



## Town of Yarmouth Comprehensive Plan Update

North Star Planning

October 7, 2022



# COVER LETTER

Erin Zwirko, AICP, LEED AP  
Town of Yarmouth Department of Planning and Development  
200 Main Street  
Yarmouth, ME 04096  
October 7, 2022

Dear Erin,

North Star Planning, in conjunction with Aceto Landscape Architects, FB Environmental, Camoin Associates, and Levine Planning Strategies, is pleased to submit this proposal for services to complete the Town of Yarmouth's Comprehensive Plan Update.

Our team brings the unique combination of local knowledge and planning experience in Yarmouth with a team of leading professionals working on projects throughout northern New England. Our strong, multidisciplinary team of planning, design, landscape architecture, environmental and housing experts have successfully delivered projects throughout Maine and the region, and are building a strong portfolio of work together.

We recognize the unique approach to the planning process that Yarmouth has taken by prioritizing the Visioning phase of the work. We understand that the selected team will utilize the draft Vision Statement that has been developed this summer and fall, and will be prepared to hit the ground running to complete the next phase of the Comprehensive Plan Update.

North Star Planning has been leading the ongoing evolution in comprehensive planning in Maine, even though the essential planning elements of the Growth Management Act have changed very little since the Act was adopted in 1988. Key features of this evolution include a focus on implementation, shaping easily understandable priorities with high quality graphics and mapping, and going beyond the basics required by the Act to plan for what's important to the community.

We would love the opportunity to help Yarmouth prepare for changes the next 10-20 years will bring, including the identification of where change should be focused and where change should be minimized.

Sincerely,

Ben Smith, Principal  
North Star Planning

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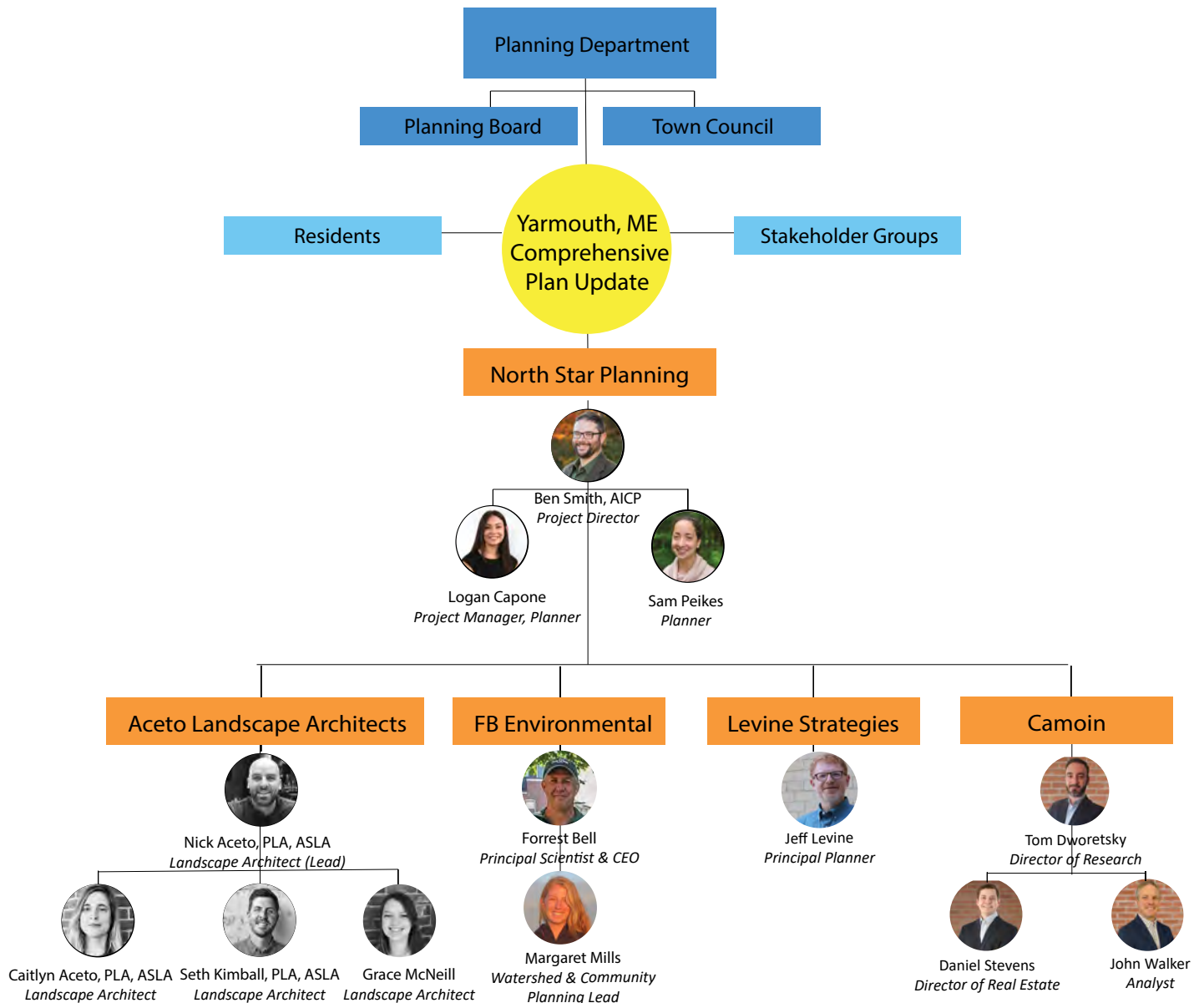
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# TEAM QUALIFICATIONS



