address alternative transportation options in the West Village, with an eye towards active transportation and a new park and ride, to increase accessibility and reduce emissions. Public engagement included targeted stakeholder interviews, a visual preference survey, public design workshop, and project website.

Landscape Architecture Design, Community Outdoor Recreation, Windham, Maine



As part of the town's ongoing Windham Outdoors initiative, D&K worked closely with the town's Parks & Recreation and Economic Development departments to capitalize on growth opportunities for outdoor recreation, active transportation connections, and coordinated signage. Through public engagement and in-depth site analysis, this project advanced the vision expressed in its Open Space Master Plan and Strategic Economic Development Plan to be a regional recreation destination. D&K developed plans for recreation and connectivity that stress accessibility, long-term budgetary and maintenance needs, safe and legible circulation, environmental stewardship, and aesthetic appeal by working corroboratively through several sketch plans, concept designs, and final design.



Downtown Master Plan, Gardiner, Maine





D&K completed the Downtown Gardiner Master Plan in 2021. Known as the "Heart of Gardiner," this planning effort was a collaborative project supported by the City of Gardiner, Gardiner Main Street, Friends of the Cobbossee, and downtown merchants. The project focused on a 0.07-square-mile downtown core with adjacent downtown gateways.

D&K's planning staff worked with this diverse group of stakeholders to develop an interactive project website, public announcement materials, and conduct a public visioning process. A public survey recorded 240 individual responses on questions such as the focus of a downtown identity and ranking of different downtown opportunities. A public visioning meeting took place in the heart of downtown with 75 attendees reviewing and providing input on information from redevelopment of the historic arcade to reimagining parking. Focused on balancing environmental, economic, and placemaking issues, the final deliverable is a community-supported master plan that envisions a future and establishes a framework for the next 10 years for the downtown Heart of Gardiner.

This project received a Merit Award for Planning, Research and Analysis from the Vermont Chapter of the American Society of Landscape Architects in 2022.

Project Approach

Casco has many assets that define and contribute to its character and identity. Casco Village in particular, with its civic and religious buildings, businesses, Community Center, and outdoor gathering areas, plays a central role as the social hub of the town. Casco Village has a public beach and some of the Town's only sidewalks and has hosted Casco Days since 1935.

With this in mind, as part of its overall strategic approach to town-wide land use planning, the 2024 Comprehensive Plan identifies Casco Village within the P1 "Village Preservation" sector. This means that while this Village is mostly built out, some infill of new buildings and renovation of existing buildings should be allowed, and supported through targeted municipal investment, in keeping with its current character.

Recognizing the differing visions for the three villages, this section of the 2024 Comprehensive Plan also recommends that the current single Village Zoning District should be separated into two or three districts. This would sustain their distinguishing features while enabling additional, compatible, mixed-use development. A Zoning Rewrite for a new Casco Village District is the next step in achieving this vision. Well-organized and easy-to-use, these amendments will reflect and amplify the character of Casco Village consistent with the Comprehensive Plan.

Maine State Statute, Title 30A, Chapter 187, §4352, speaks directly to the relationship between zoning and the Comprehensive Plan, stating that "a zoning ordinance must be pursuant to, and consistent with, a comprehensive

plan." As we prepare a Zoning Rewrite for the Casco Village District, we will build on the work of Casco Planning Days that informed the crafting of the Comprehensive Plan.

Based on the eight objectives outlined in the RFP, D&K will support Casco through the drafting process toward the adoption of these zoning amendments. To achieve these objectives, and adoption, the new Casco Village District provisions will need to:

- Promote multimodal connectivity and accessibility;
- Respect and protect stable residential neighborhoods;
- Enable a mix of housing types in appropriate locations to address a full life cycle of housing choice;
- Address building and site design to incorporate sustainable development practices;
- Allow for well-designed, context-sensitive infill development; and
- Support a mix of compatible uses to support economic and social vibrancy consistent with historic development patterns and aesthetics.

The new Casco Village District Zoning provisions will need to be legally enforceable, consistent with other Town ordinances (e.g., Subdivision of Land), and organized in accordance with the Municode online format.

In our proposed Scope of Work, and as detailed in our Cost Proposal and Schedule, D&K presents methods and strategies that will support our approach in a manner that is efficient, respectful, and ultimately successful for the Town. Should Casco wish to apply alternative ideas, we'll be happy to adjust these tasks to meet the needs of the Town.

Scope of Work

A. Project Management

Task A1: In-Person Kickoff Meeting and Village Site Visit

The D&K team will join a Work Group organized by the Town to review the Scope of Work and schedule, discuss project goals and desired outcomes, and identify specific challenges or options that we should consider.

This meeting will be held in-person in conjunction with a site visit around Casco Village, so that our team can appreciate the opportunities to preserve and strengthen its vitality, function, and character through this Zoning Rewrite. To better understand the Village's spatial layout, patterns, and systems, we will photograph and document roadways and visible infrastructure, take measurements to determine existing dimensional norms, such as building setbacks and sidewalk widths, discuss potential building

improvements and infill opportunities, and review natural features and other relevant environmental conditions. We will evaluate traffic circulation patterns and parking capacity, understanding that on different days and varying conditions (from snowstorms to Casco Days), we need to account for change and flexibility.

We will request participation by members of the Work Group on this site visit to point our team toward priority areas and to highlight issues of particular importance to the Town.

Deliverables: Notes from the Kickoff Meeting and Village Site Visit.

Task A2: Monthly Virtual Check-Ins and Ongoing Collaboration with Town Leadership

Throughout the life of the project, members of the D&K project team will meet monthly with members of Town Staff, Planning Board, Selectboard, and the Work Group to review existing conditions and document analysis, discuss public engagement, review draft materials and key milestones, and otherwise guide the Zoning Rewrite to successful and timely completion. These meetings will be held monthly and conducted remotely for efficiency. Prior to each meeting, DuBois & King will send participants an agenda and meeting invite along with any materials for discussion.

Deliverables: Notes from Monthly Virtual Check-Ins.

B. Physical Features Data Collection and Document Review

Task B1: Data Collection

D&K will conduct in-person (during the Site Visit, Task A1) and desktop analysis of existing conditions in Casco Village to develop a base map of the project area's attributes. We will use GIS data from Beginning with Habitat, Maine Geolibrary, Greater Portland Area Council of Governments, and the Town, as may be available.

D&K will develop mapping that will indicate existing streetscape amenities, current building uses, multimodal travel and parking, mapped utilities, rights-of-way, and environmental features. Additional information needs will be discussed during the Kickoff Meeting and Village Site Visit. The results of this data collection and mapping will directly inform elements of the Zoning Rewrite, as it will enable infill development, mixed uses and housing types, dimensional standards, and Complete Streets.

Deliverables: Base map of existing conditions.

Task B2: Document Review

D&K will undertake a document review in order to understand higher-level vision and goals, as well as specific word usage, current definitions, and formats that the Zoning Rewrite should build on. At a minimum, these documents will include:

- 2024 Casco Comprehensive Plan
- Town Code, General Provisions, Chapter 1
- Town Code, Subdivision of Land, Chapter 210
- Town Code, Zoning, Chapter 215
- Zoning and other maps
- Maine Revised Statutes

We have included Chapter 210, Subdivision of Land, in our document review because of the close links between its provisions and those of zoning. Submission processes, installation of public improvements, the modification (waiver/variance) process, and other items will have direct bearing on outcomes in the new Casco Village District. For example, there may be provisions of Landscaping and Buffering (§210-9.6), such as for street trees, tree preservation, or the submission of a Landscape Plan, that Casco may wish to strengthen within Chapter 210 itself or to augment within Chapter 215 for the new Casco Village District.

Task B3: Written Summary Analysis of Data Collection and Document Review

Based on the items investigated in Task B1 and Task B2, D&K will prepare a written Summary Analysis of challenges and opportunities for the Zoning Rewrite for the Casco Village District.

Deliverables: Written analysis of physical features and relevant documents.

C. Public Engagement

In partnership with the Work Group, D&K will bring experience and an unbiased perspective in harnessing community members' energy and interests in this Zoning Rewrite. We fully expect this process to be a forum for broader ongoing discussions regarding Town character, affordability, aesthetics, traffic, and public costs. These are subjects that can arouse strong emotions. Utilizing an open demeanor, reflective listening, and specific facilitation techniques, we have led many charged conversations, so that they offer useful information for project deliverables while maintaining a high standard of civil discourse.

One technique for successfully engaging larger groups is by creating several smaller breakout groups (about six to eight people) for separate brainstorming sessions. Smaller groups provide an opportunity for less vocal participants to be more comfortable sharing, and the smaller group dynamic likewise reduces the tendency of a few people to dominate the conversation. Visual and tactile thinkers can engage in a hands-on experience around a table, such as drawing sidewalk connections or infill development directly on trace paper over an aerial printout of Casco Village. Report-outs after the breakout groups provide all meeting attendees with a summary of common themes, as well as diverging ideas around vision and design priorities.



Landscape Designer/Community Planner Kait Campbell facilitates a small breakout group for the Charlotte East and West Villages Plan.

Task C1: Initial Public Forum

D&K envisions an initial forum to discuss the objectives of the Zoning Rewrite. We will invite all thoughts on what participants see as the best outcome for this project, and Casco Village generally. We find that asking these high-level questions, listening to stories, and understanding varied perspectives, can help us identify guideposts for the project. This meeting will also set the tone for a Zoning Rewrite process that is welcoming, transparent, and accountable.

This forum will discuss the results of D&K's data collection, document review, and analysis (Task B). As noted earlier, this forum will build on other recent engagement, such as during the preparation of the 2024 Comprehensive Plan, and, currently, the Open Space Plan. We will wish to gain additional insights rather than repeat work that has already been done. To support participation at this and the additional public meetings, should it be feasible based on timing and location, the Town could offer childcare along with refreshments.

Deliverables: Notes and results of the Initial Public Forum.

Task C2: Real Estate and Construction Industry Input

In its 2024 Comprehensive Plan, the Town has expressed a clear vision of walkability, preserved historic character, and limited and appropriate development in Casco Village. The Zoning Rewrite will be the regulatory means of implementing this vision, and the Town may also choose to invest in targeted infrastructure improvements.

Ultimately, the desired outcome for Casco Village will also require private property owner initiative, in accordance with factors of the local real estate and construction industry. In addition to direct input from members of the Casco community and Town staff and leadership, D&K will want to consider the needs and interests of the local building industry.

As may be suggested by the Work Group, D&K will talk with up to three local builders or other real estate professionals to better understand:

- 1. What opportunities for desirable change or growth do you see for the future Casco Village, in keeping with its cultural and environmental heritage?
- 2. How can new ordinance provisions for a Casco Village District support this desirable change or growth?
- 3. In your experience or perspective, are there any hurdles that current policies, processes, or ordinances present to a successful building project in Casco, such that all else being equal (such as land costs or market value), you may instead choose to invest or build elsewhere?
- 4. As it seeks to strengthen the fabric and function of Casco Village via Zoning amendments, what might Casco learn from other area communities in which you have built?

Deliverables: Notes and results of the Real Estate and Construction Industry Input.

Task C3: In-Person Presentation of the Draft Zoning Rewrite

After internal review and revisions with the Work Group, D&K will present the Draft Zoning Rewrite at a public meeting. We will also present additional recommendations for supporting Code amendments elsewhere in Zoning and/ or Subdivision of Land (see Task D1).

We will solicit public input to determine what further refinements may be needed, and whether further outreach may be useful in growing public awareness and support of the Zoning Rewrite, and potentially a smoother adoption process.

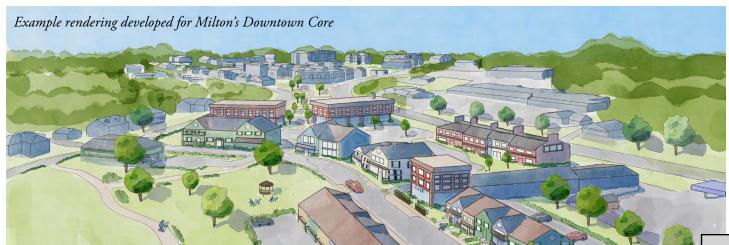
Deliverables: Notes from the Presentation of the Draft Zoning Rewrite.

Task C4: In-Person Presentation of the Final Zoning Rewrite

Once completed, based on Work Group and public feedback, D&K will present the Final Zoning Rewrite in-person to the public and Selectboard at a regularly scheduled Selectboard meeting or separate public meeting as may be scheduled by the Town. We will review all phases of the Zoning Rewrite project, from data collection and document analysis through all public engagement work, including during the writing of the Comprehensive Plan.

These ordinance amendments will be a tool for property owners and business owners to make realistic and informed choices for potential development in Casco Village. At this meeting, it would be valuable to present the Zoning Rewrite alongside members of Town staff, so that members of the public can better understand the nuts and bolts of the application process and that staff members are ready to assist with needs and questions.

Deliverables: Notes from the Presentation of the Final Zoning Rewrite.



Task C5: Public Hearings and Adoption Process

D&K will participate remotely in up to three public hearings during the Adoption Process to offer background or clarification of text as needed.

Deliverables: Participation in up to three public hearings.

Task C6: Advertising Materials

For each of the public meetings described in Tasks C1, C3, and C4, D&K will prepare and digitally transmit 8.5-by-11-inch-format event flyers for the Town to print and post, share by email and USPS mail, and upload to social media and the Town website, etc.

D&K will prepare additional text for longer-format descriptions of each event.

Deliverables: Flyers and longer-format text for the Initial Public Forum, the In-Person Presentation of the Draft Zoning Rewrite, and the In-Person Presentation of the Final Zoning Rewrite.

D. Zoning Ordinance Rewrite

Task D1: Draft Zoning Ordinance Rewrite

With guidance from the Work Group and other Town representatives, existing conditions data, document review and analysis, and public engagement input, D&K will draft and format new text for the Casco Village District Zoning Rewrite. We anticipate that the subsections of this text will include provisions governing the following items, prepared in compliance with Maine State Statutes, and pursuant to, and consistent with, the 2024 Comprehensive Plan:

- Intent
- Permitted Uses/Site Plan Review Uses
- Space (Dimensional) Standards
- Density Bonus (as may be endorsed by the Town)
- Landscape Standards (as calibrated to the Casco Village District)
- Exterior Lighting (as may differ from, or augment, §215-5.12 for the Casco Village District)
- Public Amenities (as coordinated with Subdivision of Land provisions)
- Signs or other design standards related to materials and aesthetics (while supporting innovation and variety consistent with Village character)

Amendments to zoning provisions beyond the Casco v mage District provisions may include:

- Shared Parking
- Exterior Lighting (town-wide updates to \$215-5.12, such as for LED color temperature)
- Landscape and Buffering (such as street tree species recommendations)
- Definitions (for consistency, clarity, or current industry terminology)
- Bioretention stormwater management options (for all sites in addition to those currently governed by \$215-5.31)
- Adaptive Reuse of Buildings and Structures

Amendments to Subdivision of Land provisions may include:

- An up-front graphic flow chart illustrating the preapplication, submission, review, and approval processes
- Complete Streets guidance aligned with the intents of public safety, multimodal travel, and user comfort
- Standard graphic details, such as of sidewalks, tree planting, tree protection, street furniture (such as for a selected bench style)
- Definitions, as may need to be updated to match Zoning

Deliverables: Draft Zoning Rewrite for the Casco Village District; accompanying draft amendment recommendations for elsewhere in chapters 215 and 210.

Task D2: Final Zoning Ordinance Rewrite

Based on Work Group and public feedback on the Draft Zoning Ordinance Rewrite (Task D1), D&K will prepare a Final Zoning Ordinance Rewrite suitable for Selectboard review and potential adoption in accordance with Maine State Statute.

We will work with the Town to prepare the Final Zoning Ordinance Rewrite to include appropriate Preamble text for an adoption Resolution, and codification per Municode formatting.

Deliverables: Final Zoning Ordinance Rewrite in a digital, editable, and Municode-ready format.

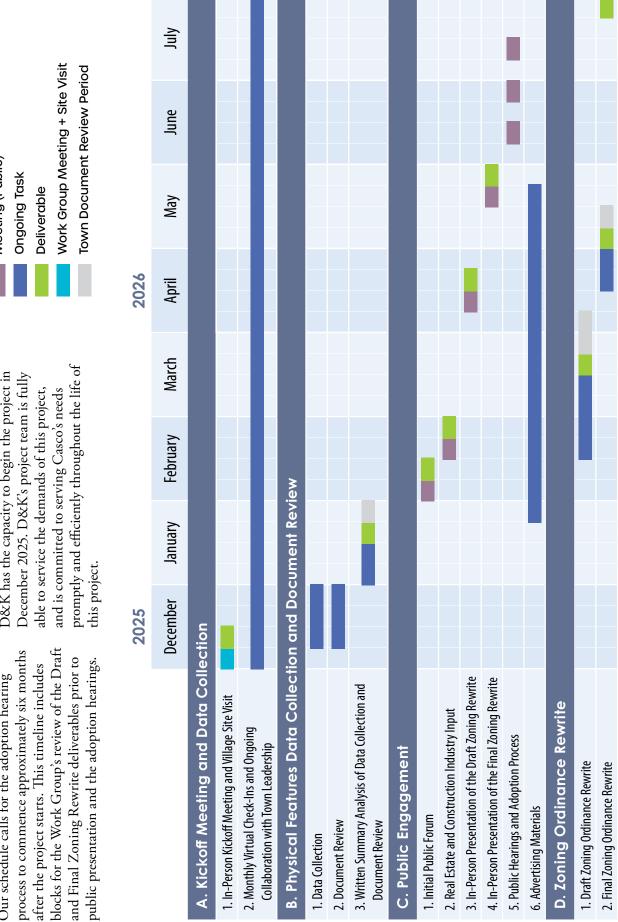
Schedule

D&K's proposed schedule is presented on the following page.

after the project starts. This timeline includes Our schedule calls for the adoption hearing

promptly and efficiently throughout the life of D&K has the capacity to begin the project in December 2025. D&K's project team is fully and is committed to serving Casco's needs able to service the demands of this project,

Meeting (Public) **Ongoing Task** Deliverable



Item 12.#

Team Members

D&K's Planning and Landscape Architecture Group leads a variety of project types—from site design to open space management to strategic town planning. We work collaboratively with our in-house multidisciplinary engineers, environmental scientists, and surveyors to provide additional technical expertise as needed.

The following members of the D&K Planning and Landscape Architecture Group will be working on Casco's Zoning Rewrite for the Casco Village District. Resumes for key staff are included at the end of this document.

Dan Mallach, PLA, AICP, ISA Certified Arborist, Project Manager/Certified Planner,

has 18 years of experience with local bylaws, from drafting text, working through to adoption, and then implementation as both public consultant and private sector practitioner. He has written more



than 600 formal review letters of municipal applications ranging from single-family homes to larger neighborhoods and commercial and institutional development projects. He has prepared designs for plans for housing, streetscapes, independent living, and park projects, coordinating with public entities and private property owners. As an ISA Certified Arborist, Dan has an interest in urban forestry and natural resource management; he regularly performs wetland delineations and natural resource inventories for public infrastructure projects. Dan recently completed the Outdoor Recreation Planning project in Windham, Maine. He led planning and community engagement for Guilford, VT's Strategic Planning Process and has provided master planning and design for village and downtown projects in eight VT communities. In addition to providing day-to-day management and serving as the Town's primary point-ofcontact, Dan will focus on Casco's community engagement and Zoning Rewrite drafting efforts.

Emily Lewis, PLA, LEED AP, Landscape Architect, has 18 years of experience in the design and planning of public facilities, including stormwater, recreation, environmental restoration and community design projects. Each of her projects begins with extensive community coordination and



engagement. Emily's experience ranges from master plans to construction documents, and she has hands-on experience

developing community visioning plans; planting plans; ecosystem restoration; stormwater; sign designs; recreation/hardscape amenity designs; public engagement; site analysis; community planning; and project management. Emily has worked with municipal departments, community groups and associations, schools, and nonprofits in the Mid-Atlantic and New England to develop community engagement strategies to inform designs. She led the engagement, planning, and design work for the Milton Downtown Core Master Plan, Brownsville Between the Bridges and Beyond planning study, and the Charlotte East and West Villages Plan. Emily is President of the Vermont Chapter of the American Society of Landscape Architects. Emily will draft potential ordinance provisions related to green stormwater management, and help to lead public engagement work.

Andrea Haynes, PLA, Planner/ Landscape Architect, has 10 years of experience providing planning and landscape architecture for municipalities, planning commissions, schools, and recreation facilities. She regularly works with the public and stakeholders to develop planning documents that are cost-effective,



implementable, and approachable, and synthesize complex data to create user-friendly planning documents. She recently completed Lake Wise assessments for Silver Lake in Barnard, VT, conducting a public meeting to educate homeowners on best land management practices to reduce erosion, stormwater runoff, and nutrient pollution, and encourage homeowners to sign up for a Lake Wise assessment. Andrea will draft zoning recommendations related to housing, flood risk management, and the prioritization of public facilities and infrastructure initiatives.

Kait Campbell, Landscape Designer/Community Planner,

has three years of experience working with public and private institutions, as well as municipalities to develop plans for streetscapes, town and village master plans, large campuses, local sites, and municipal recreation. She has experience using a range of



tools, including ArcGIS, Adobe Creative Cloud, QGIS, and AutoCAD. Kait has supported public engagement and design efforts for the Milton Downtown Core Master Plan, the Charlotte East and West Villages Plan, and the Town Common Redesign in Northfield. She is currently supporting the planning of Williston, VT's US 2 corridor. Kait will support public engagement and design efforts.

Learnneal					
	Dan Mallach Project Manager	Emily Lewis Landscape Architect	Andrea Haynes Landscape Architect	Kait Campbell Designer/Planner	Totals
A. Kickoff Meeting and Data Collection					
1. In-Person Kickoff Meeting and Village Site Visit	10	12			22
2. Monthly Virtual Check-Ins and Ongoing Collaboration with Town Leadership	12	2	2	2	18
B. Physical Features Data Collection and Document Review	view				
1. Data Collection	2		9	12	20
2. Document Review	∞	2	2	4	16
3. Written Summary Analysis of Data Collection and Document Review	00			2	10
C. Public Engagement					
1. Initial Public Forum	12		12		24
2. Real Estate and Construction Industry Input	9	2			∞
3. In-Person Presentation of the Draft Zoning Rewrite	12	2			14
4. In-Person Presentation of the Final Zoning Rewrite	12				12
5. Public Hearings and Adoption Process	9			2	_∞
6. Advertising Materials			2	12	14
D. Zoning Ordinance Rewrite					
1. Draft Zoning Ordinance Rewrite	24	16	16	12	
2. Final Zoning Ordinance Rewrite	12	9	9	2	
TOTAL HOURS	124	42	46	48	260
LABOR RATE	\$140.00	\$140.00	\$115.00	\$105.00	
COST PER INDIVIDUAL	\$17,360	\$5,880	\$5,290	\$5,040	
				LABOR TOTAL	\$33,570
DIRECT EXPENSES					
Travel: 1,132 miles at \$0.70 = \$792					
Meals: Partial Per Diem (4 days at \$44.25) = $$177$					
Lodging: (2 Nights at \$96.00) = \$192					
Copying: \$100				DIRECT TOTAL	\$1,261
				TOTAL FEE	\$34,831
UBOIS & KING 2025					

References

Contact: Alison Low, AICP, Senior Planner, Northeastern Vermont Development Association, alow@nvda.net

Project: Vermont Planning Manual

Contact: Jeannette Tokarz, Guilford Planning Commission Chair, jeannettetokarzpc@gmail.com

Project: Strategic Planning Process, Guilford

Contact: Larry Lewack, Former Charlotte Town Planner, veepdirect@gmail.com

Project: Charlotte East and West Villages Plan

Contact: Linda Brooks, Director, Windham Parks and Recreation, ljbrooks@windhammaine.us

Project: Landscape Architecture Design, Community Outdoor Recreation, Windham, ME

Contact: Cymone Bedford, AICP, Planning, DEI, and Development Review Director, Town of Milton, cbedford@miltonvt.gov

Project: Milton Downtown Core





Dan Mallach PLA, AICP, ISA Certified Arborist PROJECT MANAGER/ CERTIFIED PLANNER

Years of Experience

18

Education

Master of Landscape Architecture, University of New Mexico, 2009 B.A., Music, Minor in Conservation Biology, Middlebury College, 1995

Registrations

Professional Landscape Architect: VT 133752

American Institute of Certified Planners

ISA Certified Arborist PD-2782A, Tree Risk Assessment Qualified (TRAQ)

Experience

Bylaw Preparation, Various Municipalities. Land Planner working with numerous municipal planning and governing bodies and staff to analyze, draft, and amend bylaws pertaining to zoning, subdivision and land development, including permitted uses; building and land use dimensional regulations; streetscape, open space, and recreation design and maintenance; graphic design guidelines; outdoor lighting; private wind and solar use standards; signage; parking requirements; street, parking area, building perimeter and stormwater management planting; visual buffering; natural and cultural feature protection and impact mitigation; plan submission requirements.

Land Development Code Compliance Review, Various Municipalities. Planner and Landscape Architect, prepared written and graphic analyses of land development and construction proposals with respect to public health, safety and welfare needs; legal and regulatory compliance; environmental and cultural resource protection and improvement; grading; soil erosion and sediment control; vehicle and pedestrian circulation design; emergency services access; ADA and universal access; outdoor lighting; signage; plant selection and planting design; open space configuration and recreation amenities; and site and building aesthetics/context sensitivity. Conveyed statutory requirements and best practices recommendations with text, photos, aerial mapping overlays (e.g., with Google Earth) and illustrations. Prepared more than 600 Review Letters used by municipal clients, developers, consultants and the general public during project review and ongoing oversight.

Landscape Architecture Design, Community Outdoor Recreation, Windham, ME. Landscape Architect/Planner to develop a plan to grow opportunities for outdoor recreation and active transportation connections and coordinate signage. D&K has developed plans for recreation and connectivity that stress accessibility, long-term budgetary and maintenance needs, safe and legible circulation, environmental stewardship, and aesthetics by collaborating through sketches, concepts, and final design. Responsible for project management, graphics, and public meeting facilitation.

Milton Downtown Core, CCRPC, Milton, VT. Landscape Architect/Planner working closely with CCRPC to create a central, walkable, and accessible downtown area that could include a town green and walkable businesses and amenities." The planning process will result in a conceptual plan, street sections, photo visualizations, and recommendations for regulatory updates that will include information about land uses, building locations, streetscapes, gathering spaces, pedestrian networks, stormwater treatments, and landscape treatments. Coordinated public workshops, prepared photosimulations, and the prepared new zoning ordinance recommendations for dimensional standards, open space utilization, parking requirements, architectural design, and landscaping.

East and West Villages Plan, CCRPC, Charlotte, VT. Planner/Landscape Architect to review and identify opportunities for the East and West Villages, to modernize the Town's bylaws, and consider the visions and desires of residents. Led community discussions and workshops and prepared graphic build-out analyses. Collaborated with Town and RPC staff on recommendations for updating zoning provisions in the Village Commercial, East Village, and West Village districts related to lot area, setbacks, building height, accessory dwelling unit, open space preservation, parking, and sidewalks.

Vermont Planning and Land Use Manual Update, Vermont Association of Planning and Development Agencies (VAPDA),

Statewide, VT. Planner/Landscape Architect to provide planning services to make extensive updates to the manual to reflect statutory changes and incorporate best practices relating to justice, equity, diversity, inclusion, and climate resilience. Tasks included coordination with the VAPDA and the staff and legal counsel of the Department of Housing and Community Development (DHCD), leading four virtual meetings, presenting to the VAPDA, and creating and reviewing final, updated documents. Responsible to provide outreach to regional planning commissions, draft module and document updates, review state regulations and compliance, and review drafts.



Emily Lewis PLA, LEED AP LANDSCAPE ARCHITECT/ PLANNER

Years of Experience

18

Education

M.S., Environmental Sciences and Policy, Johns Hopkins University, 2016; Bachelor of Landscape Architecture, Pennsylvania State University, 2007

Registrations

Professional Landscape Architect: ME LAR5923, VT 133745, NH 227, MD 3695; Vermont Natural Shoreland Erosion Control Certification, VT ANR; LEED AP-US Green Building Council

Affiliations

President, American Society of Landscape Architects, Vermont Chapter

Experience

Milton Downtown Core Development Design, CCRPC, Milton,

VT. Project Manager/Landscape Architect to develop a plan for a walkable, accessible downtown and town green. Guided by the community-led town plan, facilitated public engagement to inform conceptual designs for a downtown plan. The planning process, including a design-charrette, resulted in a conceptual plan, street sections, photo visualizations, and recommendations for regulatory updates, including information about land use, building locations, streetscapes, gathering spaces, pedestrian networks, stormwater treatments, and landscape treatments.

East and West Villages Plan, Charlotte, VT. Project Manager to review and identify opportunities for the Villages to modernize the Town's bylaws and incorporate the vision and desires of residents. Project goals included: allow higher density development in the village areas, including more affordable housing options; conduct master planning for development and transportation infrastructure; and conceptualize connections among roads, trails, and paths to enhance multi-modal travel. Informed by community input, project designs included potential building locations, social gathering spaces, natural and conserved areas, street connections, trails and active transportation infrastructure, and public parking. Responsible to lead the conceptual design, coordinate client and stakeholders, and manage the public engagement process and materials.

Strategic Plan, Guilford, VT. Project Manager to develop a plan to synthesize elements of the Town Plan and community input into a set of actionable priorities. Led a community engagement process with three initial community forums: tabling at a fundraiser, presentation and community conversation at a joint Planning Commission and Conservation Commission meeting, and a Business Breakfast round table. Identified and presented input from community forums into a public visioning workshop. Summarized results of the process into a defined set of goals, strategies, and actions.

Brownsville Between the Bridges, West Windsor, VT. Project Manager for a project to create an inviting, user-friendly village center that residents and visitors can safely navigate. Proposed safety improvements along Brownsville-Hartland Road and VT 44, including traffic calming, sidewalks, gateways, and crosswalks, and analyzed the potential for Class 1 conversion of VT 44 between bridges. Tasks included the review of wayfinding, improvements to the town trail and Mill Brook Bridge, and public engagement and outreach. Public engagement included tabling at community events, community survey, community conversations, public workshops, and public presentations.

Heart of Gardiner Downtown Master Plan, Gardiner, ME. Landscape Architect for a collaborative planning effort supported by the City of Gardiner, Gardiner Main Street, Friends of the Cobbossee, and downtown merchants. Worked with this diverse group of stakeholders to develop an interactive project website, public announcement materials, and public visioning process. With a focus on a balance between environmental, economic, and placemaking, the final deliverable was a community-supported master plan that envisions a future for the Heart of Gardiner, establishing a framework for the next 10 years for downtown Gardiner. Coordinated and reviewed elements regarding flooding impacts, plantings, and stormwater design. *This project received a Merit Award for Planning, Research, and Analysis from the Vermont Chapter of the American Society of Landscape Architects in 2022.*

Vermont Planning and Land Use Manual Update, VAPDA,

Statewide, **VT.** Project Manager to provide planning services to make extensive updates to the manual to reflect statutory changes and incorporate best practices relating to justice, equity, diversity, inclusion, and climate resilience. Tasks included coordination with the VAPDA and the staff and legal counsel of the DHCD, leading four virtual meetings, presentation to the VAPDA, and creation and review of final, updated documents. Responsible to provide project and stakeholder coordination, conduct stakeholder meetings, and review and revise the modules and final document.



Andrea Haynes PLA PLANNER/ LANDSCAPE ARCHITECT

Years of Experience

10

Education

Certificate in Urban Environmental Education, Civic Ecology Lab, Cornell University, 2019

Master of Landscape Architecture, Cornell University, 2014

B.A. Fine Arts, Art History Minor, University of Delaware, 1999

Registrations

Professional Landscape Architect: VT 133802

Vermont Natural Shoreland Erosion Control Certification, VT ANR

Experience

Landscape Architecture Design, Community Outdoor Recreation, Windham, ME. Landscape Architect to develop plans and designs for a connector trail in North Windham, develop Presumpscot Riverfront Park, and advance the "Windham Outdoors" initiative with a full branding and style guide package for the park and trail system, including sign and kiosk design and location. The final plans will include preliminary construction cost estimates that can be referenced for budgeting and funding purposes. Responsible for site visits, concept sketches, public engagement, and signage design.

Town Common Redesign, Northfield, VT. Landscape Architect for the conceptual design and public engagement services to consider redesigning the Northfield Town Common to better accommodate current and future uses. Elements to be considered included preserving, renovating, or replacing the current fountain; accessibility; event space and usage; and daily activities such as sitting, lunching, and playing. The project included five public engagement events that ranged from a community-wide survey, farmer's market tabling, community conversation, kids park designs, and a community design workshop. The result will be three conceptual designs synthesized into a final alternative that can be presented to the community to determine future design and construction phases. Responsible for public outreach and engagement. This project received a 2025 Public Places Merit Award.

Benson Village Center Community and Recreational Facilities Project, Benson, VT. Project Manager and Landscape Architect for municipal outdoor amenities and recreation improvements. The project reimagined potential uses for a piece of property shared by the Town Office and Library/Community Hall. Current uses included a mix of open space, poorly organized parking, a basketball court, and a damaged concrete pad used for events. The project's key goals were to address deteriorating pavement, inadequate and inaccessible parking, and stormwater runoff issues while improving site amenities for events. D&K developed three design options that enhanced the site's recreational and ecological functions and provided the Town with three levels of financial investment. All three options integrated programming and stormwater needs with the addition of seating areas, strategically placed shade trees to organize and define space, upgrades included the existing concrete pad, a new event pavilion, and converting turf grass to low-maintenance meadows. Led the effort in collaboration with the Rutland Regional Planning Commission. Coordinated with D&K's civil engineers to complete 30% design drawings.

Lake Wise Assessments, Silver Lake, Barnard, VT. Project Manager to conduct Lake Wise assessments for Silver Lake. Promoted and conducted a public meeting to educate homeowners on best land management practices along lake shores to reduce erosion, stormwater runoff, and nutrient pollution, and encourage homeowners to sign up for a Lake Wise assessment. Five out of twelve assessed properties earned the Lake Wise Award for meeting the four criteria in the DEC Lake Wise survey. Provided user-friendly reports to property owners with recommendations regarding improvements to shoreline health. In addition to individual assessments, identified and prioritized larger erosion and stormwater projects suitable for future funding through the Clean Water Initiative Program (CWIP). Submitted new project forms to ANR for seven projects with the greatest potential for positive impacts on water quality. Responsible to lead the project team, coordinate with stakeholders, provide site reviews and reports, and lead public engagement efforts.

Traffic Calming Study, Lincoln, VT. Landscape Architect/Planner working with the town and the Addison County Regional Planning Commission to develop a traffic calming master plan for the village center. While some traffic calming measures have been implemented along Quaker Road, there is still a concern regarding traffic speeds and volumes due to the configuration of the roads and a wide variety of modes and users in the village, including commuters, logging vehicles, maple sugaring equipment/vehicles, visitors, pedestrians, and cyclists. Responsible for site analysis and field measurements, development of streetscape amenity and pedestrian safety options, and design of alternatives for roadway alignments and traffic calming elements, including typical details.



Kait Campbell

LANDSCAPE DESIGNER/ COMMUNITY PLANNER

Years of Experience

3

Education

M.S., Ecological Design, The Conway School, 2023 B.S., Business Administration, Conc. in Accounting, Legal Studies, Bryant University, 2016

Registrations

Certificate in Permaculture
Design
Sowing Solutions, North
Adams, MA
Vermont Natural Shoreland
Erosion Control Certification,
VT ANR

Affiliations

Board Member, Permaculture Association of the Northeast

Experience

Strategic Plan, Guilford, VT. Landscape Designer to develop a plan to synthesize elements of the Town Plan and community input into a set of actionable priorities. Led a community engagement process with three initial community forums: tabling at a fundraiser, presentation and community conversation at a joint Planning Commission and Conservation Commission meeting, and a Business Breakfast round table. Identified and presented input from community forums into a public visioning workshop. Summarized results of the process into a defined set of goals, strategies, and actions. Responsible to support public engagement and the development of a strategic plan document.

Milton Downtown Core Development Design, CCRPC, Milton,

VT. Community Planner/Landscape Designer to develop a plan for a walkable, accessible downtown and town green. Guided by the community-led town plan, facilitated public engagement to inform conceptual designs for a downtown plan. The planning process, including a design-charrette, resulted in a conceptual plan, street sections, photo visualizations, and recommendations for regulatory updates, including information about land use, building locations, streetscapes, gathering spaces, pedestrian networks, stormwater treatments, and landscape treatments. Responsible for incorporating community feedback into a cohesive revitalization plan, facilitating a community design workshop, and creating graphics in plan view and three dimensions to convey conceptual designs.

East and West Villages Plan, Charlotte, VT. Landscape Designer to review and identify opportunities for the Villages to modernize the Town's bylaws and incorporate the vision and desires of residents. Project goals included: allow higher density development in the village areas, including more affordable housing options; conduct master planning for development and transportation infrastructure; and conceptualize connections among roads, trails, and paths to enhance multi-modal travel. Informed by community input, project designs included potential building locations, social gathering spaces, natural and conserved areas, street connections, trails and active transportation infrastructure, and public parking. Supported concept design and public engagement and developed the project website.

Vermont Planning and Land Use Manual Update, VAPDA,

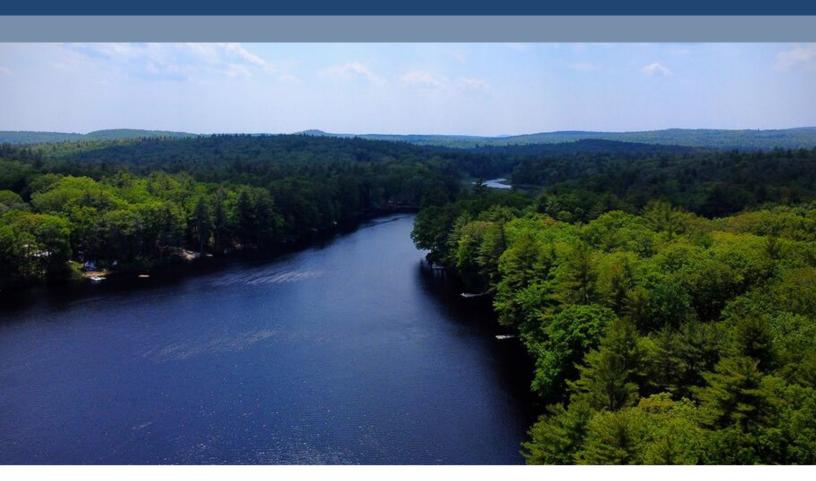
Statewide, VT. Landscape Designer/Community Planner to provide planning services to make extensive updates to the manual to reflect statutory changes and incorporate best practices relating to justice, equity, diversity, inclusion, and climate resilience. Tasks included coordination with the VAPDA and the staff and legal counsel of the DHCD, leading four virtual meetings, presentation to the VAPDA, and creation and review of final, updated documents. The final documents were consistent in their look and feel, consistent with the State of Vermont reporting templates and accessibility features, and written in language accessible to a general audience of citizen planners. Responsible to provide updated images and graphics and lay out the drafts and final document and modules.

Dog River Pedestrian Scoping Study, Northfield, VT. Landscape Designer to identify alternatives for a sidewalk or path connecting Dog River Park to the Town Common. Challenges include access management across wide parking lots and roads, accessibility for all residents, and a railroad crossing. This project will also connect Green Mountain Apartments and the Senior Center. Responsible to conduct public engagement meetings, work with team members to assess existing conditions, and develop alternatives, and opinions of probable construction cost.

Town Forest Wayfinding Master Plan, Northfield, VT. Landscape Designer for the mapping and wayfinding for Town Forest trails. Key project objectives included to develop mapping for the interconnected municipal and Norwich University trails, as well as access points, activity types, and difficulty ratings; develop wayfinding signage and resources to maximize the use of existing parking; and clarify and provide intuitive wayfinding for sanctioned public-use trails and access points. Assisted with development of wayfinding graphics and coordination with vendors for cost estimates. Led the refinement of GIS data and online map platforms.

Statement of Qualifications for Planning Services for Zoning Rewrite in Casco Village District

Town of Casco, Maine



November 13, 2025





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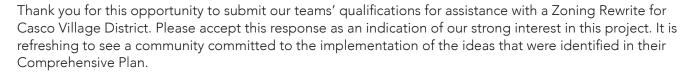
RESILIENCE

Anthony Ward, Town Manager 635 Meadow Road Casco, ME 04015

November 13, 2025

Re: Statement of Qualifications - Casco Village Zoning Rewrite

Dear Mr. Ward,



The members of our firm are excited about the possibility of continuing to work with the Town of Casco, and could start work on this project early in 2026 if selected. We believe our team's extensive comprehensive planning and land use regulation experience, as well as our ability to conduct effective public outreach, will bring the skills and expertise required to reach the stated goals for this project. For this project, I will serve as the project manager and point of contact from our Plymouth, NH office.

The enclosed proposal will further detail who we are, our related experience, a suggested project approach, and the potential cost for a project of this scope and duration. Thank you again for this opportunity to offer our services, and I hope we have the opportunity to meet with representatives of the town to discuss this project further.

Sincerely,

Steve Whitman, EdD, AICP

Founder and Principal

Resilience Planning & Design LLC

1 Bridge St, Suite 301 Plymouth NH 03264

P: 603-381-1798

E: steve@resilienceplanning.net W: www.resilienceplanning.net

FIRM PROFILE









RESILIENCE PLANNING & DESIGN LLC provides collaborative planning, design, and education services throughout the northeast. Currently we have three full-time planners and a GIS analyst on staff. Beyond this core team, we collaborate with other professionals on a project-by- project basis to ensure we can deliver the specific skills needed for each initiative. Our firm has extensive experience working on a range of planning projects in communities of all sizes, but one of our specialties is leading comprehensive planning initiatives. Another specialty is working on regulatory approaches that reinforce traditional downtowns and village centers like Casco Village District. We have become extremely proficient in both analyzing and developing creative solutions related to the topics of land use, housing, transportation, natural resources and hazards, open space and conservation, community facilities, and others that are essential to comprehensive plans and regulation development. We are also very experienced with community outreach and engagement, GIS analysis, graphic communication, and document creation. As a team, we have been working to make planning and regulatory documents more accessible and engaging to the public and municipal boards. We also have the ability to create the concise language and visuals needed to clearly communicate Casco's land use vision, regulatory strategies, and the implementation program needed to reach that vision.