# TEAM STRUCTURE



# FIRM DESCRIPTION

## Our Mission

North Star Planning was established in 2017 to help communities chart their own path toward creating and sustaining the places that make New England a special place to live and work.

## Our Guiding Principles

Focusing on a good planning process and the ultimate ability to implement plans is what it is all about. North Star Planning aims to meet both of these needs for each project through these guiding principles:

- The process should be inclusive
- The products should be accessible
- The plan should be specific
- The progress should be measurable

## Services

Comprehensive & Master Planning

Downtown & Neighborhood Planning

Open Space Planning

Zoning & Ordinance Development

Grant Writing & Management

Project Management

Community Engagement

Workshop Facilitation

Development Review

## Awards

2014 Plan of the Year, Maine Association of Planners. 21st Century Downtown Plan for North Windham.

2018 Public Policy Award, GrowSmart Maine. Implementation of 21st Century Downtown Plan for North Windham.

Maine Calling, Maine Public Radio show, 2018. "Municipal Planners: What is Their Role in Helping Maine Cities & Towns Thrive?" Panelist  
NNECAPA 2019. Work/Life Balance for Planners, Panelist  
NNECAPA 2021. COVID Migration to Northern New England, Panelist  
NNECAPA 2022. How to work with planning consultants, Panelist



## Key Personnel

Our team is based in New Gloucester, Maine.



### **Ben Smith | AICP**

#### **Principal & Founder**

Ben is the Principal Planner and owner of North Star Planning. He is a planner with experience in transportation, land use and comprehensive planning. He established North Star Planning in 2017, after more than a dozen years of experience working in state and municipal government and private sector planning positions.



### **Logan Capone**

#### **Planner**

Logan is a Planner interested in creating livable, walkable, and sustainable communities and public spaces. Logan has strong design, facilitation, and project management skills. Prior to joining North Star, Logan worked on private development and public sector projects for an urban design firm in Boston.



### **Samantha Peikes**

#### **Associate Planner**

Samantha (Sam) is an Associate Planner with experience in open space and recreation planning and public park planning and design. Before working at North Star, Sam was a planning intern for the Central Vermont Regional Planning Commission.