PROJECT TEAM

STEVEN WHITMAN, EDD, AICP PRINCIPAL PLANNER & PROJECT MANAGER

Steve Whitman is professional planner and educator who has been working in the public, non-profit, and private sectors for over twenty-five years. Steve will serve as one of the primary project managers and will ensure the project meets the scope and deliverables identified. Steve established Resilience Planning & Design to assist municipalities, agencies, and non-profit organizations with planning initiatives and implementation efforts that reinforce their visions and future land use plans. His work includes strategic open space planning, comprehensive planning projects, housing assessments, and regional and watershed scale natural resource planning. Steve is also a published researcher on the value of holistic natural resource protection and regenerative design at the municipal scale. His work has been published in Planning magazine. Steve is also a founding member of Pemi-Baker Trails in Plymouth, NH and an active board member for Mill City Park in Franklin, NH.



ELIZABETH MALLOY PLANNER & DESIGNER

Liz Malloy is a professional planner and designer who holds a M.S. in Ecological Design and Planning and has completed a variety of comprehensive planning projects for municipalities focused on dynamic visioning, place-based analysis, collaborative land use planning, creative plan development, and designing equitable outreach and engagement processes. Liz is passionate about helping communities of all sizes realize their goals and envision solutions to complex, interrelated local and regional issues. She is formerly a municipal and regional planner, is a certified permaculture design teacher, and is highly skilled in group facilitation, graphic design, project management, and strategic planning.





PROJECT TEAM CONTINUED

ZAK BROHINSKY GIS ANALYST

Zak Brohinsky is an expert in in GIS analysis, data management, and conservation planning. With a foundation in land conservation and stewardship, Zak understands complex environmental and social interactions and has the capacity to convey spatial information effectively to broad audiences. In the field of applied land conservation, Zak has worked with federal and state agencies, private entities, and non-profit organizations. Zak also has a background in climate resilience analysis executing natural disaster risk assessments for local, state, and international clients. He is certified in FEMA's flood hazard training having successfully completed the Hazus-MH for Flood course. Zak is the current Board Chair of the Plymouth Area Renewable Energy Initiative and also sits on the board of Standing Trees, a regional forest advocacy non-profit.



CRYSTAL KIDD PLANNER

Crystal Kidd is a professional planner with a degree in Environmental Policy. Crystal brings her municipal planning experience to our firm, and completes existing conditions research in the initial stages of a project. She also brings her organizational skills to the development and management of the outreach and engagement aspects of comprehensive planning and land use policy projects. Her professional area of interest are in developing plans, resources, and regulatory tools that help regions and municipalities protect their natural resources, while improving their resilience and livability for all. Crystal also volunteers as a Conservation Easement Monitor for the Squam Lakes Conservation Society and as a Docent Volunteer at the Squam Lakes Natural Science Center. She is also a member of the American Planning Association.





PROJECT APPROACH

Our approach to this project will be to deliver the scope of work that was thoughtfully outlined in the RFP, and to work with the Town of Casco to ensure the project is delivered on time and on budget. To accomplish this work, we propose regular communication and collaboration with Town Leadership and the public through the following tasks:

TASK 1: PROJECT MANAGEMENT AND MEETINGS

We will work with Town Staff and members of the identified Work Group to organize an in person project kickoff meeting. At this initial meeting we propose reviewing and revising the project scope and schedule as needed, and refining the project schedule. This should include meeting and deliverable target dates for the duration of the project. We will use a combination of Zoom and in-person meetings to ensure efficient communication throughout the project. Between meetings our team will communicate with the identified Casco project staff and Work Group.

TASK 2: ZONING ORDINANCE REVIEW AND REVISIONS

Our team members will then review the existing zoning provisions and recommend updates for Casco Village that are in line with the Comprehensive Plan, and other efforts including the ongoing Open Space Plan, as well as feedback received from town staff and work group members. After engaging with the broader public through Task 3 outreach and engagement strategies we will take the lead on drafting zoning amendments. These draft amendments will be crafted in collaboration with Town staff, the Selectboard, and the designated Town Work Group. During this process we will ensure compliance with Maine state statutes and consistency with the Comprehensive Plan.

Given the focus of this project, it would be worthwhile to complete an inventory of the existing parcels in the Village to understand the pattern of development the community wishes to retain, and where there are opportunities for future development. As part of this project we would also offer examples of desirable development types (structures and uses), and the best regulatory strategy to guide implementation. A form-based code, or hybrid code should be explored as a possibility. This is something we are comfortable educating the community on during this decision-making process.



TASK 3: COMMUNITY ENGAGEMENT

At the start of this initiative we suggest the creation of a project webpage as Casco has done successfully for other municipal initiatives. This will become the portal for all project information, event announcements, and where draft zoning language and support documents should be housed. As part of this task we envision hosting at least one interactive community meeting in Casco Village and welcoming residents from throughout town. Depending on the timing of the event, there could be a walking tour or visual tour component as well to ensure that participants can visualize the structures, development pattern, and other elements the zoning ordinance will address.

Later on in the project we agree that there should be an opportunity to present drafts and revisions in a series of public forums. These sessions provide the Town and our team with an opportunity to gather feedback, and incorporate the input received into the final ordinance. This process also builds buy-in with the concepts being explored. A final town-wide community forum to present the overall project and the final draft zoning ordinance language and supporting materials would also be beneficial.

FINAL DELIVERABLES

The results of this work will include but are not limited to:

- Analysis of the existing Comprehensive Plan, Zoning Regulations, and Open Space Plan as they relate to Casco Village.
- Feedback collected from Town Leadership and Residents throughout the project.
- Maps and property inventory work completed for the project area.
- Examples used to inform the writing of the new zoning language.
- The final version of the proposed zoning ordinance for review and adoption.
- A final summary report of recommendations.

PROPOSED PROJECT TIMELINE

The Town requested that this project be completed within six to eight months from the date of contract award. We agree that is possible, but would recommend additional time is taken as key points of the project if the participants feel it is needed for the success of the project.

- Month 1 Project kickoff; review of existing zoning; initial meetings with staff and Work Group
- Months 2–3 Development of preliminary zoning concepts; project area tour and community forums in Casco Village
- Months 4–5 Preparation of draft zoning amendments; presentation to Planning Board and Work Group for review
- Month 6 Final revisions to zoning language; presentation to Selectboard
- Month 7–8 Public hearings and adoption process support



QUALIFICATIONS AND REFERENCES

On the following pages, we have provided examples of recent planning projects we have completed. For each project, we have included references and encourage you to speak with our former clients as they have first-hand knowledge of our work. We are happy to provide additional examples and references at any time. As you can see from the projects included here, and the others mentioned in our letter, we have deep experience working with a range of rural communities. Communities with growing recreation and natural resource-based economies are also of particular interest.



TOWN CENTER INITIATIVE

BARRINGTON, NH

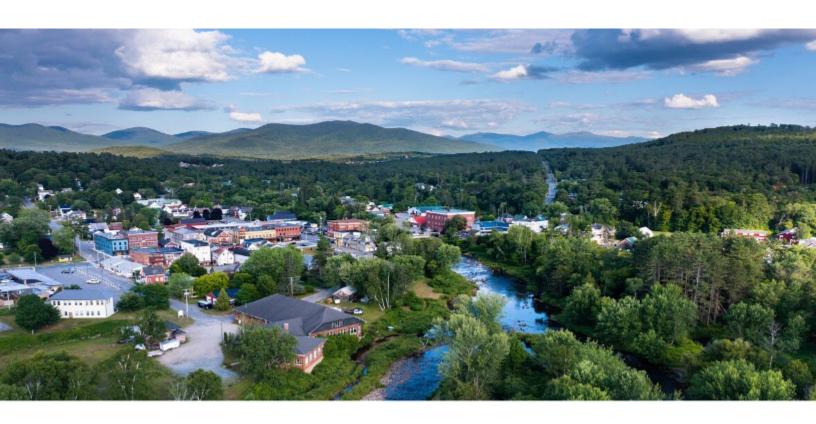
The Town of Barrington, NH hired Resilience Planning and Design to engage residents, local decision makers, and developers in the creation of a compelling Town Center Vision and zoning regulations. The resulting initiative "Reimagining the Town Center" is still underway. The goal is to create a vibrant, connected, and welcoming town center for the community. Guided by a recent market analysis and regulatory review completed by our team and two sub-consultants, the initiative explored opportunities to enhance the area's character, support and attract local businesses, provide some new housing alternatives, and create gathering places for residents to enjoy. This has included work sessions with the land use boards, a public event in September, meetings with developers active in the region, a tour of new projects in nearby communities, and the drafting of a form-based code is now underway.



CORRIDOR STUDY

FARMINGTON, NH

The Town of Farmington, NH partnered with Resilience Planning and Design to study lands along the NH Route 11 corridor to better understand the existing natural resources, zoning, and land uses in this area. This information was then used to draft new land use regulations that better align with the town's Master Plan. The resulting regulatory changes focus on creating two new mixed-use zones at key intersections on NH Route 11 to encourage higher-density development. The new regulatory language allows for the combining of commercial and residential uses with a structure or on a lot. The density of this area was increased and new standards for pedestrian and bicycle infrastructure were added. The remainder of the corridor was then identified for an expansion of the Suburban Residential District, and the creation of a Commercial/Industrial District to allow for the expansion of some industries away from residences. A Conditional Use Permit provision was also created to ensure flexibility and oversight by the Planning Board. These regulatory changes coincided with the updating of the TIF District and will inform near term infrastructure investments. Collectively, these changes will increase the town's development capacity by allowing for a wider array of housing options and business opportunities without encroaching further on natural resources and open spaces.



FORM-BASED CODE AND REGULATORY AUDIT

LANCASTER, NH

In 2014 the Town of Lancaster adopted a Form Based Code that was drafted with assistance by Steve Whitman of Resilience Planning & Design. The intent of the regulations was to implement the town's Master Plan and encourage mixed use development and redevelopment that reflected the existing character and density of the three distinct areas of this small downtown. These regulations have now been place for over a decade and have successfully guided several development projects. After receiving funding through New Hampshire's InvestNH Housing Opportunity Grant the Town of Lancaster hired Resilience Planning & Design to analyze Lancaster's existing data on their current housing situation, engage the community in deciding how to improve the situation going forward to best fit Lancaster's needs, and to develop regulatory changes needed to make that possible.

The Lancaster Planning Board came into the project with clear goals to apply regulatory changes for Accessible Dwelling Units and Short Term Rentals, along with other housing amendments specific to the downtown area. These goals were confirmed through extensive public outreach methods including project flyers, press releases, direct contact invites with businesses, realtors, and local developers, and Resident and Potential Resident Surveys. Wages, job opportunities, the cost to build, and a lack of available affordable homes for new families and seniors downsizing were all noted as key challenges during round table conversations held at the Town Hall with community members. An increase in residential density was identified for the downtown area and has already resulted in a redevelopment project. Factsheets describing each of regulatory changes were distributed to educate voters on their role, and in March of 2024 all the proposed changes that were put forward passed in a town vote.



FROM MASTER PLAN TO IMPLEMENTATION

DOVER, NH

Resilience Planning and Design (RP&D), has assisted the City of Dover with the updating of several Master Plan chapters including Vision, Land Use, Community Facilities, Open Space and Conservation, and others. Prior to these master planning initiatives, RP&D also assisted the City in the development of a Form-Based Code and Design Guidelines for the Architecture and Streetscape of their Central Business District. These regulations continue to stimulate development and redevelopment activity in the Downtown, clarify regulation processes for developers, create simpler and more flexible regulations, and ensure the pattern of the Downtown is retained and enhanced by clear regulations. All of these projects involved extensive public engagement and the development of educational materials to communicate planning concepts, regulatory frameworks, and more.

PROPOSED BUDGET

We would welcome an opportunity to meet with the Town of Casco to refine this scope of work and the corresponding budget to ensure it best meets your needs. However, based on our initial understanding of the proposed project and our experience on other similar initiatives, we feel confident with the task budget estimates identified below. We believe the resulting project budget will ensure a thorough and engaging process that results in the desired analysis, public engagement, and regulatory language for Casco Village. This type of project requires regular meetings and a significant amount of material creation which ultimately drive the budget. We hope that this will serve as the start of a conversation, and that the budget can be further refined at a meeting with the town if our team is selected.

PHASE / TASK	FEE
Task 1: Project Management and Meetings	\$14,500
Task 2: Zoning Ordinance Review and Revisions	\$13,000
Task 3: Community Engagement	\$10,500
Task 4: Final Deliverables	\$12,000
TOTAL	\$50,000

The hourly rates for the proposed project team are below. On projects such as this we prefer to bill on a monthly basis.

PERSONNEL	HOURLY RATES
Steve Whitman, EdD, AICP	\$175
Liz Kelly	\$105
Zak Brohinsky	\$105
Crystal Kidd	\$75

RESUMES



Resumes for our team members are included on the following pages.

STEVE WHITMAN, EdD, AICP

Principal Planner & Project Manager



P: 603.381.1798

E: steve@resilienceplanning.net

VOLUNTEER ACTIVITIES

Board of Directors, Mill City Park; December 2018 - Present

Founding Member, Pemi-Baker Trails; March 2020-Present

Board of Directors, Transport Central; May 2024-Present

Board of Directors, Root to Rise; January 2018 -October 2021

Alternate, Plymouth Planning Board; January 2015 - December 2021

Member, Plymouth Energy Commission; July 2007 – 2017

Board of Directors. Plymouth Area Renewable Energy Initiative; August 2006 - 2017

Planner of the Year, New Hampshire Planners Association; 2012

Eagle Scout, Boy Scouts of America

EDUCATION

EdD Learning, Leadership and Community. Plymouth State University, Plymouth, NH; December 2018

M.S. Regional Planning. Concentration: Environmental Policy and Planning

University of Massachusetts, Amherst, MA; May 1998 B.A. Marine Affairs. Concentration: Coastal Zone Management. Minor: Zoology

Associates Degree: Liberal Arts. Concentration: Math and Science

University of Rhode Island, Kingston, RI; May 1995

Dean College, Franklin, MA; May 1993



Permaculture Teacher Certification

Central Rocky Mountain Permaculture Institute, Basalt, CO; September 2009

Permaculture Design Certificate

Crystal Waters Ecovillage, Queensland, Australia; May 2008

PROFESSIONAL EXPERIENCE

Planning Consultant. Resilience Planning and Design LLC, Plymouth, NH; 2014 - Present Founder and Principal of this New Hampshire based planning, ecological design and education firm providing a range of services to clients with a commitment to a more resilient future.

Sustainability Programs Coordinator & Teaching Lecturer. Plymouth State University, Plymouth, NH; 2004 – 2021 Contract staff for the Office of Environmental Sustainability. Taught courses in Environmental Planning, Community Planning, Permaculture and Sustainability in the Social Science Department at the University. Developed and currently offering international field study courses focused on sustainability and permaculture.

Adjunct Professor. Colby Sawyer College, New London, NH; 2011 – 2018

Developed and co-taught the College's first Permaculture Design Course. Participants in these courses include Colby students, faculty, and members of the general public. Assisted the College with the development of a Community Based Sustainability major, and collaboration on projects in Franklin, NH.

Senior Planner. Jeffrey H. Taylor and Associates, Concord, NH; 2003 – 2013

Planning consultant offering facilitation and long range planning services. Projects included design charrettes, climate/energy projects, community and watershed scale master planning, policy audits, and natural resource based planning projects.

Principal Planner. Office of State Planning, Concord, NH; 1999 – 2003

Responsibilities included coordination and/or participation in major studies and projects dealing with smart growth land use issues in New Hampshire. Responsibilities also included planning the annual conference and other workshop opportunities for planners in New Hampshire; providing technical advice to municipalities and regional planning staff on land use planning related topics; preparing and coordinating the publication and distribution of technical bulletins; writing, administering, and coordinating contracts.

Regional Planner. Lakes Region Planning Commission, Meredith, NH; 1997–1999

Provided technical planning assistance and workshops to Lakes Region Municipalities and other interested parties. Provided Circuit Rider Planning Assistance to the Town of Northfield, NH.



ELIZABETH KELLY

Planner & Designer



P: 860.573.6458

E: liz@resilienceplanning.net

VOLUNTEER ACTIVITIES

President. Plymouth Community Garden. Sept. 2023 - Present.

Former Board President. Permaculture Association of the Northeast 2017 - 2021

EDUCATION

M.S. Ecological Design

The Conway School of Landscape Design, Northampton, MA; June 2014

B.S. Interdisciplinary Studies: Sustainability and Ecological Design Plymouth State University, Plymouth NH; May 2013

SKILLS AND EXPERTISE

- Digital Design: Adobe Creative Suite, Auto CAD
- Regional and Municipal Planning
- · Permaculture and Ecological Design
- Community Resiliency
- Natural Resource Planning
- Placemaking

PROFESSIONAL EXPERIENCE

Project Planner. Resilience Planning & Design LLC. Plymouth, NH. July 2017 - Present.

- Manages a variety of planning projects to ensure consistent communication, client satisfaction, and oversight of the full planning process.
- Develops municipal and regional planning documents for municipalities, coalitions, and non-profit organizations. Relevant project experience includes preparing comprehensive planning documents, open space and land conservation plans, housing studies, economic development plans, and site-level master plans.
- Manages community engagement and outreach processes for a variety of planning projects.
 Design print and digital outreach materials.
- Author and design layout of planning documents.

Teaching Lecturer. Plymouth State University. Plymouth, NH. February 2018 - May 2021

Developed and taught curriculum for the following courses: Issues in Sustainability,
 Community Planning, Intro to Permaculture, and Advanced Permaculture Design.

Planner. Town of Bristol. NH. July 2017 - May 2018.

- Conducted plan review for site plan applications, subdivisions applications, etc.
- Provided technical assistance and support to local land use boards.
- Drafted land use regulations.
- Communicated planning processes and procedures to the public and applicants.
- Applied for and managed grants related to historic preservation and transportation planning.

Planning Technician. Southwest Regional Planning Commission. Keene NH. January 2016 - June 2017.

- Contributed to the authoring and design of numerous regional planning documents.
- Developed complete streets policies and accompanying design guidelines for municipalities.
- Coordinated complete streets demonstration projects in two communities.
- Managed a grant funded regional free bike rack program including outreach, budget management, and fostering relationships with funding recipients.
- Produced graphics, maps, promotional materials, plans, and publications for a variety of projects.



ZAK BROHINSKY

GIS Analyst



P: 860.559.1488

E: zak@resilienceplanning.net

VOLUNTEER ACTIVITIES

President of Board of Directors. Plymouth Area Renewable Energy. Mar. 2019 - Present.

Member of Board of Directors. Plymouth Area Renewable Energy Initiatives. Jan. 2015 -Present.

Advisory Committee. Local Foods Plymouth. May 2013 - May 2019.

Member of Board of Directors Standing Trees. June 2023 - Present

EDUCATION

M.S. Conservation Biology & Planning.
University of Massachusetts. Amherst, MA. 2011.

B.S. Cultural Ecology & Sustainability
Plymouth State University. Plymouth, NH. 2009.

ADDITIONAL TRAINING

Professional Certificate. Hazus-MH for Flood. FEMA Software. Emmitsburg, MD. April 2018.



PROFESSIONAL EXPERIENCE

Conservation Planner and GIS Analyst. Resilience Planning & Design LLC. Plymouth NH. June 2019 - Present.

Leads conservation project efforts and manage GIS support across all project disciplines. Develops municipal and regional documents for conservation-based projects on behalf of municipalities and non-profits throughout the Northeast. Generates spatial statistics for projects and prepare all map products. Maintains strong working relationships to ensure consistent and accurate data throughout all projects.

Adjunct Faculty. Plymouth State University. Plymouth NH. January 2013 - December 2023. Develops and teaches undergraduate curriculum in GIS foundations and advanced topics with focus in applied land protection and environmental research projects.

Conservation Mapping & Field Specialist. Squam Lakes Conservation Society. Holderness, NH. July 2013 - 2022.

Prepares baseline documents, maps, and all spatial needs related to land conservation transactions and maintains the geographic database for the Squam Lake Watershed.

GIS Specialist. Sobis, Inc. January 2017 - 2022.

Provides geospatial and GIS expertise in the field of natural disaster risk management for domestic and international clients.

Contractor. Geolink. Rumney, NH. May 2015 - 2022.

Prepares baseline documentation reports as part of land conservation transactions for regional conservation groups in the northeast. Prepare required maps and conduct data collection and field work for certified forestry operations in VT and NH.

Program Coordinator. Plymouth Area Renewable Energy Initiative. September 2011- 2014.