### **Kate Burch**

#### **Planner**

Kate is an Planner with experience in municipal and community planning and design. Before working at North Star, Kate was an assistant planner for the Town of Topsham.

# FIRM DESCRIPTION

## Our Mission

Founded in 2011, Aceto Landscape Architects (ALA), is a process-driven landscape architecture and urban design firm committed to thoughtful, creative intervention at the intersection of environment, economics, art, and culture. ALA was founded on the notion that great design is a product of careful listening, inclusive decisionmaking, and unrelenting passion for enduring built spaces. We believe in the core tenets of placemaking and the power of design to shape our everyday experience and sense of wellbeing.

ALA's team offers a unique set of skills and perspective, well-equipped to harmonize and reconcile the roles and value systems of varied design disciplines. We integrate expertise and intuition to craft powerful places, built upon a commitment to resiliency and sustainability. Our studio's passion for craft and technical savvy affords us the opportunity to collaborate across a broad range of scales and geographic locales.

## Services

Landscape Architecture  
for Residential,  
Hospitality and Civic

Master Planning

Urban Design

Parks and Open Space

Wayfinding

Streetscape and  
Transportation





## Key Personnel

Our team is based in Portland, Maine and Jackson, New Hampshire.



### Nick Aceto | PLA, ASLA

#### Principal

Nick is a licensed Professional Landscape Architect and founding principal of Aceto Landscape Architects (ALA) based in Portland. Nick is passionate about placemaking and the power of design to influence positive outcomes in our communities. Nick has worked on projects across the United States where he has won several awards and recognition for his contributions to the design world. Nick will lead his team on urban design and streetscape design for the project, helping to create concept design for key sites. (Availability 15%)



### Caitlin Aceto | PLA, ASLA

#### Principal

Caitlin has worked in the field of landscape architecture for 15 years and is licensed in Maine and Colorado. Caitlin's project experience ranges in scale from circulation and wayfinding design at Grand Canyon National Park, to security barrier conceptualization for the Thomas Jefferson Memorial to community / park design in Maine. Caitlin is energized by finding ways to enhance connections between people and place, and designing meaningful spaces for those connections to thrive and strengthen. (Availability 10%)



### Seth Kimball | PLA, ASLA

#### Principal

Seth has been practicing Landscape Architecture for over 15 years. He has a Bachelor's degree in Landscape Architecture from the University of Massachusetts Amherst. Seth's early experience with plants and site construction helps transports reality to the design process, while his professional experience has given him the design sensibility to successfully accomplish any range project type and size. (Availability 10%)



### Grace McNeill

#### Designer

Grace is a landscape designer from Kennett Square, Pennsylvania. She received her BLA in 2021 from Penn State University. Grace's passion for ecology and climate change also led her to a minor in environmental inquiry. Through the courses taken for her studios and minor, and past professional horticultural experiences, she has curated a strong background in ecology related to design. (Availability 20%)

# FIRM DESCRIPTION

## About us

Established in 2001, FB Environmental Associates is a consulting firm that specializes in environmental assessment, monitoring, planning, mapping, modeling, and restoration projects in the watersheds of New England's lakes, streams, rivers, and estuaries. FB Environmental is committed to providing reasonably priced, high-quality professional products while maintaining close communication with our clients. One of our greatest assets is our ability to work with great attention to detail in order to meet the specific needs of our clients, project partners, and the general public. Our offices are located in Portland, Maine, and Dover, New Hampshire.

The firm's associates have over 100 years of combined experience working on water and natural resource projects in New England. The collective knowledge of FB Environmental's staff is kept up to date through ongoing education, research, and participation in a variety of professional organizations. We maintain collaborative working relationships with diverse and key environmental professionals in the public, private and nonprofit sectors. Therefore, we are able to complement our capabilities through the creation of multidisciplinary teams that provide support on a variety of projects. From small mapping efforts to large multiphase management and restoration projects, we are committed to offering a broad array of customized quality services.

### FB Environmental Stormwater Field Analysis

FB Environmental works with a wide range of clients, including the US Environmental Protection Agency, Maine Department of Environmental Protection, New Hampshire Department of Environmental Services, Casco Bay Estuary Partnership, dozens of municipalities in Maine and New Hampshire, lake and watershed associations, nonprofit organizations, and trade associations. Our range of services include water quality monitoring and assessment; watershed and stormwater management planning; GIS mapping, modeling and analysis; data compilation and interpretation; wetland delineation and soil characterization; wildlife surveys and habitat assessment; vegetation surveys; nonpoint source pollution and erosion control assessment; stormwater pollution prevention planning; public facilitation, outreach and education; event planning; municipal and natural resources planning; renewable energy planning and promotion; and scientific report writing.

## Services

Environmental Monitoring  
Watershed & Community Planning  
Ecological  
Marine Science  
Land and Water Permitting  
Climate Change



## Key Personnel

FB Environmental is based in Portland, Maine.



### Forrest Bell

#### Principal Scientist & CEO

Forrest is the founder and CEO of FB Environmental Associates, a regional leader in managing environmental assessment and restoration projects. With over 29 years of experience, Forrest has directed more than 600 successful environmental planning, assessment, monitoring, and restoration projects for a diverse array of clients, including federal and state natural resource agencies, municipalities, and non-profit organizations. Forrest is a skilled presenter and facilitator, embracing the challenge of presenting the complexities of land and water resources to New England's communities. Forrest received his BS in Geography from the University of Southern Maine and completed his Master's coursework at the University of New Hampshire in the Natural Resources Management program.



### Margaret Mills

#### Watershed & Community Planning Lead

Margaret serves as the lead for Watershed & Community Planning at FBE and has a background as a hydrologist and GIS specialist. She works on projects ranging from watershed management and planning, community engagement, water quality monitoring, and lake and stream assessment and restoration. At FBE, Margaret works with private entities, federal and state agencies, lake and watershed associations, and municipalities to assess their natural resources and incorporate natural resources into planning and development. Prior to FBE, Margaret gained experience working with lead scientists on watershed biogeochemistry at the Institute of Arctic and Alpine Research (Boulder, CO) and Hubbard Brook Experimental Forest (Thornton, NH).







## empowering communities through human connection backed by robust analytics

### Leaders in Economic Development Services

The path to prosperity is different for every community and organization. Think of us as your Navigator.

For more than two decades, Camoin Associates has helped governments, businesses, and nonprofit organizations throughout North America understand the present to optimize opportunity for the future.

We leverage advanced analytics, customized strategy, and C-suite connections to help our clients make informed choices, leverage their inherent advantages, and maximize economic benefits for all.



#### SERVICES

- Strategic + Organizational Planning
- Real Estate Development Services
- Impact Analysis
- Lead Generation + Business Relationships
- Industry + Workforce Analytics
- Entrepreneurship + Innovation
- Business Attraction + Retention



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Scan to sign up for the  
Navigator, our newsletter  
about all things economic  
development