Organized, implemented, and marketed energy efficiency workshops throughout New Hampshire on behalf of state utilities. Acted as liaison between utilities to prioritize workshop locations.

Extension Research Assistant. NH Fish & Game Department. January 2011 - May 2011.

Assisted with the federally endangered Karner blue butterfly recovery plan by prioritizing properties and landowners to focus future conservation efforts.

CRYSTAL KIDD

Planner



P: 508-818-3570

E: crystal@resilienceplanning.net

EDUCATION

B.S. Environmental Policy
Plymouth State University. Plymouth, NH. 2020.

RELEVANT PROJECTS

Master Plan Projects

- Pelham, New Hampshire
- Atkinson, New Hampshire
- Rye, New Hampshire
- Meredith, New Hampshire
- Bristol, New Hampshire
- Dover, New Hampshire
- Orange,
 Massachusetts

Natural Resource Protection

New Hampshire
 Water Works
 Association (NHWWA)
 - Sanbornton and
 Franklin, New
 Hampshire

Housing Related Projects

- Lancaster, New Hampshire
- Enfield, New Hampshire
- Farmington, New Hampshire
- Bedford, New Hampshire

VOLUNTEER ACTIVITIES

Conservation Easement Monitor, Squam Lakes Conservation Society Feb. 2025 - Present

Docent Volunteer. Squam Lakes Natural Science Center June 2025 - Present

ADDITIONAL TRAINING

Professional Certificate. Invasive Species Plant Management. 2022.

PROFESSIONAL EXPERIENCE

Planner. Resilience Planning & Design LLC. Plymouth, NH.

March 2022 - Present.

Analyzes and synthesizes data, studies, and other resources to summarize existing conditions for a variety of planning projects.

Provides staff support for community engagement and outreach activities.

Develops advertising materials for outreach initiatives including flyers, press releases, and project websites.

Assists with project meeting facilitation.

Planning Technician. Town of Narragansett. Narragansett, RI. February 2021- April 2022.

Reviewed building plans and zoning permit applications to assure compliance with requirements such as bulk, placement, proximity to wetland/coastal features, and parking ratios with the Environmental Planning Specialist.

Prepared staff reports and recommendations on special use permits and variances.

Provided technical assistance and information to staff and the public in the administration of specific planning program areas or ordinances.

Staffed the Narragansett Planning Board, Zoning Board, and Historic District Commission. Managed the Narragansett Adopt-a-Spot Program by writing promotional ads, processing adopter applications, assisting the adopter in the procedure of the Conservation Commission, Town Council, and state approvals.

Assisted the Community Development Director in conducting public engagement focus group meetings for a parking study in Town.

Community Planning Intern. North Country Council. Littleton, NH. May 2019 - August 2019.

Completed culvert assessments for New Hampshire Department of Environmental Services in several towns.

Entered culvert assessment data into GIS software to map the culverts that needed to be replaced due to low aquatic passage or structural damage.

Worked on projects for NHDOT setting up traffic counts in several towns across the state. Worked on projects for NH Forest Service by doing parking lot assessments and entering data on GIS maps.

Used Microsoft excel to take inventory of historical markers throughout the region. Used Microsoft PowerPoint and Word to create fliers for specific towns in the planning region to help promote economic development.

Worked closely with team members to deliver project requirements, develop solutions and meet deadlines.









Prepared for:

Town of Casco, Maine

Prepared by:

Sebago Technics, Inc. 293 Portland Road, Unit #3 Bridgton, ME 04009 (207) 200-2100 **Primary Contact:**

Brett Wiemken
Project Manager/Planning Consultant
bwiemken@sebagotechnics.com
(207) 482-6323

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Speaking on behalf of my CEO, Planning Board, and pretty much everyone in Town, we all were thoroughly thrilled with your professional work and attention to the details and concerns of everyone involved and the smooth path to a remedy and solution. We couldn't speak highly enough of you and the entire Sebago Technics team.

Chris Backman, Town Manager Town of Orrington, Maine





November 13, 2025 250777

Anthony Ward, Town Manager Town of Casco, Maine 635 Meadow Road Casco, ME 04015

RE: Proposal For Professional Services Planning Services for Zoning Rewrite in Casco Village District

Dear Mr. Ward:

Sebago Technics is pleased to submit our proposal for planning services for a zoning ordinance rewrite specific to Casco Village, South Casco Village, and the Webbs Mills areas. We are excited to deliver a product that will codify desirable uses, preservation measures, promotion of village-style architectural features, diversity in housing and business types, and supporting pedestrian infrastructure within each of these districts.

Since our firm was founded in 1981, Sebago has performed over 200 projects within the Town of Casco. These projects have ranged from land surveying to engineering-focused projects, residential subdivisions, commercial developments, tax mapping, open space inventorying, and even prior planning reviews and other municipal projects. Our experience demonstrates that we are intimately familiar with Casco, along with several other similar communities in scale and nature, and that we recognize the momentum in the community's interest to plan for each of these village areas. We understand the delicate balance between preserving what makes Casco's villages special, and creating space for the future.

Brett Wiemken will serve as the Project Manager, supported by James Seymour, PE, as Principal-in-Charge, who are both locally based in our Bridgton office. Our multi-disciplinary team, including planners, engineers, landscape architects, GIS specialists, and 3D modeling specialists, brings direct experience working with numerous other municipalities that are similar to Casco. It is our understanding that Casco's Planning Board meets once a month on every fourth Monday, and the Selectboard generally meets twice a month on the first and third Tuesdays. With this in mind, we remain available for Casco during these times, as these dates do not conflict with our other municipal planning commitments.

We thank you for the opportunity to submit this proposal, and are excited for this partnership with Town staff, the Selectboard, and the community. Our team remains committed to working with the Town of Casco to support the village area for a better future.

Sincerely,

Sebago Technics, Inc.

Brett Wiemken

Bh th

Project Manager/Planning Consultant bwiemken@sebagotechnics.com

(207)482-6323

James Seymour, PE

Regional Manager, Western Maine & Lakes Region

jseymour@sebagotechnics.com

 $(207)\ 200-2083$

1. STATEMENT OF QUALIFICATIONS



EVERYTHING WE DO IS SHAPING

Sebago Technics is a creative engineering collective comprising 130 design professionals and technical staff, with four offices across Southern, Western, and Midcoast Maine. Our comprehensive services encompass all aspects of projects, from initial site assessment and design to navigating permitting and overseeing construction.

THE WAY WE WORK

One of the defining features that set us apart is our structure as a 100% employee-owned company. The commitment and collaboration of our employees drive our success, and our team-based approach ensures that each client benefits from the expertise and insights of multiple specialties. Our diverse team of engineers, surveyors, landscape architects, and environmental scientists work together to deliver exceptional results on every project.

We welcome your vision and ideas. Beginning with a profound respect for people and processes, we actively listen to understand your goals. Leveraging our extensive experience and expertise, we work in tandem with you to uncover unseen opportunities and bring your vision to life.

FOUNDED

1981

TEAM MEMBERS

130

STRUCTURE

100% EMPLOYEE-OWNED

SPECIALTIES

CIVIL ENGINEERING
SURVEY/GEOMATICS
LANDSCAPE ARCHITECTURE
STRUCTURAL ENGINEERING
TRANSPORTATION/TRAFFIC ENGINEERING
ENVIRONMENTAL SERVICES
PLANNING & PERMITTING
GIS & CAD

SECTORS

MUNICIPALITIES INSTITUTIONS HEALTHCARE RESIDENTIAL COMMERCIAL

151

Relevant Experience

Sebago Technics brings unparalleled insight to Casco's village zoning rewrite initiative, combining our deep historical relationship with the Town, spanning over 200 projects, since 1981 with proven expertise in crafting zoning ordinances that honor Maine's distinctive village character while enabling thoughtful growth. Our approach to village planning is rooted in the understanding that each community's historic settlements represent irreplaceable cultural assets that must be protected even as they evolve to meet contemporary needs.

Our team has successfully guided numerous Maine communities through the delicate balance of preservation and progress that Casco now seeks for its three village centers. In Raymond, Poland, and Sebago, we have served as municipal planning consultants, drafting zoning amendments that distinguish residential cores from mixed-use areas while maintaining traditional development patterns. This approach reflects precisely the type of tailored district strategy outlined in Casco's Comprehensive Plan. These communities, like Casco, sought to strengthen their village centers as focal points for community identity and economic vitality without compromising their historic fabric.

What sets our approach apart is our commitment to meaningful community engagement that goes beyond standard public meetings. Whether facilitating village-specific forums, conducting walking tours to understand existing conditions, or creating visual simulations that help residents envision proposed changes, we ensure that zoning rewrites truly reflect community values. Our recent work on the Portland Harbor Common and various Main Street revitalization projects demonstrates our ability to translate public input into implementable ordinances that support walkability, mixed-use development, and appropriate infill while respecting neighborhood scale.

Most importantly, our intimate knowledge of Casco positions us to craft zoning that responds to each village's unique character. From the Open Space Inventory we recently completed to our extensive engineering work throughout the Town, we understand that Casco Village, South Casco Village, and Webbs Mills each have distinct identities shaped by their roles as civic, commercial, and social centers.

The following project examples demonstrate not just our technical capabilities, but our philosophical alignment with Casco's vision: preserving what makes these villages special while creating frameworks for their sustainable future.



MUNICIPAL EXPERIENCE

MUNICIPAL REVIEWS

City of South Portland Town of Rye, NH Town of Cape Elizabeth, ME Town of Sebago, ME Town of Raymond, ME Town of Poland, ME Town of Casco, ME

Town of Old Orchard Beach, ME

PUBLIC WORKS FACILITIES

Kennebunk Public Works Kennebunk, ME

Orono Public Works Orono, ME

Portland Public Services Portland, ME

South Portland Municipal Services South Portland, ME

> Westbrook Public Services Westbrook, ME

Yarmouth Public Services Yarmouth, ME

PUBLIC LIBRARIES

Kennebunk Public Library Kennebunk, ME

Portsmouth Public Library Portsmouth, NH

Louis T. Graves Memorial Library Addition, Kennebunkport, ME

> Rice Library Addition Kittery, ME

GENERAL SERVICES CONTRACTS

Town of Freeport, ME

City of Bath, ME

Town of Berwick, ME

Town of Cape Elizabeth, ME

Town of Casco, ME

Town of Poland, ME

Town of Raymond, ME

Town of Rye, NH

Town of Wells, ME

City of Lewiston, ME

Town of Old Orchard Beach, ME

City of South Portland, ME

City of Portland, ME

Town of Naples, ME

Town of Lebanon, ME

Town of Eliot, ME

Town of Porter, ME

Town of Denmark, ME

Town of Hiram, ME

Town of Cornish, ME

Town of Windham, ME

Town of Sebago, ME

City of Sanford, ME

PUBLIC SAFETY & TOWN OFFICES

Westbrook Public Safety Westbrook, ME

Raymond Public Safety Raymond, ME

Scarborough Public Safety Scarborough, ME

Raymond Town Office Raymond, ME

North Street Fire Station Kennebunkport, ME

Cash Corner Fire Station South Portland, ME

Lewiston Fire Substation Lewiston, ME

TRANSFER STATIONS

South Portland Transfer Station
Peaks Island Transfer Station
Great Diamond Island Transfer Station
Riverside Recycling Facility

Maine Waste-to-Energy, Auburn

Alfred Transfer Station

Waterboro Transfer Station & Recycling Center

Casco/Naples Bulky Waste & Transfer Station



SCARBOROUGH PUBLIC SAFETY Scarborough, ME



SOUTH PORTLAND MUNICIPAL SERVICES

South Portland, ME

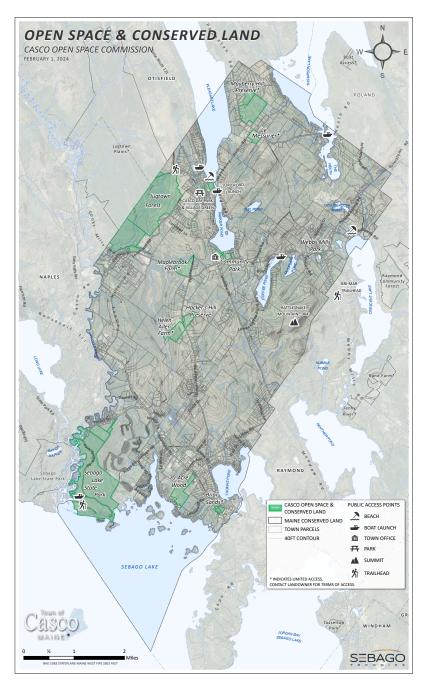


LEWISTON FIRE SUBSTATION

Lewiston, ME

CASCO OPEN SPACE INVENTORY

Casco, Maine

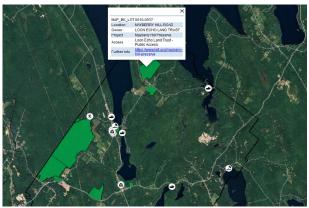


The Sebago Geospatial Team developed an Open Space Inventory for the Casco Open Space Commission for asset management, funding acquisition, and future planning.

The Inventory was designed in ArcGIS Pro and consists of a geodatabase and web-based Workbook with information about open space parcels and public access points. Feature information to include was first gathered via desktop inventory, then coordinated in consultation with Casco Open Space members, interested citizens, and local land trusts in a virtual meeting.

Local participation revealed assets not available through public data sources such as additional boat launches and trailheads. Sebago then revised the Inventory and provided an updated web-based Workbook to the Casco Open Space Commission. Information contained in the Workbook includes asset type, location, ownership, and access type (fee or free). The Inventory establishes a baseline while the web-based Workbook promotes legacy asset management as the Open Space Commission acquires new assets, or members join or retire.

In addition to the Open Space Inventory & Workbook, the Geospatial Team designed Open Space Maps for the Town of Casco website and generated an interactive web map that can be integrated into the Town website to promote public awareness and discovery of Casco's Open Spaces.



TOWN OF RAYMOND MUNICIPAL SERVICES

Raymond, Maine







Sebago Technics has maintained a Municipal Engineering Review and Planning Consultant contract with the Town of Raymond since July 2012.

Brett Wiemken, with James Seymour, P.E., as Principal-in-Charge, currently leads our Planning and Peer Review work, including review of all Planning Department site plans, applications, Subdivision, and Shoreland Zoning application reviews that are submitted to the Town. Brett holds regular weekly hours at the Town Office to coordinate any public requests for consultation with regards to Town Land Use permitting, as well as consultations with the Code Enforcement Officer. In addition to the coordination with the Town staff, Brett also attends all Planning Board meetings and deliberates with the Board for presentation of all projects, prepares all the Board review memorandums and Findings of Fact decision documents, and assists in writing and editing Land Use Ordinance provisions as directed by the Planning Board or Town Selectmen. In particular, Sebago helped the Town to derive a staff review process for allowing staff to handle reviews and issuance of permits for smaller minor projects.

In addition to the Planning Services and Municipal Engineering Reviews, Sebago Technics has served as the Town's consulting engineer for nearly 20 years. We have provided a variety of services to the Town that have included roadway design, building assessments, planning, and design for municipal infrastructure projects. Projects have included drainage improvements on the Cape Road, fire pond design, tower site design, energy improvements to the central fire station, site selection services, sidewalk design, sand and salt storage building design, recreational master planning, and general consulting services as-needed.

TOWN OF POLAND MUNICIPAL SERVICES

Poland, Maine

Poland Municipal Center Master Plan



Existing Conditions



Photosimulation of proposed Master Plan improvements for the Poland Municipal Center from Maine Street.

Sebago Technics has held an Engineering and Planning Review Consulting Contract with the Town of Poland since 2012. Sebago has coordinated all of the provisions necessary to work with the Town Code Enforcement Officer and Planning Board, offering engineering and zoning compliance on major site and subdivision plans.

Sebago also provides technical and engineering assistance on many of the Town's ordinances, including street standards, stormwater management provisions, and buffer requirements. In addition, we have assisted with various Town engineering project plans such as providing construction cost estimates for various culvert replacement projects and feasibility plans for the Town's Municipal Center project.

Sebago Technics has been instrumental in the Town of Poland becoming delegated as able to administer the Maine Department of Environmental Protection's (DEP) Site Location of Development Act permitting. This has been a tremendous tool in promoting responsible economic development in the Town with a streamlined local permitting focus. Sebago is now actively working with the Town to revise and adopt various ordinance provisions that will allow the Town to be deemed capable of administrating the Maine DEP Stormwater Law that affects developments creating over one acre of impervious surface, which will further enhance the Town's ability to positively affect growth in a practical manner.

TOWN OF SEBAGO MUNICIPAL SERVICES

Sebago, Maine



Since 2022, Sebago Technics has served as Municipal Engineering Review and Planning Consultant for the Town of Sebago, Maine, providing planning and engineering review services to support the community's development needs and regulatory compliance.

Working closely with the Town of Sebago, our team, led by Jim Seymour, P.E. and Brett Wiemken, delivers extensive planning and peer review services, including thorough evaluation of site plans, applications, subdivisions, and shoreland zoning reviews. Our commitment to accessibility is demonstrated through regular weekly office hours at Town Hall, where we offer direct consultations to potential applicants and address public inquiries regarding land use and code enforcement permitting.

Brett Wiemken maintains an active presence at all Planning Board meetings, providing technical guidance during project presentations, preparing detailed review memorandums, and drafting Findings of Fact decision documents. The team also plays a vital role in ordinance development, crafting and refining written changes based on Board discussions and public workshop feedback.

More recently, the Town is considering adopting additional regulations for street design standards that vary upon housing types and thresholds. We have prepared similar draft reports outlining discrepancies in the current land use code, as well as offering solutions for proposed language to better plan the Town's infrastructure for future growth.

BOWDOIN COLLEGE MASTER PLAN

Brunswick, Maine





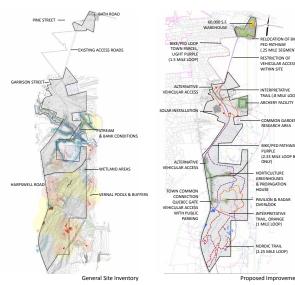
Sebago Technics developed a Master Plan for over 200 acres of land conveyed to Bowdoin College by the Brunswick Naval Air Station.

The Master Plan included enhancements to campus athletic facilities, indoor and outdoor classrooms and research gardens, outdoor common spaces, and approximately 10 miles of bike and pedestrian trails that link the campus to the the Town Common and Brunswick Landing Development trail network.

The project included comprehensive site assessment, feasibility analysis, and public engagement to deliver an actionable Master Plan with landscape design focused on educational and recreational opportunities.

The completed Master Plan has been integrated with overall campus planning and enhancement programs.





Overall Parcel Layout, General Inventory and Proposed Improve

PORTLAND HARBOR COMMON LOT

Portland, Maine







Sebago Technics was retained in 2022 by the City of Portland and the Portland Parks Conservancy to shape the historical Portland BIW Ship Repair Facility parcel, now a public parking lot, into a community green space for Phase 1 of a master plan for the Portland downtown waterfront.

The first phase of the Portland Harbor Common Lot will transform a City-owned parking area between the Maine State Pier and the Ocean Gateway International Marine Passenger Terminal into an open space preserved for the public. This park is part of the City's waterfront master plan to develop an interconnected linear open space resiliency system along the waterfront, expanding their storm mitigation strategies. Sebago worked collaboratively with the City's Planning, Parks, Engineering, and Waterfront Development staff and led the permitting efforts with the City and Maine Department of Environmental Protection.

Some features of the project will include an open lawn, landscaping, seating, pathways, and areas to support events, vendors, food trucks, and restrooms. A promenade and new railing will be installed along the water's edge, allowing people to safely enjoy the active waterfront and appreciate the tug boats, Casco Bay Ferries, cruise ships, and other vessels. The site plan also provides opportunities to reflect on historical references through signage and artistic interpretation. The park will be a front lawn and waterfront asset for the neighborhood and City residents, as well as a place to welcome tourists coming off cruise ships and other visitors to downtown Portland and the Old Port.

Engineering services provided by Sebago Technics included preparing an existing conditions survey, documenting subsurface conditions and utilities, collaborating with structural engineers on existing retaining wall and railing design, and developing grading and utility plans and stormwater management plans. Potential impacts from sea level rise and wave action were incorporated into the site design through reduction in pavement, grading and infiltration considerations, and use of cost effective and durable materials.

Landscape architecture services provided by Sebago Technics included leading a design charette and multiple engagement meetings with the Working Group, which consisted of City staff, the Portland Parks Conservancy, and stakeholders, to develop multiple concepts, finalizing the site plan and landscape amenities, lighting design, and selection of urban and salt-tolerant native plant species. Structural soil and irrigation detailing was developed to establish plant material and flush salt from soil after king tide/flooding inundation. The park design is based on green infrastructure adaptation to 'living with water'.

Sebago Technics created 3D visualization renderings and video simulations of the various concepts to demonstrate the scale of the design to the Working Group and the general public, to help guide design decisions, and to gain support of the stakeholders.

MAIN STREET SAFETY & ADA IMPROVEMENTS

Orono, Maine



Sebago Technics was retained in 2021 to work with the Town of Orono on a planning study along a 1.4-mile section of Main Street (Route 2) from Kelly Road to the Downtown. The corridor is challenged with vehicular volumes during peak school hours and the additional traffic from the arterial nature of the roadway.