# LEVINE PLANNING STRATEGIES

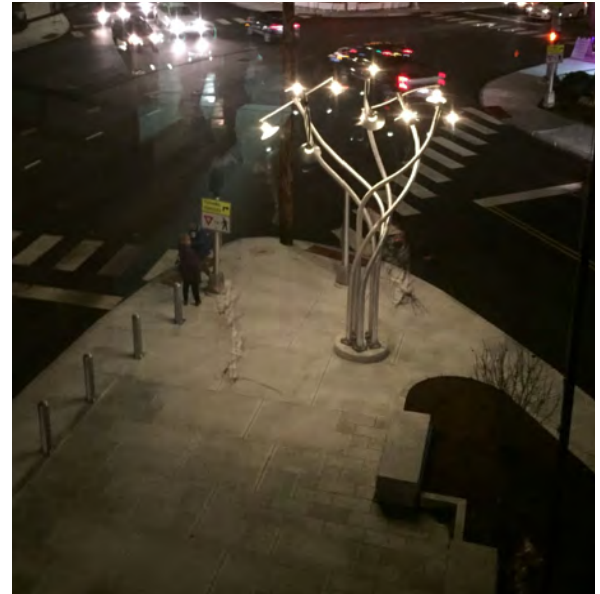
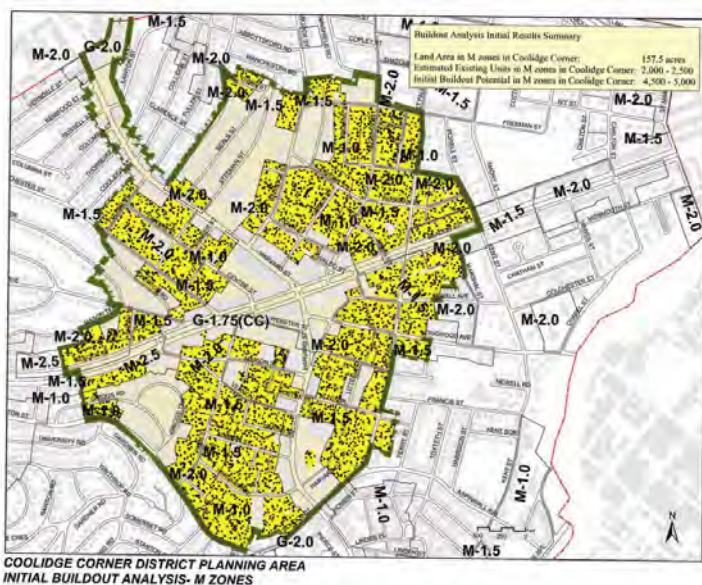
Tools for Building Communities

## FIRM OVERVIEW

Levine Planning Strategies, LLC, is a small, New England-based firm committed to building communities by using good processes and effective planning tools. Whether helping a developer coordinate a good concept into implementation, or working with municipal staff on their land use code, or helping a community develop realistic and dynamic policies and plans, we see the value of planning for developers, and the value of developments to implement plans.

We have experience in drafting and revising zoning bylaws and ordinances, especially in Maine, and understand the importance of connecting a state-certified comprehensive plan with your zoning. We also understand public finance and how capital planning, annual budgeting, and use of tools such as tax increment finance can be used for policy objectives.

We also have extensive experience on affordable housing policy, and have developed and refined housing tools ranging from Housing Trusts to inclusionary zoning bylaws. We know that the right housing tools to use depend on the specific circumstances and the needs of the community, and work to customize solutions to the place.



## LEVINE PLANNING STRATEGIES LLC

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<https://www.levineplans.com>





**Ben Smith, AICP**  
Principal Planner

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(207) 400-6097



## Project Experience

### **Town of Lisbon Comprehensive Plan Update- Lisbon, ME 2019**

*A true update to the existing plan, data was refreshed within the existing chapter framework. Focus was given to a new vision statement, the future land use plan, and a prioritized list of policy focus areas.*

### **Town of Gray Comprehensive Plan Update- Gray, ME 2020**

*Project manager for this major update to existing 2003 plan. Responsible for committee support, development of public participation outline, visioning work, development of future land use plan, and drafting goals and strategies. Plan adopted by Town Council fifteen months after first committee meeting.*

### **Town of Gorham Comprehensive Plan Update- Gorham, ME 2021**

*Managed targeted update process focusing on testing, verifying, and updating the vision and priorities established five years earlier for the South Gorham area.*

### **Town of Harpswell Comprehensive Plan Update- Harpswell, ME 2021**

*Assisted Town staff by redrafting and updating inventory chapters in advance of Town-led project to update the overall plan.*

### **Towns of Windham and Gorham Villages Masterplan- Windham and Gorham, ME 2022**

*Survey design, public outreach, and facilitation for this downtown revitalization plan.*