The planning effort kicked off by completing topographic survey through 3D laser scanning, and right-of-way establishment. Working with an advisory committee, four (4) conceptual options were developed to create a better balance between vehicular traffic, bicycles, and pedestrians. Sebago advanced the concepts to 90% design, but the project did not advance to construction as the Town received a Planning Partnership Initiative (PPI) for a larger planning effort allowing for a much greater study area and a potentially less fiscally constrained project.

Sebago was again retained in 2023 to lead the planning and engineering for the PPI process which involved a study of a 3.25-mile section of Route 2 (from Kelley Road to the Old Town municipal line). These efforts were combined into one holistic approach. Sebago deliverables included:

- Reviewed existing conditions, including significant traffic analysis and modeling, and a full safety audit review of crash history and available infrastructure for alternative modes.
- Developed concept plans for proposed alternatives with associated cost estimates, representing approximately \$30 million in improvements. 3D visualizations were created at five (5) key improvement locations.
- Led the public engagement process, including collaboration with Town staff, presentation to the Town Council, and workshops with the public.

The study recommended intersection improvements (both roundabouts and traffic signalization), upgraded and added pedestrian facilities with new crosswalk locations and improved visibility, bicycle accommodations, traffic calming measures, and streetscaping with gateway applications. The findings were submitted in both Draft and Final Report format to the Town and MaineDOT.

Sebago is currently designing the first phase in the Downtown area with Congressional Designated Spending (CDS).

2. PROJECT APPROACH

Proposed Timeline:

Late November, 2025: Contract is signed with authorization to proceed

Early December, 2025: Kickoff meeting is held with Town staff

Mid-December, 2025: Sebago begins Task 2. Mid-January, 2026: Task 2 is complete.

Early February, 2026: Task 3 (Public engagement Open House event) is hosted Late-February, 2026: Post-meeting summary is provided, Task 4 begins

Early-April, 2026: Task 4 is complete Late-April, 2026: Task 5 is complete Late-June, 2026: Task 6 is complete

Scope of Services:

Task 1 - Project Management & Coordination:

Our proposed meeting schedule offers an effective approach to work closely with Town staff, the Selectboard, and the community. This approach emphasizes clear communication, collaborative and community-based decision making, and robust documentation throughout the duration of the project. Given our deep experience in managing similar planning projects, ordinance rewrites, and municipal projects with other communities, we propose the following meetings to align with our proposed schedule:

· Kickoff Meeting:

We will organize one (1) in-person kickoff meeting to include pertinent Town staff and selected stakeholders. Meeting objectives will include the introduction of our project team, confirmation of the project's scope and timeline, identifying immediate barriers to the ordinance's framework and local concerns, and a complete request for information to include relevant GIS data.

Public Engagement Meeting – Open House:

Please see Task 3 for specific public engagement scope items, timelines, and deliverables. The two (2) additional public hearings are described below, but are reflected in our cost proposal within their respective phases.

· Public Hearing – Planning Board:

With the Planning Board being perhaps the most familiar with the Town's ordinances through consistent development reviews, we generally find that involving the Planning Board within the ordinance change process is extremely beneficial. Over time, Board members have develop a sense ofwhat to look for, potential challenges based on historic applications, and opportunities to alter the proposed ordinance. We propose that the Planning Board host one (1) public hearing on the proposed ordinances to gather public input, as well as deliberate on the proposed standards, uses, and processes. We expect this meeting to align with Task 5, as we'll prepare our draft report and ordinance material for the Board to review in advance.

· Public Hearing - Selectboard:

As required by statute, the Selectboard is required to have, at minimum, one (1) public hearing to consider matters that are placed on the warrant for a Town vote. With the project's timeline, we are proposing that the Town hold a special vote to consider the proposed ordinance changes. We expect this meeting to align with Task 6, as we'll have considered public input from the open house and Planning Board levels, and anticipate the final product near completion.

· Overall Coordination:

Regular check-in meetings will be established with the Town's point of contact to provide necessary updates, address emerging needs, and ensure seamless coordination with personnel. We commit to proactive communication with detailed progress tracking, and early identification of potential challenges to ensure that Casco is fully informed and engaged throughout the project's life cycle. Our scope assumes a total of four (4) meetings, with specific dates to be coordinated at the initial kickoff meeting.

Task 2 – Existing Conditions Analysis:

This due diligence phase will begin by reviewing current Town planning efforts, specifically including the recently adopted Comprehensive Plan. This plan recognizes three (3) areas within the Preservation 1 (P-1) sectors, including the Casco Village, South Casco Village, and Webbs Mills areas.

One of the primary components of this analysis is to inventory existing structures to analyze patterns of architectural features, compatible uses, spacing and bulk, and lots that might serve as feasible for potential future development. Similarly, we will also capture the existing housing types and styles within the village areas to provide a foundation of the housing market, which will inform our approach in developing strategies for housing opportunities.

Another component of this analysis will include researching the permitting processes for administrative and Planning Board approvals. Oftentimes, lengthy approval timelines can deter local business owners, as each meeting presents additional time and cost. This component of our research will also inform our proposed ordinance changes, as there may be opportunities to either expedite review, or create an Architectural Review Board to supplement the Planning Board or administrative review process.

We anticipate that one (1) on-site field visit to each of the areas is needed to support this phase to ground-truth existing conditions. Additionally, to supplement our findings, we'll also include mapping exhibits that document locations of historic structures, showing the mixture of housing types, locations of active businesses, pedestrian-based transportation features, and natural resources and environmentally sensitive areas in each of the three (3) focus areas.

Deliverables: Existing Conditions Report with supplementary mapping exhibits.

Task 3 – Public Engagement:

Our public engagement efforts will center on one (1) open house event, open to the residents of Casco. This open house event will be hosted at a local community venue within one of the village areas, with confirmation of the facility and date confirmed at the project's initial kickoff meeting. This meeting is intended to offer the village areas the attention they deserve, as Comprehensive Planning meetings can often become crowded with other various topics of interest to the Town's future.

Our open house event will consist of a Visual Preference Survey where attendees will review images of different building styles, streetscapes, and development patterns to identify what "feels like Casco", and what doesn't. This will lead into an interactive dot mapping exercise where Sebago will provide large-scale maps and participants can mark locations of concern, opportunity, and valued character-defining staples within each of the village areas. We also propose that, to notify residents about this event, Sebago will design and send out postcards to all property owners with properties located within the Casco Village, South Casco Village, and Webbs Mills areas, as defined within the Comprehensive Plan. Our intent is to show our commitment that we'll listen to Casco's village before writing a word of proposed ordinance changes.

Our event materials will include before and after examples of similar Maine communities. This open house style format is best suited for residents to arrive at their leisure to provide feedback on design features they want to see within Casco's villages. Other key themes this public engagement open house will cover are: preservation and flexibility, and how we protect character while allowing adaptation; transitioning Mixed-Use into Residential, with a focus on economic vitality; and, seasonal considerations so that future designs accommodate the year-round community in addition to the seasonal economy. A summary of meeting notes and documented themes will be provided in a post-meeting memorandum.

Deliverables: Post-meeting summary of notes and themes with direction for the zoning rewrites focus.

Task 4 - Document Development:

Using the data collected in Task 2 and public input from Task 3, Sebago will begin developing draft ordinance materials in Task 4. This phase includes the preparation of a comprehensive report that covers redlines of existing ordinance framework to be removed, and proposed language to reflect each of the village areas.

It is our understanding that Casco is interested in the potential for up to three (3) new zoning districts based upon each of the village areas. We will coordinate with the Town's Work Group to determine if three (3) new zoning districts are needed, or, if necessary, craft the language to encompass all villages into one (1) complete Village District.

It is critical that these standards focus on distinguishing the residential core from potential mixed-use areas, as transitioning use and housing types can better serve the community. Similarly, data from Task 2 will inform our approach to preparing the draft ordinance language to develop dimensional standards that reflect the existing patterns and desired traits of the village areas.

The prepared information will comprise of a land use table that identifies permitted, conditional, and prohibited uses based on types and scale of residential, commercial, civic, institutional, and other mixed uses. Our goal in drafting this language is to help Casco articulate what it already knows about itself, and its desire to plan the village areas for a better future.

Deliverables: This task item will result in a draft report which is to be shared under Task 5.

Task 5 - Draft Report & Presentations:

Following the direction of the kickoff meeting and the results from the first public engagement meeting with the Planning Board, we will prepare a draft report in PDF format to be shared with the Town's Work Group and Planning Board members.

This report will include drafted text that showcases verbiage to be removed from Casco's current Land Use Ordinance, as well as proposed verbiage, definitions, and graphics to be added. The report's structure will consist of an executive summary, an overview of the findings from Task 2, documented results from the first Planning Board public engagement meeting, and a detailed breakdown of redlined ordinance language to be removed, and supporting ordinance material to provide a foundation to the zoning rewrite. We anticipate that the drafted language will consist of additional use definitions, permitted and conditional use tables, common performance standards, form-based regulations, and a proposed regulatory framework that best fits Casco's desires.

Specific sections of the drafted ordinance are expected to include flexibility for mixed-use structures, allowing for greater diversity in housing options, considerations for home occupations and smaller business support, pedestrian facilities, environmental protections, architectural element requirements, and other protections to keep the village character. Based on our experience in working with similar communities and regulatory measures, we propose that part of this ordinance also examines the review process. Form-based codes are excellent at preserving the character of an area. However, requiring additional architectural features can add expenditure to the overall building cost. We propose that, under the Village Districts, an Architectural Review Board be formed with local residents who have significant experience in architecture or architecture-adjacent fields. This Board would be responsible for reviewing Planning Board applications exclusively on the architecture of the buildings. The Board would then provide a recommendation to the Planning Board to supplement their review. In an effort to reduce the frequency of meetings an Applicant might encounter, we also propose that if an Applicant chooses this path, that the review is expedited to one (1) Planning Board meeting upon the completion of the Architectural Review Board's recommendation. This final Planning Board meeting would consist of a public hearing, and the standard Planning Board review procedures to offer an incentive for local business owners to opt into the desired form-based code reforms.

After the initial draft report is presented to the Planning Board, Sebago recommends that the Planning Board host a second public meeting prior to the progression of the drafted ordinance to the Selectboard. Through our solicitation of feedback, we can effectively revise based on Board and public input and progress towards Task 6. We also recommend that the drafted ordinances be sent to the Town's legal counsel for review.

Deliverables: Draft report and attendance of one (1) Planning Board public hearing for support.

Task 6 - Final Report & Adoption Support:

Our final report will be provided to the Town's Work Group and Selectboard in PDF format. This report will incorporate revisions from the draft report based on Planning Board input and insight from the second public engagement meeting. Based on our understanding of municipal law and processes, the Selectboard is also required to host, at minimum, one (1) public hearing when considering alterations to land use regulations. Thus, our proposed meeting schedule reflects one (1) additional public hearing at the Selectboard for adoption support.

Being close to the finish line can be a daunting task. However, we often ask ourselves, "What does success look like?" Upon completion of this project, the short-term success will be the adoption of new zoning regulations for Casco Village, South Casco Village, and Webbs Mills. In the medium-term, we envision that Casco will have received several applications that are reviewed and approved within the Village areas. Long-term, we expect visible signs of growth that meet the intent and character of the Village areas. Perhaps there's a new coffee shop coming into town next to Webbs Mills Eats. Or maybe there's a brewery that inhabits a retrofitted structure. The future is difficult to predict, but we imagine a landscape where pedestrian activity increases to local businesses to bring life back into the Village

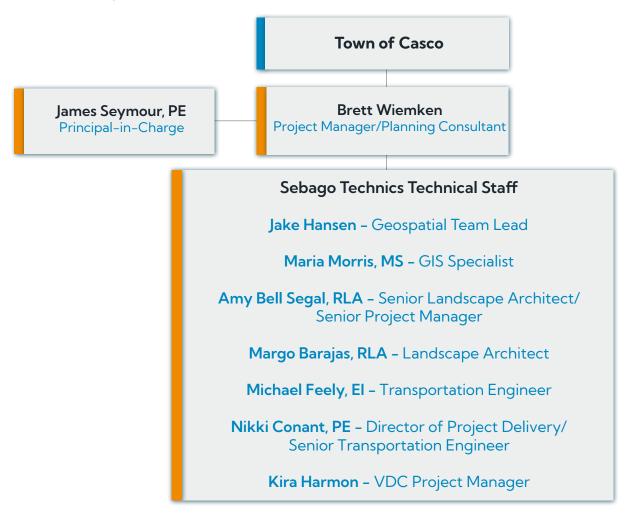
Deliverables: Final report and attendance of one (1) Selectboard meeting for adoption support.



3. TEAM MEMBERS

Sebago Technics has assembled the following team qualified with direct experience in land use planning, public engagement, and policy change for Maine communities. Collectively, our team members have worked on ordinance changes for other municipalities, facilitated meaningful public engagement, and provided appropriate guidance on balancing economic development with community values. The resumes on the following pages detail the qualifications and relevant project experience of key personnel who will be dedicated to this zoning ordinance rewrite project.

Brett Wiemken will serve as the **Project Manager**, and will be the Town's primary point of contact. Brett brings a unique dual perspective to this project, having worked on both sides of the municipal-consultant relationship. Previously, he served as the Senior Zoning Officer to Orange Township, Delaware County Ohio, before joining Sebago Technics. His municipal and regional planning background, combined with his expertise in consulting, enables him to translate complex planning principles into compelling visual concepts that resonate with both municipal staff and members of the community. Brett also has experience in leading zoning ordinance changes in the Towns of Raymond and Sebago, active transportation planning in Windham, transportation planning in Rockland, and other areas of extensive public engagement. As the Project Manager, Brett will coordinate work assignments and schedules across our entire team, will provide updates to Town staff, and will remain dedicated to meeting all milestones on time as established by Casco.



Additional staff may be available to assist for any given assignment as-needed to support project needs and schedules.

Project Manager/Planning Consultant

Brett Wiemken joined Sebago Technics in 2023. He holds a degree in City & Regional Planning from The Ohio State University, underscoring his profound understanding of zoning law, planning practices, and land use development. As a member of the Entitlements Group within Project Delivery, Brett plays an important rule in orchestrating seamless permitting processes and ensuring regulatory compliance with local, state, and federal review agencies.

In his role as Planning Consultant, Brett leads municipal planning efforts particularly in the Town of Raymond, and takes on land use ordinance revisions in the Town of Sebago, and coordinates development review in the Town of Poland. Brett frequently leads efforts related to policy research, public engagement design, and coordination of planning reviews and studies. He also uses his experience to facilitate meaningful discussions and generate ordinance changes in several towns to create lasting impacts in the communities we serve. He also serves as Project Manager for community transportation planning projects in the Town of Windham and

the City of Rockland.

EXPERIENCE



Town of Raymond Planning Services: Lead Planning Consultant managing Planning Board application reviews and site/subdivision project processing for the growing community. Coordinates comprehensive ordinance revisions and maintains regular office hours providing planning assistance to Town officials and residents. Analyzes development proposals, prepares detailed staff reports, and presents recommendations to the Planning Board. Works closely with developers and property owners to ensure compliance with local ordinances while facilitating project advancement.

Town of Windham Active Transportation Plan: Project Manager leading planning initiative focused on Windham's Growth Areas, including existing conditions data collection, stakeholder engagement coordination with Town staff and GPCOG, and team management to ensure timely project milestone delivery.

City of Rockland Safe Routes to South School Planning and Design: Project Manager overseeing planning study and conceptual design for school corridor improvements, including traffic analysis, public engagement with community and steering committee, development of design solutions to enhance pedestrian safety and economic vitality, and final report presentation aligned with the City's Comprehensive Plan.

Other Municipal Planning Experience: As Municipal Engineering Review and Planning Consultant for the **Towns of Poland** and **Sebago**, Brett provides planning and engineering services including site plan/subdivision reviews, ordinance development, and technical guidance to Planning Boards. He attends Planning Board meetings, prepares review memorandums and Findings of Fact documents, and holds regular public consultation hours.

*Orange Township Zoning Department - Delaware County, OH: Served as Senior Zoning Officer for rapidly growing community of 35,000 residents. Spearheaded implementation of innovative New Urbanism community development and led comprehensive Zoning Code rewrite initiative with extensive public engagement. Managed Board of Zoning Appeals processes and administered township GIS database for planning analyses. Contributed to Active Transportation Plan adoption and 10-year Parks Master Plan development, while coordinating Comprehensive Plan implementation that preserved 40% open space allocation and balanced development pressures with environmental conservation goals.

*Prior to employment at Sebago Technics

EDUCATION



The Ohio State University Columbus, OH City & Regional Planning Minor: Architectural Studies 2021

Columbus State Community College Columbus, OH Architectural CAD Drafting Certificate 2022

MEMBERSHIPS

American Planning Association (APA)
Northern New England Chapter

LEADERSHIP

Delaware Leadership Graduate, 2022 Delaware County, OH Chamber of Commerce

SKILLS

Proficient in Adobe Creative Suite (InDesign, Illustrator, Photoshop), ArcGIS, SketchUp, & Microsoft Office Suite



JAMES R. SEYMOUR, PE

Item 12.#

Lakes Region/Western Maine Manager

Jim Seymour joined Sebago Technics in 1993. His role encompasses management of projects relating to civil engineering designs for private residential and commercial developments, and providing engineering, planning and development review services for municipal clients. His specific engineering design experience includes roadways and site plan development, sewer/utilities, stormwater management plans and permitting, sediment and erosion control plans, and State and Federal wetland/environmental permits for residential, commercial, and municipal developments. Jim has strong experience in providing municipal planning and permitting review services. He has consulted with planning, code enforcement, and public services departments to assist many towns in various roles. The variety of projects that Jim has been involved with provides him with a well-balanced technical knowledge of planning and land use development issues and engineering experience. His experience with a variety of clientele provides a unique and positive insight to successfully communicate in a public forum and coordinate projects from design to

construction stages.

EXPERIENCE



EDUCATION



Municipal Planning/Engineering Review Experience:

2012 - Present: Jim has been the consulting Planner for the **Town of Raymond**, in charge of directing the Planning Board with processing various site/subdivision applications, coordinating new ordinance revisions, and construction observation. He also maintains weekly hours at the Town for general planner assistance.

2012 - Present: Jim has been providing planning and engineering consultation to the **Town of Poland** on an as-needed basis to assist the Planning Board with plan reviews and drafting ordinances.

2008 - 2022: Provided the **Town of Casco** planning services to assist the Planning Board with processing various site/subdivision applications, prepared ordinance revisions to the Shoreland Zoning per State requirements, and assisted in instituting a contract zone for Camp Sunshine.

2011 - 2017: Jim had been the consulting engineer for the **Town of Brunswick**, assisting the Town with peer reviews of site/subdivision applications and has drafted new ordinance revisions.

1998 - 2008: Provided construction monitoring for the **Town of Windham** with the responsibilities of reviewing bonding, stormwater management review, and providing onsite construction observations/reports.

1998 - 2004: Consulted with the **City of Portland** as Acting Development Review Coordinator, providing engineering peer review services and onsite construction observations to ensure compliance with approved plans.

The variety of projects that Jim has been involved with provides him with a well-balanced technical knowledge of planning and land use development issues and engineering experience. His experience with a variety of clientele provides a unique and positive insight to successfully communicate in a public forum and coordinate projects from design to construction stages.

Jim also currently has established Municipal General Service Agreements with the Towns of Cornish, Hiram, Porter, Sebago, and Baldwin, Maine where duties range from road reconstruction design to planner and engineering review assistance.

REGISTRATIONS

Professional Engineering: Maine #9984

University of Maine, Orono, ME Bachelor of Science, Civil Engineering

Certified Professional in Maintenance and Inspection for Best Management Practices by Maine DEP and Inclusion on the Qualified Third Party Inspector List for the Long Creek Watershed Management District (May 2011)

MEMBERSHIPS

Former Town of Windham Planning Board Member

New England Sports Turf Manager's Association (NESTMA)

Scarborough Little League Board of Directors League -President 2015 through 2017



JACOB L. HANSEN

Item 12.#

Geospatial Team Lead

Jake Hansen joined Sebago Technics in 2020 as a GIS Specialist and was promoted to Geospatial Team Lead in 2022. He brings extensive experience in GIS, field mapping, and geoscientific methods, supported by a robust research background. A skilled cartographer and problem-solver, Jake leverages GIS to develop innovative solutions for complex challenges and is adept at maintaining and analyzing geospatial data in both desktop and web-based applications. Proficient in scientific analysis, data management, and the operation of specialized equipment and software, Jake consistently delivers high-quality maps and technical outputs. In his role, he provides critical support to engineers, ensuring the locational accuracy of land data for civil design projects. By applying industry best practices and leveraging advanced tools, he collects, refines, and integrates high-accuracy geospatial data. Jake's unique combination of field expertise, digital mapping acumen, and geoscientific knowledge makes him an invaluable resource to the Sebago team.

EXPERIENCE



EDUCATION



Freeport Projects Portal: Jake is developing a public-facing web GIS for the Town of Freeport to showcase Town projects, including infrastructure improvements, economic development initiatives, and enhanced pedestrian and bicycle connections. The platform presents projects ranging from conceptual to complete stages, offering residents and stakeholders an accessible, interactive tool for exploring community developments. Complementing this public platform, Jake has created a private web GIS exclusively for the Town, enabling staff to efficiently update project details and manage associated information.

Geographic Information Systems (GIS) Services: Jake provides comprehensive GIS services, including data engineering, cleaning, and transforming geospatial datasets to ensure accuracy and usability for mapping, analysis, and decision-making. He also provides spatial analysis, performing slope and hydrographic studies, viewshed modeling, and visual impact assessments to deliver precise insights for complex projects. Additionally, he leverages geospatial applications to streamline fieldwork, enabling workers to access project data, determine positions, and record detailed field notes, including photos, through intuitive forms. To communicate results effectively, Jake utilizes online mapping tools, such as story maps and web applications, tailored for public engagement.

Tax & Regulatory Mapping: Jake specializes in tax mapping services, maintaining and updating cadastral data for municipalities and delivering high-quality maps and digital datasets. He also develops public-facing web GIS applications, ensuring accessible and user-friendly solutions for property records and other spatial data. Beyond tax mapping, Jake is experienced in ordinance-based regulatory mapping, including Maine's Guidelines for Municipal Zoning Ordinances, and supports municipalities with zoning and other regulatory maps tailored to local needs. With a background as a Certified Property Mapper in North Carolina, he brings expertise in property mapping and title research to every project.

Programming & Automation in GIS: Jake utilizes coding languages such as Python and Arcade to streamline GIS workflows, automate data processing, and enhance geospatial analysis. His work includes creating custom tools and scripts for efficient data manipulation, visualization, and reporting, improving overall project efficiency and accuracy.

East Tennessee State University, Johnson City, TN M.S. Geosciences - Geospatial Analysis Concentration, 2020

University of Maine at Farmington -Farmington, ME B.A., Geology, 2011

CERTIFICATIONS

North Carolina Certified Property Mapper

AWARDS

Michael D. Wilson Fellow, 2010-2011

Best Student Poster – 37th Annual Colloquium of the Atlantic Geoscience Society, 2011



GIS Specialist

Maria Morris joined Sebago Technics in 2022 as a GIS Specialist. Maria is a graduate from the University of Glasgow with a Master's Degree in Geoinformation Technology & Cartography. At Sebago, Maria develops cartographic products such as existing conditions plans, natural resource exhibits, web-mapping applications, and earth surface models. She designs and manages desktop and web-based geospatial databases for field data collection and land information analysis. Maria's work provides insight into site constraints and opportunities and promotes design decisions that ensure the safety of the community and responsible stewardship of natural resources.

EXPERIENCE



EDUCATION



Casco Open Space Inventory – Casco, ME: Maria worked closely with the Town of Casco Open Space Commission to update their Open Space & Conserved Land Map with new parcel data and topographic information. In the process of developing the map, the need for an Open Space Inventory became apparent. Maria designed a webbased inventory categorizing the different kinds of open space in Casco that included pertinent information about open space locations, and functions as a living database for collaboration between commission members and organizations. Along with the Open Space & Conserved Land Map and Inventory, Maria designed a web-based map of Casco Open Spaces to be embedded on the Town's website for the public.

Tax Mapping: The Sebago Geospatial Team provides regular tax map update services for the Towns of Poland, Raymond, Kingfield, Starks, Dayton, Buxton, and Waterboro, Maine. This includes digitization of paper tax maps, annual tax map updates, digital and hard copy map production, integration with assessing database information, web-mapping and hosting services, and data management for collaboration with municipalities, community organizations, and other consultants. The Geospatial Team takes pride in delivering accurate, timely, high-quality products while providing excellent customer service to develop meaningful, lasting relationships with our clients.

Federal Grant Compliance & Grant Writing Services: As part of the larger Entitlements Team, Maria works on NEPA Compliance documentation for federally funded projects for private non-profits as well as municipalities. These projects include The Kita Center (Camp Kita) Facility Expansion, The YMCA Outdoor Learning & Education Center of Lewiston-Auburn, and the Lower Central Avenue Complete Streets Improvement Project in Dover, New Hampshire. In addition, Maria consults with municipalities and external grant writers to provide guidance on grant writing and develops exhibits and narratives for award applications.

Feasibility and Suitability Analysis: With comprehensive experience in data management in a variety of geospatial software, Maria provides data-driven insights for municipal planning and site suitability, including: an open spaced and conserved land inventory for the Town of Casco, Maine, a mountain-wide terrain analysis for Pleasant Mountain of Maine; a web-mapping application for traffic signal replacement prioritization in central Maine; and site selection for ~200 tree plantings in the Bayside Neighborhood of Portland, Maine.

Field Data Collection: Maria develops web-based Mobile Maps & Field Mapping applications for field workers to efficiently and safely locate features including natural resources, existing site features, and proposed design elements. Maria integrates field collected information into figures and digital products for project evaluation, design and permitting.

University of Glasgow, Scotland M.S., Geoinformation Technology & Cartography (with Merit), 2022

Vassar College, Poughkeepsie, NY B.A. in Environmental Studies (Honors), 2016

University of Maine Grant Writing Certificate Program

COMMUNITY ENGAGEMENT

Great Works Regional Land Trust – Volunteer – GIS Trail Map Designer

Maine Outdoor Film Festival – Volunteer – Submission Screener

Mahoosuc Land Trust – Volunteer – Trail Map Designer



AMY BELL SEGAL, RLA

Item 12.#

Vice President, Landscape Architecture

Amy Bell Segal joined Sebago Technics in 2020. In the course of her 30+ year career, Amy has worked on a wide variety of projects in the public and private sectors across Maine and New England. Her work has included site planning, permitting and construction management for residential, commercial, institutional, and industrial properties as well as recreation, trail, and community planning. In recent years she has completed significant work in visual impact assessments for large scale renewable energy projects. She has earned a wonderful reputation through great work, relationships and communication.

In 2025, she was elevated to Vice President of Landscape Architecture. In this role, Amy oversees strategic direction, mentorship, and integration of landscape architecture across Sebago's multidisciplinary team.

EXPERIENCE



Open Space Inventory – Casco, ME: Collaborated with Sebago's Geospatial Team to catalog recreational assets and conducted stakeholder engagement with the Open Space Commission, citizens, and land trusts. Created visual communication tools including custom maps and an interactive web platform to promote public awareness and support the town's conservation and funding acquisition goals.

Portland Harbor Common Lot (Phase 1), Portland, ME: Part of design team working with City staff and community working group to transform an oceanfront parking lot between Ocean Gateway and Maine State Pier into a park amenity for residents and visitors. Led the design charette's and stakeholder engagement meetings

Portland Tree Canopy Project, Portland, ME: Working with Parks and Forestry Staff to plan and implement tree planting strategies to increase the canopy within Bayside and Downtown neighborhoods.

Shore Road Improvement Project, Cape Elizabeth, ME: Working with transportation engineers and Town staff to provide pedestrian and bicyclist amenities within road reconstruction design. Prepared visualizations from key locations for public outreach.

Deering Corner Roundabout, Portland, ME: Designed pedestrian and landscape amenities adjacent to roundabout and within stormwater infrastructure. Collaboration with Metro and University of Southern Maine gateway planning. Worked with artist on sculpture placement and lighting.

Lakeside Norway, Norway, ME: Designed a six-acre four-season event and recreation center and new brewery for Norway Brewing Company on Lake Pennesseewassee within the Downtown Gateway Area.

Red Cross Park Renovation, Greenville, ME: Master Plan for renovation of six-acre park on Moosehead Lake that provides swimming and boating access. Plan included shoreland stabilization, improved parking, accessibility, playspace, trails, and a pump track

*Bonney Park, Androscoggin Riverwalk, Riverpark, Moulton Park Rail Trail, and Little Andy Park, Auburn, ME: A series of linked open spaces along the Androscoggin River. Design, permitting, and construction management.

*Scarborough Municipal Campus Master Plan – Scarborough, ME: Developed in collaboration with Town Staff, the Master Plan provides short, medium, and long-term planning strategies for balancing future school development and recreational open space needs with environmental limitations.

*Prior to employment at Sebago Technics

EDUCATION



BSLA, Cornell University Denmark International Study, 1992

REGISTRATIONS

Maine Licensed Landscape Architect #2265 CLARB Certified

SPECIAL TRAINING

MeDEP Low Impact Development Stormwater BMP training Courses in ADA standards, Complete Streets, Sustainable Sites (ASLA LEED equiv)

PROFESSIONAL EMPLOYMENT

2020 - Present: Sebago Technics, Inc. South Portland, ME

> 1992 - 2020: TJD&A Landscape Architects & Planners Yarmouth, ME

1988 - 1992: Bell & Spina Architects Camillus, NY



MARGO BARAJAS, RLA

Item 12.#

Landscape Architect



Margo Barajas joined Sebago Technics in January of 2023. Margo is a highly qualified Landscape Architect with a Master of Landscape Architecture degree from the University of Oregon. She has nearly a decade of experience and holds a Maine license as a Landscape Architect. She currently works as a part of the Project Delivery Team at Sebago Technics, bringing her extensive design and project management skills to the company.

EXPERIENCE



*South Windham Villages Master Plan – Windham, ME: Adopted in 2023. Part of the design and planning team for the development of a master plan focused on a community-guided vision for the Villages of South Windham and Little Falls in Windham, Maine. The plan updated the 1998 South Windham-Little Falls Revitalization Plan and was created to better understand and identify the Villages defining character, acknowledge the past, and illustrate a framework for future land use decision-making.

Town of St. George Coastal Resiliency Project – St. George, ME: Part of the project team for the public engagement and conceptual design charette for innovative coastal resiliency planning to address sea level rise through 2100. Helped run community events and virtual reality experiences for residents to visualize climate impacts. Contributed to prioritized action plans resulting in selection of critical roadway designs and coastal erosion mitigation. Margo is the Landscape Architect currently working on the alternatives analysis, conceptual design drawings with plan views, cross-sections and detailing for the design of Factory and Cold Storage Roads and associated at-risk infrastructure.

Portland Harbor Common – Portland, ME: Part of design team converting a surface parking lot on Portland Waterfront to active and passive park space. The project is Phase 1 of Portland's Casco Bay waterfront master plan.

Narragansett School Playground – Gorham, ME: Worked with school staff to design and construct a preschool playground completed in August 2024.

Waypoint Playground – Stratham, NH: Responsible for site layout and detailing at a small playground for children with disabilities 3 years and younger. Constructed in September 2024.

*Homeless Services Center – Portland, ME: Worked with City of Portland, Developers, and extensive project team on the site and amenity space design at the recently completed HSC. Project completed April 2023.

*Jackson Labs Workforce Housing – Bar Harbor, ME: Twenty-four unit workforce housing project with tenant amenity space, including a playground.

*Woodfords Family Services – New Gloucester, ME: Designed upgrades to a playground at a daycare center.

*Prior to employment at Sebago Technics

EDUCATION



University of Oregon, College of Design Master of Landscape Architecture, 2018 Master's Project: "Designing for Sea Level Rise: Back Cove, Portland, Maine."

> Boston University, College of Communication B.S. Journalism, 2009 London Internship Program, 2008

REGISTRATIONS

Maine Licensed Landscape Architect: #5544

MEMBERSHIPS

American Society of Landscape Architects, Member of Maine Section 2018 - Present

Oregon State University, Extension Service, Master Gardener, 2015 - 2016 Corvallis, Oregon

AWARDS

American Society of Landscape Architects Honor Award for Communications What's Out There: Cultural Landscapes Guides, The Cultural Landscape Foundation



Transportation Engineer

Michael Feely interned for Sebago Technics in 2022 and joined the team full-time in 2023 and bringing fresh perspective and technical knowledge to Sebago Technics' transportation team. He has contributed to major infrastructure projects including the three-mile Broadway Pedestrian Improvements in South Portland, the Casco Bay Bridge bicycle safety redesign, and the Route 2 Planning Study featuring roundabout solutions in Orono. Experienced in roadway design, ADA-compliant design, multimodal transportation solutions, and traffic calming strategies, Michael combines his University of Maine civil engineering education with practical problem-solving to help communities create safer, more accessible transportation networks.

EXPERIENCE



City of Rockland Safe Routes to School Planning and Design - Rockland, ME: Lead transportation engineer for a transportation planning study and conceptual design project for key corridors serving South School. The project includes assessment of existing conditions, traffic operations, and safety data at six intersections. The project includes a robust public engagement process, development of various preliminary conceptual design alternatives with cost estimates, street-view renderings, and 3D visualizations that balance complete street/multimodal safety improvements with vehicular traffic flow.

Broadway Pedestrian Improvements - South Portland, ME: Served as a design engineer on a Locally Administered Project (LAP) for the design of pedestrian facility improvements along approximately three miles of Broadway and the Greenbelt Pathway. The project included the reconstruction of pedestrian ramps and crossings for ADA compliance, new sidewalk construction for increased connectivity, and the realigning of an intersection for traffic calming and access management purposes.

Route 2 Planning Study – Orono, ME: Serving as a design engineer on a transportation planning study for the Town of Orono. The study extends over three miles along the Route 2 corridor in Orono, consisting of improvements to vehicular traffic and bicycle and pedestrian facilities. Michael is assisting in the development of the concept plans for multiple options, which include the installation of new roundabouts at several intersections.

Route 4/236 Corridor Improvements – South Berwick, ME: Currently serving as the design engineer for the Route 236/Route 4 corridor improvements project in South Berwick. The design is an extension of the previous planning study efforts completed by Sebago to signalize two major intersections and complete corridor improvements. The project is currently working through the horizontal and vertical alignment establishment with MaineDOT.

Broadway and Church Street Sidewalks - South Portland, ME: Served as the design engineer on two new sidewalk projects along Broadway and Church Street in South Portland. The design is an extension of previous planning efforts completed by Sebago and includes new curb with bituminous sidewalk, and crosswalk locations with Rectangular Rapid Flashing Beacons (RRFBs)

Gray-New Gloucester Road and School Complex Safety Improvements – Gray, ME: Serving as the lead design engineer to enhance pedestrian safety along Libby Hill Road and Route 26 corridor within the school zone. The project includes approximately 2,200 linear feet of new sidewalk construction, 550 linear feet of curb and sidewalk replacement/ enhancement for ADA compliance, improved crosswalks, drainage design, lighting, and a pedestrian and bicycle shared path entering into the school campus.

EDUCATION



University of Maine - Orono, ME B.S., Civil Engineering Concentration: Transportation Engineering 2023

CERTIFICATIONS

Engineering Intern #8198

NETTCP Paving Inspector Certification: #5994

AWARDS

University of Maine 2023 Outstanding Senior Award for Civil & Environmental Engineering



Item 12.#

Director of Project Delivery

Nicole Conant joined Sebago Technics in 2018 as a Transportation Engineer. Since joining the firm, she has been actively involved in a diverse number of traffic and transportation projects including roadway and multimodal design, traffic signal design, traffic permitting, and planning studies. In her role as Director of Project Delivery, Nikki leads a multidisciplinary team responsible for designing, permitting, and facilitating all aspects of a project from initial planning through final construction across Sebago's disciplines. Project Delivery ensures efficient execution, regulatory compliance, and sustainable solutions for a wide range of infrastructure and development projects. As a part of that, Nikki is responsible for the overall management of the Project Delivery

clients, the company, and the Project Delivery Team has made her a tremendous asset and leader. In addition to all the above, Nikki also serves as a Project Manager overseeing a variety of clients and notable projects.





Team, resource allocation, and team development. Her ability to bridge technical work with the human side of

Route 2 Planning Study (WIN 026802.00) – Orono, ME: Served as the Internal Project Manager and Technical Lead for a 3-mile planning study along Route 2 (Main Street and Park Street) in Orono. Efforts included a review of existing conditions, significant traffic analysis, concept plan development for alternatives, and working with the public, Town, and Town Council to identify solutions to submit for funding opportunities. The concepts considered roundabout intersection treatment, updated traffic signalization, bicycle and pedestrian facilities, and traffic calming treatments. The findings were submitted in the form of a Final Report.

Broadway Pedestrian Improvements – South Portland, ME: Currently serving as the Project Manager for pedestrian spot improvements along the Broadway corridor in South Portland. The project is operating through the LAP program and includes pedestrian upgrades along Broadway, the Greenbelt Pathway, and the intersection realignment of Hill Street. The project recently submitted Plan Impacts Complete (PIC).

Cape Elizabeth Sidewalks – Cape Elizabeth, ME: Served as the Lead Engineer and Internal Project Manager on two new sidewalk segments along Route 77 (Ocean House Road) in Cape Elizabeth. Both segments included new concrete sidewalks with granite curb and esplanade space for street trees and ornamental lighting, in line with Cape Elizabeth's Town Center Standard. Phase 1 went forward to construction in 2020 utilizing Municipal Partnership Initiative (MPI) funding. Phase 2 received LAP funding and proceeded through the process and into construction in 2023.

Freeport Intersection Planning Study – Freeport, ME: Served as the Project Manager for a planning study in Freeport in 2024 to analyze two intersections for improvement options. Analysis included sight distance and geometry considerations, signage applications, and right-of-way analysis. Concept plans and cost estimates were completed, and the results of the analyses were detailed in a memorandum report for the Town's use.

Factory Pasture Lane Sidewalk (WIN 019392.00) – Kennebunk, ME: Served as the Project Manager on an LAP for new sidewalk on Factory Pasture Lane and Depot Street in Kennebunk. The project included new sidewalk with curb, drainage, and reclamation of the roadway. Given the project was along a local roadway, Sebago was responsible for creating right-of-way maps for permanent and temporary rights and coordinating the right-of-way process with the Town and retained Appraisers.

Westbrook Street Shared Use Path – South Portland, ME: Served as the Project Manager and Lead Engineer on the development of a shared use path along Westbrook Street in South Portland. The project was multi-phased with the first phase including a portion of the path that traversed under an existing bridge overpass. To avoid impacts to the existing bridge, the path was designed on a retaining wall with pedestrian railing. Phase 2 included a mill and overlay, adjusted curb line with associated drainage, and upgraded pedestrian infrastructure at signalized intersections. Phase 3 was completed in 2024, similarly with new curb, widened sidewalk, and pedestrian infrastructure at signalized intersections.

EDUCATION



University of Maine - Orono, ME B.S., Civil Engineering, 2015

REGISTRATIONS

Professional Engineer: ME #16089

MEMBERSHIPS

WTS Maine - Secretary, Board Member, 2025

Institute of Transportation Engineers

CERTIFICATIONS

Local Project Administration Certification MaineDOT

IMSA Work Zone Temporary Traffic Control Technician (Cert # ZZ_119837)

IMSA Traffic Signal Technician Level I (Cert # AA_119837)

IMSA Traffic Signal Design/Engineering Technician Level II (Cert #BD_119837)

IMSA Traffic Signal Construction Technician Level II (Cert #BC_119837)

IMSA Traffic Signal Field Technician Level II (Cert #BE_119837)



KIRA A. HARMON

Item 12.#

Virtual Design and Construction Project Manager

Kira Harmon joined Sebago Technics in 2019 as a 3D Modeler/CAD Technician working with the Survey-Geomatics group to produce digital deliverables for municipal, federal, and private sector projects. She holds an associate degree in Architectural and Engineering Design from Southern Maine Community College. She brings comprehensive expertise in 3D modeling technologies and project management, including mastery of point cloud data extraction and photorealistic rendering techniques. As a key member of the digital services team, Kira orchestrates complex modeling workflows and ensures quality standards across

In her current role as Virtual Design and Construction (VDC) Project Manager, Kira serves as the primary coordinator for all 3D modeling and graphics services, directing project scoping and estimating while developing critical processes and standards. Her deep understanding of project requirements and technical expertise enables her to serve as an integral project team member, providing essential digital foundations and

valuable strategic insight that enhance client presentations and project deliverables.

diverse project portfolios.

EXPERIENCE



EDUCATION



Route 2 Planning Study (WIN 026802.00) – Orono, ME: Managed high-definition laser scanning and 3D visualization efforts for the Town of Orono's Main Street corridor (1.4 miles), capturing detailed topographic data and creating compelling renderings of proposed land use scenarios and streetscape improvements. Collaborated with IOV Planning to develop visualizations that successfully communicated the community's vision and supported the Town's Comprehensive Plan development process.

Portland Harbor Common – Portland, ME: Part of survey-geomatics team converting a surface parking lot on Portland Waterfront to active and passive park space. The team documented existing conditions including topography, subsurface utilities, and retaining structures to support resilient design addressing sea level rise and storm mitigation. The project is Phase 1 of Portland's Casco Bay waterfront master plan.

Main Street – Orono, ME: In 2020, the Maine Department of Transportation commissioned Sebago Technics to conduct a traffic study along the corridor from Kelley Road to the Stillwater River Bridge in Orono. This project engaged both Sebago's survey/geomatics and transportation engineering divisions. Kira played a key role in the survey component, utilizing high-definition laser scanning technology to extract detailed survey features and geometry. Her work produced a comprehensive existing conditions plan for the entire roadway segment. This advanced scanning approach enabled the Sebago team to collect more accurate and significantly denser data, providing transportation engineers with superior information for both their analytical studies and design work.