### **Town of Brunswick Comprehensive Plan Update- Brunswick, ME 2022-2023**

*Project oversight and quality control, public outreach and facilitation.*

### **Town of Tremont Comprehensive Plan Update- Tremont, ME 2022-2023**

*Project oversight and quality control, public outreach and facilitation.*

## Education

M.A. Muskie School of Public Service  
University of Southern Maine  
Community Planning & Development

B.A. Bates College

## Professional Experience

2017-present	North Star Planning Owner and Principal Planner
2014-2018	Town of Windham Planning Director
2007-2014	Town of Windham Assistant Town Planner
2005-2007	HNTB Corporation Transportation Planner Westbrook, ME

## Professional Affiliations

- American Planning Association, Northern New England Chapter
- Maine Association of Planners
- Growsmart Maine, President of the Board



**Logan Capone**  
Planner

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(617) 987-7258



## Project Experience

### **Freeport Downtown Vision Plan - Freeport, ME 2020-2022**

*Project manager responsible for creating the marketing material, brand guide, and project website, preparing presentation material and leading public process*

### **McIntyre Project Vision - Portsmouth, NH 2020-2021**

*Responsible for leading public engagement process, coordinating online focus groups, facilitating public meetings, and assisting with production of presentations.*

### **34 Cooper Street - Boston, MA 2020**

*Assisted with concept design, development coordination, prepared presentation material.*

### **Somernova Master Plan - Somerville, MA 2018**

*Responsible for development coordination, preparing presentation material, concept design and visioning, community engagement, and other short-term community improvements such as tactical urbanism installations.*

### **Brickbottom Vision Plan - Somerville, MA 2020**

*Assisted with public engagement process and final plan production.*

### **North Main Street Corridor Study - Providence, RI 2021-2022**

*Assisted with public engagement process and plan production.*

### **Laneway Mission Hill - Boston, MA 2018**

*Assisted with design and development of 24-unit transit oriented apartment*

### **Mashpee Commons Masterplan and Code - Mashpee, MA 2016**

*Worked with developer to redesign road system, expand neighborhood, and draft form based code.*

## Education

M.A. City and Regional Planning,  
Certificate in Applied Sustainability,  
Boston University

B.A. Architectural Studies, Minor in  
Computer Science, Boston University

## Professional Experience

2022-present	North Star Planning Planner
2019-2022	Urban Planner Principle Group
2018-2019	Planning Intern Somerville Historic Preservation Commission

## Professional Affiliations

- American Planning Association, Northern New England Chapter
- Maine Association of Planners
- Congress for New Urbanism, CNU-New England Chapter Board Member (2020-present)





**Samantha Peikes**  
Associate Planner

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(207) 405-1572



## Project Experience

### **City of Belfast Comprehensive Plan Update- Belfast, ME 2021**

*Assisted Town staff by redrafting and updating inventory chapters in advance of Town-led project to update the overall plan.*

### **North Windham Transportation Study- North Windham, Windham, ME 2021**

*Analyzed online survey results from public process. Created maps of critical environmental areas and historic sites using QGIS. Assisted in drafting final plan set.*

### **Town of Harpswell Comprehensive Plan Update- Harpswell, ME 2022**

*Assisted Town staff by redrafting and updating inventory chapters in advance of Town-led project to update the overall plan.*

### **Towns of Windham and Gorham Villages Masterplan- Windham and Gorham, ME 2022**

*Assisted in public process, data collection, GIS mapping, and survey analysis.*

### **Town of Brunswick Comprehensive Plan Update- Brunswick, ME 2022-2023**

*Updated inventory chapters to comply with the state Growth Management Act and assisted with public process efforts, including survey analysis, online videos, and community workshops.*

### **Town of Tremont Comprehensive Plan Update- Tremont, ME 2022-2023**

*Updated inventory chapters to comply with the state Growth Management Act and assisted with public process efforts, including survey analysis, online videos, and community workshops.*