Intersection of Route One and Sawyer Road – Scarborough, ME: In 2024, Sebago Technics was contracted to update an existing conditions survey at the Route One and Sawyer Road intersection in Scarborough, Maine as part of the Safe Streets for All initiative. Kira played an integral role in both data collection and processing, operating high-definition laser scanning equipment to gather all relevant site information. She subsequently processed this data to extract survey features and geometric elements, creating a comprehensive existing conditions plan for the entire intersection. This advanced scanning methodology allowed the Sebago team to deliver exceptionally accurate and dense data, providing transportation engineers with superior information for their analysis and design work.

Southern Maine Community College South Portland, ME Associates of Applied Science, Architectural and Engineering Design

CERTIFICATIONS

OSHA 10-hour Construction Safety

CPR & First Aid



4. COST PROPOSAL

Sebago Technics has developed a detailed budget based on the proposed scope of work and our understanding of project requirements. Our pricing reflects the necessary time and expertise to complete each task item, from initial stakeholder coordination through ordinance adoption. We have structured the budget by each task phase to provide transparency in project costs, and to facilitate any necessary scope adjustments during contract negotiations. The proposed budget includes estimated hours and hourly rates for all personnel, with not-to-exceed amounts by project task. Our team is committed to delivering quality results to maximize value for the Town of Casco.

PROJECT TASK	FEE	
Task 1 - Project Management/Coordination/Meetings	\$6,060.00	
Kick-off Meeting	\$955.00	
Overall Coordination	\$5,105.00	
Task 2 - Existing Conditions Analysis	\$11,430.00	
Task 3 - Public Engagement	\$6,155.00	
Task 4 - Document Development	\$9,230.00	
Task 5 - Draft Report & Presentations	\$9,430.00	
Task 6 - Final Report & Adoption Support	\$4,050.00	
Reimburseables	\$1,365.00	
TOTAL FEE	\$47,720.00	

Services Not Included

Specialized assessments and studies, including traffic Legal reviews
Site-specific engineering or design services
Environmental assessments
Post-adoption training
Survey services
Permitting services
Grant writing
GIS database creation

SEBAGO TECHNICS COST PROPOSAL FORM

Project Title/Location: Planning Services for Zoning Rewrite in Casco Village District

Service Area or Phase of Work: Planning

TOTAL DIRECT EXPENSES =

Orig. Date: November 13, 2025

\$1,365.00

Revised Date:

Contact Name: Brett Wiemken

Principal-in- Charge [James Seymour]	PM / Planning Consultant [Brett Wiemken]	Principal Landscape Architect [Amy Bell Segal]	Landscape Architect [Margo Barajas]	Transportation Engineer [Michael Feely]	Geospatial Team Lead [Jake Hansen]	GIS Specialist [Maria Morris]	Virtual Design Coordinator [Kira Harmon]	TOTAL
Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours
								6.50
								38.00
2.00	40.00	0.00	32.00	0.00	2.00	14.00	0.00	90.00
4.00	16.00	4.00	10.00	0.00	1.00	8.00	0.00	43.00
6.00	45.00	4.00	10.00	2.00	0.00	0.00	0.00	67.00
4.00	28.00	1.00	12.00	2.00	2.00	4.00	16.00	69.00
4.00	16.00	1.00	2.00	0.00	0.00	2.00	4.00	29.00
24.50	175.00	12.00	68.00	6.00	6.00	30.00	21.00	342.50
\$190.00	\$120.00	\$260.00	\$135.00	\$150.00	\$125.00	\$120.00	\$150.00	
\$4,655.00	\$21,000.00	\$3,120.00	\$9,180.00	\$900.00	\$750.00	\$3,600.00	\$3,150.00	\$46,355.00
						Т	otal Labor =	\$46,355.00
\$0.00		Total Direct Expenses = \$1,365.00						
\$1,150.00		Total Fee = \$47,720.00						
\$215.00							_	
	Charge [James Seymour] Hours 2.50 2.00 2.00 4.00 4.00 4.00 4.00 5.24.50 \$190.00 \$4,655.00 \$0.00 \$1,150.00	Consultant Con	Consultant Charge [James Seymour] Consultant [Brett Wiemken] Hours Hours 2.50	Consultant Charge [James Seymour] Consultant Elent Wiemken] Consultant Elent Charge Architect [Amy Bell Segal] Elendscape Architect [Margo Barajas] Elendscape Architect [Margo Barajas] Elentscape Architect [Amy Barajas] Elentscape Elentscape Architect [Amy Barajas] Elentscape Architect [Margo Barajas] Elentscape Architect [Amy Barajas] Elentscape Architect	Consultant Charge [James Seymour] Hours Hours	Consultant Charge [James Seymour] Hours Hour	Consultant Charge [James Seymour]	Consultant Charge (James Seymour) Consultant Charge (James Seymour) Consultant (James Seymour)

Notes:

⁻ Task 5 and 6 include public hearings as detailed in our Scope of Services

⁻ Hours shown for meetings include prep time and potential drive time



Proposal For Professional Services Planning Services for Zoning Rewrite in Casco Village District Hourly Rates 2025

Engineering/Permitting/Project Management	<u>Rate/Hr</u>
Principal (Engineering and Transportation)	\$ 260.00
Senior Project Manager/Senior Transportation Engineer	\$ 190.00
Project Manager	
Professional Wetlands Scientist	\$ 165.00
Senior Project Engineer	\$ 160.00
Senior Traffic Engineer	\$ 155.00
Senior Geologist/ Transportation Engineer/ Traffic Engineer	\$ 150.00
Project Engineer / Entitlements Manager/Senior Environmental Scientist	
Senior Civil Engineer	\$ 130.00
Planner / Senior Construction Inspector	\$ 120.00
Civil Engineer	\$ 115.00
Permitting Specialist / Environmental Scientist	\$ 110.00
Construction Inspector / Field Engineer	
Landscape Architecture	
Principal (Landscape Architecture)	\$ 260.00
Senior Landscape Architect	\$ 190.00
Landscape Architect	\$ 135.00
Landscape Designer	\$ 110.00
Surveying/Geomatics/CAD	
Principal (Survey)	\$ 240.00
Senior Professional Land Surveyor	\$ 165.00
Professional Land Surveyor / Virtual Design Coordinator	\$ 150.00
3-D Modeler	\$ 145.00
CAD Manager	\$ 140.00
Senior GIS Specialist	\$ 125.00
GIS Specialist / Microstation CAD Technician	\$ 120.00
Senior Surveyor / Senior CAD Designer / Deed Researcher	\$ 115.00
Surveyor / Field Crew (per member) / CAD Designer	\$ 95.00
Survey Technician / CAD Technician	\$ 90.00
Robotic/GPS Crew (surveyor + equipment)	\$ 145.00
Reality Capture (HDS/UAS) Services - Field/Office	\$ 190.00 / \$120.00
Administrative	
Principal	\$ 260.00
Project Assistant	\$ 90.00
Project Accountant	\$ 90.00

All amounts due Sebago Technics, Inc. shall be due and payable upon invoice. Invoiced amounts for professional time shall be billed at the hourly rates cited above for the time incurred on the project or in accordance with proposal terms. Hourly rates are effective through 12/31/25, unless otherwise noticed. Overtime may be charged at 1.5 x hourly rate. Expert witness services will be provided at a minimum of 2.0x the rate noted above. Reimbursable expenses, including administrative fees, shall be included on invoices as the expenses are incurred. Subconsultant and/or vendor services will be billed at cost plus 15%. Any sales, service, or use taxes levied by any governmental authority which would be deemed applicable by Sebago Technics, Inc. will be invoiced in addition to any stated fee and/or reimbursable limits. Sebago Technics, Inc. reserves the right to suspend work or terminate this Agreement and charge 1.5% interest per month on invoiced amounts due which are more than thirty (30) days past due. All attorney fees, court costs, accrued interest and other interest and other collection costs incurred during collection procedures for delinquent accounts shall be paid to Sebago Technics, Inc.

5. REFERENCES

We offer the following municipal references who can attest to our responsiveness, flexibility, and proven track record of delivering high-quality services within budget and on time. We encourage you to contact them as part of your considerations:

Jason Williamson

Code Enforcement Officer Town of Raymond Raymond, ME 04071 (207) 644-4742 Jason.williamson@raymondmaine.org

Stephen Puleo

Director of Planning Town of Windham Windham, ME 04062 (207) 894–5960 sjpuleo@windhammaine.us

Mitch Stone

Director of Economic Development Town of Orono Office of Community Development (207) 889-6914 mstone@orono.org

Jennifer Carter

Sustainability & Community Development Coordinator City of Rockland Rockland, ME (207) 593–0637 jcarter@rocklandmaine.gov

Maureen O'Meara

Town Planner
Town of Cape Elizabeth
Cape Elizabeth, ME 04107
(207) 799-0115
Maureen.omeara@capeelizabeth.org



Jim Seymour, PE and Brett Wiemken at a recent Planning Board meeting for the Town of Raymond, Maine. Click <u>here</u> to view the video.



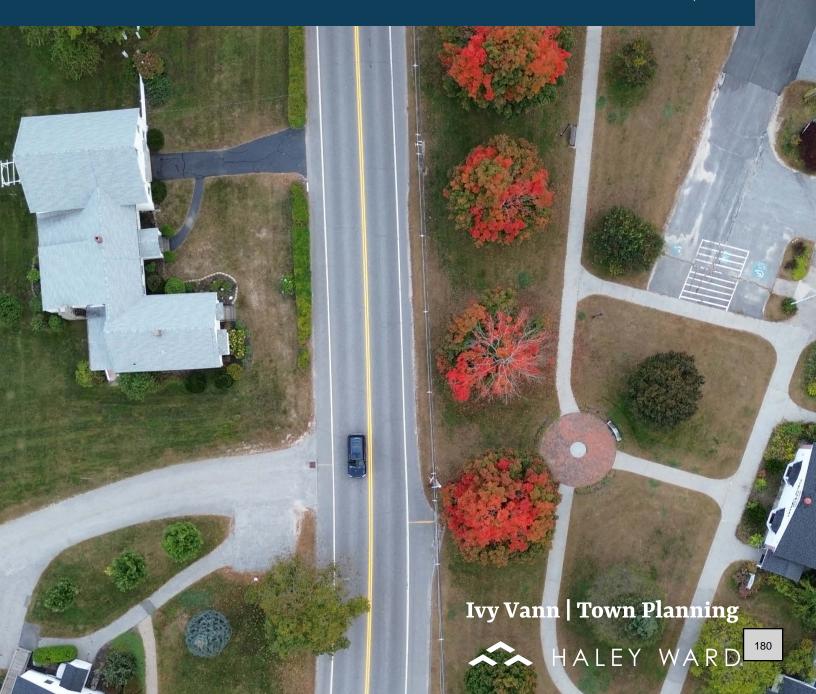
We appreciate the dedication demonstrated by the Town of Casco and its citizens to building a better future.

Sebago Technics thanks you for your consideration to shape this future, together.

Casco Zoning Rewrite

Casco Village District - Town of Casco, ME

November 13th, 2025



November 13th, 2025

Tony Ward, Town Manager 635 Meadow Road Casco, ME 04015 award@cascomaine.org

Zoning Rewrite in Casco Village District: Town of Casco, ME

Dear Tony,

We appreciate the opportunity to respond to the Town of Casco's Request for Proposals to create zoning ordinances to align with the Comprehensive Plan, preserve village character, encourage appropriate economic development, and guide future growth in a manner consistent with community values.

Ivy Vann | Town Planning brings deep expertise in small-town planning and form-based codes. Haley Ward adds vital on-the-ground insight through Sarah Turner, who brings valuable experience in planning, form-based coding, and GIS mapping and spatial analysis. Ben Frey will provide the selectboard with peer to peer guidance and availability to answer difficult questions. He brings a high level of confidence to the project, having led his own town through a full code rewrite. Since then he has served as a planning Board member, reviewing and approving projects under the new code for nearly 5 years.

Ivy Vann and Ben Frey are instructors and administrators of the Maine PlaceCode Library, and among Maine's most experienced form-based code writers. They bring a clear understanding of both the craft of code writing and the implications of LD 2003 and LD 1829 for local communities. As part of our work providing code and curriculum under Maine's Housing Opportunity Program, our team maintains a strong working relationship with Maine Office of Community Affairs staff, who are on the frontline of the state's new housing mandates.

We understand the urgency of the challenges facing Maine's rural communities. We also recognize the hard work Casco has already done through its Comprehensive Plan, the Comp Plan Implementation Committee, the Water Quality Ad Hoc Committee, and the Safe Streets Committee. That work provides a strong foundation to build from. We would be honored to partner with the Town of Casco to create zoning regulations that result in preserving the town's distinctive landscape and heritage while encouraging appropriate economic development.

Thank you for the opportunity to submit our qualifications. We look forward to collaborating with the town to help realize a thriving, resilient, and inclusive future for the village of Casco.

Thank you,

Ivy Vann, CNU-A, AICP

Jujlann

50 Summer Street, Peterborough NH 03458

603-533-0357

ivy@vann.org

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About Ivy Vann | Town Planning

Ivy Vann Town Planning has many years of experience in town planning both in New England and nationally. Charrettes, planning projects, code review, master planning, public engagement, and comprehensive planning are among the services provided.

Over the past five years, a major focus has been working with rural New England towns to assess housing issues and recommend code reforms to allow greater housing choice and availability in towns without municipal infrastructure.

It is our experience that authentic, wide ranging public engagement is necessary for a town to feel confident in making changes to zoning regulations. Incremental changes have generally been more successful in creating housing opportunities than attempting a wholesale rewrite of the town's ordinances.

Our work centers on bringing residents into the process early and often, making planning accessible and relevant, and helping communities take clear, achievable steps toward housing and land use solutions that strengthen local resilience and community life.









About Haley Ward



Haley Ward, Inc. is an employee-owned technical consulting firm offering a wide range of services, including planning, engineering, survey, and environmental. Our planning and design experts integrate placemaking and sustainable design, bringing a new level of craftsmanship to every plan. This approach allows us to consider every scale of place and complexity of project, ensuring thoughtful and effective solutions tailored to each community's unique needs.

Our capabilities include zoning, land use, and design expertise, enabling us to serve a wide range of communities, from the largest cities to the smallest hamlets. We are particularly committed to supporting rural communities, providing carefully scoped projects with actionable recommendations that help propel these areas forward.

At Haley Ward, we believe that great planning and design should create spaces that are not only functional but also sustainable and reflective of the community's values. Our planning services aim to enhance the quality of life across the regions we serve through well-designed, purposeful projects.

Services

- Sustainable Urban Design
- Financial Pro-formas and modeling
- Zoning Code Audits and Repair
- Permitting (Commercial and Residential)
- Comprehensive Planning and Neighborhood Master Plans
- Placemaking Design
- Project Feasibility Studies
- Public Facilitation and Community Engagement
- Form Based-Coding and Technical Assistance Workshops
- Street Demonstration Projects
- Climate Action Planning







Project Team



Ivy Vann, CNU-A, AICP

CEO Ivy Vann | Town Planning

Project Manager

Ivy Vann is certified as a planner by both the American Planning Association and the Congress for the New Urbanism, as well as the Form-Based Code Institute of Smart Growth America.

Ivy is a 42-year resident of New Hampshire, and she served on her own town's planning board for more than a dozen years, which provided her with an up-close look at the process for improving zoning regulations to make places both more attractive and more financially resilient. She particularly enjoys helping citizens articulate their vision for their place.

In her own life, Ivy is a small developer, having turned her house into a three-family, and the original carriage house into a duplex. She currently has a 14-unit project which just completed the entitlement process.

Ivy is a co-author and contributor to the Maine PlaceCode Library, a form-based code library of building types, place types, and site development standards. Ivy is also a faculty member of the Incremental Development Alliance, a non-profit which teaches people how to make their places better one underused building or one empty lot at a time.



Ben Frey

Maine Placecode Team

Code Advisor

Ben Frey serves as a seasoned local planning practitioner in the Town of Newcastle, Maine, where he is currently an active member of the Planning Board and has previously served as Chair. Ben played a key role in guiding the town's adoption of an updated Comprehensive Plan and a form-based code that emphasizes traditional mixed-use development and human-scale design. Ben is also a educator, contributor and editor of the Maine Placecode Library. Ben brings lived experience of municipal code adoption and planning board responsibilities, making him an ideal advisor for this project.



Sarah Turner

Planner and GIS Analyst at Haley Ward

Project Planner

Sarah Turner is a planner and experienced project manager with a strong background in using GIS to support municipal planning, zoning, and land use projects. She has worked with municipalities and regional organizations across New England to analyze zoning codes, automate spatial workflows, and communicate data through clear maps and visuals. Sarah combines technical skills in spatial analysis and database management with a deep understanding of community development, making her especially effective at turning complex data into actionable insights for local governments.



Eliot Route 236 Mixed-Use District

Date: 2025

Status: Complete

Project Team: Maine Design Workshop (Turner), Ivy Vann Town Planning

The Town of Eliot identified transformation of the Route 236 corridor as a top priority in its recently updated 2025 Comprehensive Plan, recognizing the opportunity to evolve the highway-oriented commercial area into a new walkable, mixed-use village. Building on that vision, the Town undertook a zoning update to create the Route 236 Mixed-Use District. The new district introduces form-based standards that encourage a mix of housing and small businesses, a connected street network, and development patterns that support walking and a stronger sense of place.

The new zoning replaced conventional setback and use requirements with design standards focused on building form, frontage, and walkability. Public engagement helped refine the vision and ensure the new code reflects community priorities for housing, local economic opportunity, and a stronger village identity along the corridor.





Above: Birds eye view of existing conditions on Route 236 in Eliot

Below: Illustration showing possible future developments enabled by updated zoning



Nashua re-CODE | Nashua, NH

Date: 2023 - 2025 Status: Ongoing

Project Team: Principle (Turner)

After completing its Imagine Nashua Master Plan in 2021, the City launched the Nashua re-CODE project to modernize its zoning ordinance and bring local regulations into closer alignment with the community's vision. The project replaced traditional euclidian zoning with a form-based framework that emphasizes the physical character of development and the relationship between buildings, streets, and public spaces.

The updated code simplified and consolidated hundreds of uses, introduced new district types and building standards tailored to Nashua's diverse neighborhoods, and created a clearer, more predictable development review process. Intensive public engagement, including workshops, surveys, and public meetings, ensured that the new code reflects community values and needs.





Above: Street-level photo showing existing conditions of West-Hollis Street in Nashua Below: Illustration showing possible future developments enabled by updated zoning



Maine PlaceCode Library

Date: 2024 - Present

Status: Complete

Project Leadership: Build Maine, Maine DECD Housing Opportunity Program

Educators, Content Contributers: Ivy Vann, Ben Frey, Sarah Turner

The reason we make comprehensive plans is to support policy decision making. For towns with zoning, the newly launched Maine PlaceCode Library offers a strong starting point for bringing zoning into alignment with the policies and strategies of a comprehensive plan. Team members at Haley Ward are contributing authors, teachers, mentors, and innovators of this free, open-source resource. Built around building typologies, the Maine PlaceCode Library provides a clear, form-based framework that prioritizes how buildings relate to streets and public spaces, helping communities create walkable, livable, and financially resilient places.



Maine PlaceCode Library

- An open-source zoning code
- Maine PlaceCode Library Guide
- Article 1 General Standards
- Article 2 District Standards
- ♠ Article 3 Building Standards
- Article 4 Use Standards
- Article 5 Development Standards
- Article 6 Administration
- Article 7 Definitions

A complete toolkit for New England communities to help update outdated and restrictive zoning codes.



Project Approach

1. Project Onboarding

This is an opportunity to set expectations, understand what work has already been completed or is in process, solidify goals, and establish key milestones for the project. During this process we will meet with the work group to:

- Develop an outreach plan, including establishing the synoptic survey area.
- Adopt a communication plan.
- Confirm new state policies which affect zoning.
- Confirm area for the zoning work.

- Confirm which elements of the Maine PlaceCode Library will be incorporated.
- Confirm other regulatory needs to be incorporated (i.e., adaptive reuse ordinance).

2. Collaborate with Town Leadership

- 1. The consultants will work directly with Town Staff, the Selectboard, and the Town work group throughout the process.
- 2. The consultants will meet with the work group to review draft zoning map, district sheets, building types and attachment standards language as draft is created.
- 3. Provide clear written and verbal updates at key milestones, as established in the on-boarding process.

3. Assess Current Conditions

1. The consultants will perform a pattern of development (building typologies, civic spaces, and streets) and synoptic survey for the target area. Using measurable parameters, the consultant team will work with the public and town staff to determine a set of desirable building types and development patterns, while building understanding and support for a form-based code. The consultants will also consider the role of larger historic structures and the spacing between buildings to ensure new development fits the village's traditional pattern.

4. Perform a Code Audit of Existing Zoning Provisions

- 1. Determine what aspects should be adjusted or removed because a newer, better tool or standard can take its place.
- 2. Identify what needs to stay and/or be adjusted because of state law.
- 3. Coordinate comprehensive plan with zoning.
- 4. Identify redundancies.
- Identify sections that create conflicts with intended new standards (e.g., any sections offering housing density bonuses, architectural or design standards), amend or resolve.

- Identify potential conflicts between new zoning and current subdivision and site plan ordinances (for example: design standards, road standards).
- 7. Meet with the work group to explain where new form-based code elements will be integrated into the current regulatory framework.
- 8. Meet with the work group to report out findings and recommendations from the code audit.

5. Community Engagement

- Create content for a zoning updates landing page on the town website, to provide up-to-date information on the code development project, which can also be shared on social media platforms. This page is intended to be a fuller explanation of the project and its progress; the page may include FAQs, links to related articles or publications, etc. The landing page is also intended to encourage effective communication between interested citizens, town staff, and code team members.
- Organize and facilitate a community meeting in Casco Village to present work in progress, gather feedback, and teach participants about historic patterns of development. Residents will learn how to synoptic survey the village, providing deeper learning about how form-based codes are derived.

- 3. Review synoptic survey findings with the work group and post results online for public access.
- 4. Hold a focus group meeting with commercial property owners in Casco Village as well large parcel and large historic building owners within the target area to discuss regulations from their perspective.
- Host a presentation and open house after the committee has reviewed and signed off on a draft map, district sheets and building types package.
- 6. Host a Zoning Q+A Coffee Talk with office hours at the Library or Community Center shortly after a 1st complete draft code is released.

6. Create New Zoning Code Including the Following:

Districts

- Create new district boundaries based on comprehensive plan goals and synoptic survey data results.
- Ground truth lot assignments to determine the best district assignment.
- Workshop any issues with staff and Committee.
- Calibrate dimensional standards for each district.
 Consider the effects of LD2003 and LD1829 as relevant.
- Consultant is open to discussing an additional work scope to codify and re-format all other districts to be consistent with new district sheets.

Building Types and Groups

- Select Building Types to ensure that buildings complement the existing village.
- Assign building types and groups to each District.
- Calibrate standards for building attachment, based on desired pattern of development, size/scale of buildings and block structure.

Zoning Map

Create a new draft zoning map.

Neighborhood Standards

- Incorporate neighborhood standards such as parking, signage, and civic space standards.
- Incorporate thoroughfare types and standards.
 This work should align with the Road Policy
 Ordinance and any other standard in the site plan or subdivision ordinance.

Introduction, Overview, and General Language

- Review and amend general language as needed. Include principles, intent and purpose language; add waiver provisions and standards for granting a waiver; add virtual lot line language.
- Review and amend definitions and non-conformity language, as needed.
- Ensure compliance with Maine state statutes and consistency with the Comprehensive Plan.

Use Regulations

- Define uses for all new districts. Consultant is open to discussing an additional work scope to re-codify all uses throughout zoning code into one consolidated, updated use table.
- Review and include special performance standards as needed to address potential nuisances or address other use-based performance criteria.

7. Deliverables & Supporting Documentation

- 1. The consultant will deliver a package of zoning amendments to the work group for review. The consultant will make one round of edits to the draft.
- 2. The consultant will deliver a final zoning amendment packet including supporting documentation (public engagement summaries, technical memos, and synoptic survey sheets.)
- The consultant will support adoption by attending a planning board public hearing, and if requested, town
 meeting.

Project Timeline & Cost Proposal

To perform the scope of services outlined in the enclosed proposal for Comprehensive Planning services, Ivy Vann Town Planning proposes a fixed rate fee not to exceed \$46,250 and inclusive of all indirect expenses. Please note that a number of phases are not independent of each other and their efforts to reach successful completion are intertwined. This budget reflects our best estimate of effort based on our understanding of the scope. We welcome discussion and further refinement of work scope and budget to ensure the clients needs are best met. While we are only addressing a small portion of the town, new code elements, once adopted, can be available to other areas of the town.

Phase 1: Project Onboarding | January 2026

Budget - \$3,500

Phase 2: Collaboration With Town Leadership | January 2026

Budget - \$1,500

Phase 3: Assess Current Conditions | January 2026

Budget - \$3,000

Phase 4: Perform Code Audit of Existing Zoning Provisions | February 2026

Budget - \$3,000

Phase 5: Community Engagement | January 2026 - June 2026

Budget - \$9,000

Phase 6: Create New Zoning Code

First Draft Zoning Code | Mid April 2026

Budget - \$15,000

Final Draft Zoning Code | Mid May 2026

Budget - \$3,750

Phase 7: Deliverables & Supporting Documentation | June 2026

Budget - \$7,500

Total Budget For All Phases: \$46,250





Ivy Vann, CNU-A, AICP

Town Planner & Designer

ivy@vann.org | 603.533.0357

Ivy Vann cares deeply about making cities, towns, and neighborhoods good places for people to live. She is committed to an engagement process where all the voices are heard and the resulting places are beautiful and functional for all the residents. She is dedicated to helping towns and cities determine which of their streets and neighborhoods are the most beautiful and successful, and then spelling out the underlying rules which created those spaces.

EDUCATION

M.Ed. Secondary Education, Antioch University

B.A. English, Harvard University

SELECT PROJECTS & EXPERIENCES

Main Street Form-Based Code | Newmarket, NH

Ivy wrote a completely new form-based code for the Main Street and adjacent neighborhoods. She managed the process of public engagement and outreach. All of the underlying zones were reformulated and building forms added to ensure that new development and redevelopment match the most-loved and successful parts of Newmarket. The town council adopted this code in 2025 and is shifting to a form-based code for the entire town, a project Ivy is currently spearheading.

Maine PlaceCode Library | Statewide, ME

Assisted with creating a statewide form-based code library for Maine. Using place types and associated building types that are specific to Maine, this template can be used by communities to easily develop their own form-based code.

Rt 236 Mixed-Use District Plan & Code | Eliot, ME

Ivy was part of a team creating a new zoning code to create a mixed-use zone for a section of Route 236. The Town of Eliot prioritized the transformation of the Route 236 in its 2025 Comprehensive Plan, recognizing the opportunity to evolve the highway-oriented commercial area into a new walkable, mixed-use village. Building on that vision, the Town undertook a zoning update to create a Mixed-Use District. The new district introduces form-based standards that encourage a mix of housing and small businesses, a connected street network, and development patterns that support walking and a stronger sense of place.

Pre-Approved Building Plans | Lebanon, NH

Ivy was part of the team which created a library of pre-approved building plans in Lebanon NH and recommended zoning changes to allow the creation of new middle housing projects. Those recommendations were adopted at the 2025 town meeting.

Housing Needs Assessment and Code Audit Hinsdale, NH

When working with Hinsdale, NH Ivy performed a housing needs assessment and code audit which resulted in ordinance changes to allow smaller house lots, cottage courts, and adaptive reuse of existing buildings for housing at the March 2025 town meeting.

NH Housing Opportunity Planning | Statewide, NH

As a New Hampshire Housing Opportunity Planning grant consultant lvy worked with more than a dozen rural New Hampshire towns to assess housing issues and recommend code reforms to allow greater housing choice and availability in towns without municipal infrastructure. The work included a large component of public outreach as changing the codes in these small towns requires the entire town to support the proposed change. Code audits were done for ten towns to determine where the codes need changing and housing needs assessments to ensure that the proposed changes will deliver the kinds of housing currently unavailable in these neighborhoods and towns. 197



Sarah TurnerAssociate Planner, Geospatial Analyst sturner@haleyward.com | 207.535.9369

Sarah Turner is a planner and experienced project manager with a strong background in using GIS to support municipal planning, infrastructure, and land use projects. She has worked with municipalities and regional organizations across New England to analyze zoning codes, automate spatial workflows, and communicate data through clear maps and visuals. Sarah combines technical skills in spatial analysis and database management with a deep understanding of community development, making her especially effective at turning complex data into actionable insights for local governments.

EDUCATION

M.S. Spatial Informatics, University of Maine

B.A. Geology, Bates College

SELECT PROJECTS & EXPERIENCES

Casco Comprehensive Plan | Casco, ME

Participated in a four-day-long charrette at the community center in Casco, Maine. Led an in-person mapping workshop to assess current needs and actively engage citizens in envisioning the future of Casco. Prepared all required maps and data tables, ensuring compliance with State requirements.

Brunswick Comprehensive Plan | Brunswick, ME

Assisted with data and spatioal analysis for the development of the comprehensive plan. During the charrette, Sarah led mapping workshops to ensure committee members were aligned on the proposed vision for Brunswick. Prepared all required maps for the final comprehensive plan.

Nashua re-CODE | Nashua, NH

Lead code writer for a citywide rewrite of Nashua's zoning code, transitioning from traditional use-based zoning to a form-based approach. Focused on creating comprehensive street standards, building types, and standards for mixed-use, residential and commercial districts. Incorporated community input to align zoning with the city's vision for future growth.

Maine PlaceCode Library | Statewide, ME

Assisted with creating a statewide form-based code library for Maine. Using place types and associated building types that are specific to Maine, this template can be used by communities to easily develop their own form-based code.

Complete Streets & Vision Zero | Casco, ME

Authored Casco's Complete Streets Policy. Led public engagement and planning efforts for the Safe Streets initiative. Facilitated workshops and conducted survey to gather community input on street safety. Identified quick-build opportunities for short-term improvements.

Gray Village Transformation Project | Gray, ME

Project managed the MaineDOT partnership effort to transform Gray Village, Maine. Coordinated public workshops, engaged stakeholders, and oversaw design process for street and infrastructure upgrades.

Falmouth Climate Action Plan | Portland, ME

Mapped flood risks to critical infrastructure under several future sea-level rise scenarios.

Connect 2045 | Portland, ME

Supported drafting Connect 2045, Greater Portland's long-range transportation plan. Led engagement, mapping, and writing to help shape priorities for future regional transportation investments.

Rt 236 Mixed-Use District Plan & Code | Eliot, ME

Wrote form-based code for Route 236, an important commuter corridor, to set new thoroughfare standards and integrate green streets with stormwater management. This zoning framework supports the transformation of the previously auto-oriented corrinto a vibrant, mixed-use district.

References

Bart McDonough (Ivy Vann)

Director of Planning & Community Development, Town of Newmarket, NH

bmcdonough@newmarketnh.gov

603.659.8501 ex. 1315

Christine Robidoux (Ivy Vann)

Planning Board Chair, Town of Temple, NH

cearobidoux@gmail.com

603.566.5357

Jeff Brubaker (Ivy Vann & Sarah Turner)

Town Planner, Town of Eliot, ME

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Contact Us

Ivy Vann

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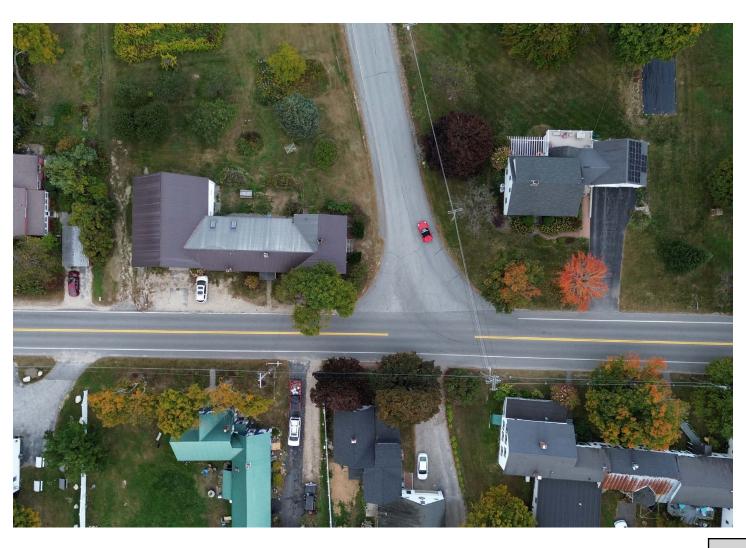
ivy@vann.org

Sarah Turner

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Request for Proposals (RFP)

Planning Services for Zoning Rewrite in Casco Village District Town of Casco, Maine

Issue Date: October 16, 2025

Proposal Due Date: November 13, 2025

I. Introduction

The Town of Casco, Maine is seeking proposals from qualified planning consultants to assist in rewriting zoning for designated Casco Village District identified in the Town's Comprehensive Plan.

The purpose of this project is to update zoning ordinances to align with the Comprehensive Plan, preserve village character, encourage appropriate economic development, and guide future growth in a manner consistent with community values.

II. Scope of Services

The consultant shall provide professional planning services including, but not limited to:

1. Zoning Ordinance Rewrite

- Review existing zoning provisions and recommend updates for Casco Village.
- Draft zoning amendments in collaboration with Town staff, the Selectboard, and the designated Town work group.
- Ensure compliance with Maine state statutes and consistency with the Comprehensive Plan.

2. Community Engagement

- Facilitate at least one community meeting in the village.
- Present drafts and revisions in public forums, gather feedback, and incorporate input into the final ordinance.
- Facilitate a town-wide community forum once final draft of ordinance is completed.

3. Collaboration with Town Leadership

- Work directly with Town Staff, the Selectboard, and the Town work group throughout the process.
- o Provide clear written and verbal updates at key milestones.

4. Final Deliverables

- Proposed zoning ordinance changes ready for review and adoption.
- Supporting documentation including public engagement summaries, technical memos, and a final report of recommendations.

III. Project Timeline

The Town anticipates this project will be completed within **six to eight months** from the date of contract award. A general schedule is as follows (subject to refinement with the selected consultant):

- Month 1 Project kickoff; review of existing zoning; initial meetings with staff and Work Group
- Months 2–3 Development of preliminary zoning concepts; community forums in Casco Village
- Months 4–5 Preparation of draft zoning amendments; presentation to Planning Board and Work Group for review
- Month 6 Final revisions to zoning language; presentation to Selectboard
- Month 7–8 (if needed) Public hearings and adoption process support

IV. Community Profile & Demographics

The Town of Casco is a rural community located in Cumberland County, Maine, with a population of approximately 3,800 residents. Casco covers 36 square miles and is known for its natural beauty, access to multiple lakes (including Sebago Lake), and strong sense of community. The Town experiences significant seasonal population increases due to tourism, recreation, and second-home ownership.

Casco's economy is a blend of small businesses, local services, recreation-based enterprises, and traditional rural uses. The three villages—Casco Village, South Casco Village, and Webbs Mills—are historic centers that serve as focal points for community identity, commercial activity, and civic life.

V. Village Areas & Comprehensive Plan Alignment

Casco Village

Casco Village is the historic center of the community, containing civic institutions such as the Town Office, Casco Library, public parks, and small businesses. The Comprehensive Plan identifies Casco Village as a **P1 priority area** due to its role as the Town's traditional hub for government, cultural, and social activities. The plan emphasizes the importance of maintaining its walkable village character, protecting historic structures, and guiding future development to strengthen its role as the Town's civic heart.

V-A. Desired Objectives for Rezoning of Preservation Villages

The Comprehensive Plan identifies Casco Village, South Casco Village, and Webbs Mills as Preservation Villages. These areas have largely reached build-out, with limited capacity for large-scale future development. However, there are opportunities for infill construction, renovation of existing structures, and reinvestment in civic buildings, public spaces, and infrastructure that reinforce the historic and social character of these settlements

The presence of civic buildings (such as the Town Office, library, and churches), municipal amenities, and public gathering spaces position these villages as centers of civic life, recreation, and cultural identity. Even with limited future growth, the Town intends to continue investing municipal resources into these historic settlements to preserve and strengthen their role as the heart of Casco's community fabric.

The Comprehensive Plan recommends that zoning evolve from a single Village District into two to three tailored zoning districts. These new districts should distinguish the predominantly residential nature of most buildings, while also recognizing traditional dimensional patterns and allowing for limited commercial uses and a variety of residential building types.

Objectives of the Zoning Rewrite

1. Consistency with the Comprehensive Plan

- Align zoning ordinances with P1 priority area goals.
- Strengthen village centers as focal points for community identity, commerce, and social activity.

2. Preservation of Village Character

- Protect historic structures, traditional streetscapes, and neighborhoodscale development patterns.
- Maintain walkability, public gathering areas, and design standards that reinforce historic and rural character.

3. Encouragement of Mixed-Use Development

- Support compatible residential, retail, service, and civic uses within village centers.
- Provide flexibility for small businesses and home occupations that enhance community vitality.

4. Housing Opportunities

- Enable diverse housing options including small-scale multifamily, accessory dwelling units, and senior housing.
- Encourage housing that is affordable and accessible while fitting the scale of existing neighborhoods.

5. Economic Development & Tourism

 Provide opportunities for locally owned businesses and seasonal services that complement the Town's economy.

6. Transportation & Accessibility

- Improve pedestrian and bicycle access across all village areas.
- Integrate roadway, parking, and traffic strategies to improve safety and circulation.

7. Environmental Protection & Sustainability

- o Protect lakes, wetlands, and open spaces from incompatible development.
- o Encourage low-impact and sustainable design standards.

8. Community Engagement

- Ensure that zoning reflects broad community input through village-based meetings.
- Maintain transparency throughout the rezoning process to build public understanding and trust.

Reference: The complete Casco, Maine Comprehensive Plan is available online at: https://www.cascomaine.org/comprehensive-plan

VI. Proposal Requirements

Proposals must include:

- 1. **Statement of Qualifications** description of firm, relevant experience with municipal zoning and village planning, and examples of similar projects.
- 2. **Project Approach** proposed methodology, timeline, and community engagement strategy.
- 3. **Team Members** names, roles, and qualifications of staff assigned to the project.
- 4. **Cost Proposal** itemized budget including professional fees, travel, materials, and public engagement costs.
- 5. **References** contact information for at least three municipal or governmental clients for whom similar work has been completed.

VII. Evaluation Criteria

Proposals will be evaluated on the following:

- Relevant experience with zoning and comprehensive planning in Maine or similar communities.
- Demonstrated ability to facilitate meaningful community engagement.
- Understanding of Casco's Comprehensive Plan and goals.
- Cost effectiveness and clarity of budget.
- Qualifications of assigned personnel.

VIII. Submission Instructions

Proposals must be received by **November 13, 2025**. Submissions may be delivered electronically to award@cascomaine.org or mailed to:

Town of Casco

Attn: Anthony Ward, Town Manager 635 Meadow Road Casco, ME 04015

Late submissions will not be accepted.

IX. Questions

All questions regarding this RFP shall be directed to **Anthony Ward, Town Manager,** award@cascomaine.org or (207) 627-4515 ext. 1201.

X. Reservation of Rights

The Town of Casco reserves the right to reject any or all proposals, waive any informalities, and negotiate with the successful proposer in the best interest of the Town.

Outstanding Legal Issues

For all active legal actions listed below, staff will continue to monitor each case closely and will provide updates to the Board as new information becomes available.

- Rabbit Run: Communication with the lessee of the property and the new owner is ongoing. The legal process was delayed due to the previous owner filing for bankruptcy. Once a new owner purchased the property, we reissued the Notice of Violation, which provides an additional 45 days for them to comply with and correct the identified deficiencies.
- 2. Easement with Library: See agenda item #10
- 3. Lakeside Cemetery: Our legal team is coordinating with the legal estate representatives of the last Lakeside Cemetery Association trustee regarding the property transfer. While the transfer itself appears straightforward, determining the exact property boundaries may prove more challenging and time-consuming. Drummond Woodsum is conducting title searches to establish the boundaries; if this effort is unsuccessful, a survey will be required.
- 4. Thompson Lake boat ramp Easement: The proposed easement agreement between Robey Properties, LLC and the Town of Casco for the Thompson Lake boat ramp located on Heath Road is scheduled to appear on the January 2026 Special Town Meeting warrant. Execution of this easement is required to address Robey Properties' request for an indemnification provision as part of granting continued public access to the boat ramp.

The Town's legal counsel has completed its review of the indemnification language and has identified no concerns. Counsel further notes that the request from Robey Properties is reasonable and consistent with standard property-owner protections in similar agreements.

- Helen Allen Barking Dog Complaint: No further action to occur at this time and will be removed from the active list.
- 6. **Tenney Hill 80K zoning complaint:** The first court appearance for the property owner is scheduled for December 10th in Bridgton District Court. This initial appearance serves only as the formal opening of the case; no hearing date has been set at this time. The legal process may be lengthy, and the timeline remains uncertain.
- 7. **Appeal of Planning Board decision**: While this matter does not require action by the Selectboard, the Town remains involved in ongoing litigation with Christian Hill Properties, LLC regarding a Planning Board decision related to 325 Roosevelt Trail. Both the Town's legal counsel and counsel for Christian Hill Properties have submitted briefs to the court. At this time, no trial date or decision timeline has been established.

- 8. **Foreclosed property at 23 Graffam Road:** The Town currently owns the building located at 23 Graffam Road through the foreclosure process; however, the land beneath the building is owned by an abutting property owner. The situation is further complicated by the deteriorating condition of the building. The Town has four potential courses of action regarding this property:
 - Retain ownership of the building.
 - Execute a quitclaim deed without covenants back to the previous owner.
 - Attempt to sell the property through a licensed real estate agent, as required by Maine law.
 - Demolish the building at the Town's expense.