## Education

M.S. The Conway School of Landscape Design and Planning

B.A. Smith College Environmental Science & Policy

## Professional Experience

2021-present	North Star Planning Planner
2020-2021	Central Vermont Regional Planning Commission Planning Technician
2019-2020	City of Newton Open Space and Recreation Plan Student Planner

## Professional Affiliations

- American Planning Association, Northern New England Chapter
- Maine Association of Planners





**Kate Burch**  
Planner

kburch@northstar-planning.com  
(207) 400-6097



## Project Experience

### **Assistant Planner, Town of Topsham** *February 2022 - present*

- Development review for residential, commercial, and industrial proposals
- Manages ongoing development and construction inspections
- Sustainability and natural resource planning
- Comprehensive plan implementation, including ReCode Topsham and bicycle/pedestrian infrastructure planning
- Responsible for all town GIS needs
- Staffs Planning Board, Energy Committee, Topsham Conservation

### **Commission, Comprehensive Plan Implementation Committee, and Historic District Commission Intern/Program Coordinator, South Portland Sustainability Office** *June 2021 - February 2022*

- Created web, print, and video technical assistance materials
- Coastal ecosystem resilience program development in collaboration with state, nonprofit, and community partners
- Led map-based research project on environmental equity

### **Graduate Assistant, New England Environmental Finance Center** *January 2021 - February 2022*

- Developed map tools, online resources, blog posts, and written reports to support green infrastructure, low-impact development, and coastal resilience projects
- Outreach and communication for technical assistance programs for municipalities

### **Communications Manager, Greater Portland Landmarks** *2019 - 2021*

- Advocacy and outreach for state/local policy initiatives and local
- architectural review
- Created print and online content about historic preservation, local history, architecture, climate resilience, and energy efficiency
- Graphics, branding, print, and web design

## Education

Master's in Policy, Planning, and Management, University of Southern Maine Muskie School of Public Service

Graduate Certificate, History of Architecture, Columbia University

BFA, Studio Art, New York University

## Professional Experience

2022-present	North Star Planning Planner
Feb-Oct 2022	Town of Topsham Assistant Planner
2019-2022	South Portland Sustainability Office Program Coordinator
2018-2019	New England Environmental Finance Center Graduate Assistant

## Professional Affiliations

- American Planning Association, Northern New England Chapter
- Maine Association of Planners
- Congress for New Urbanism

**NICK ACETO | PLA, ASLA**  
ACETO LANDSCAPE ARCHITECTS  
PRINCIPAL, LICENSED LANDSCAPE ARCHITECT  
NA@ACETOLA.COM

## **PERSONAL BIO**

Nick is a licensed Professional Landscape Architect and founding principal of Aceto Landscape Architects (ALA) based in Portland. Nick is passionate about placemaking and the power of design to influence positive outcomes in our communities. Nick has worked on projects across the United States where he has won several awards and recognition for his contributions to the design world.

### **The DOWNS | Scarborough Maine**

ALA has worked closely in collaboration with the Planning and Engineering staff at Gorrill Palmer to provide master planning and design services for this 500+-acre master plan which includes a large town center and community park component.

### **Mercy Redevelopment | Portland Maine**

ALA has been the lead urban designer and landscape architect of record for the redevelopment of the former Mercy hospital site. The project master plan is organized around a central woonerf with several adjacent urban courtyards and multi-use public spaces. The woonerf is designed to be universally accessible.

### **Stevens Square Community | Portland Maine**

Aceto provided master planning and landscape architecture services for the redevelopment of a former convent property. The project is being built in phases and is undergoing site plan review.

### **Basalt Our Town | Basalt Colorado**

ALA provided visioning documents including graphic sketches, plans, and other renderings in addition to participating in public meetings, and running a storefront, nonprofit community design center.

### **Jackson Labs Schooner Head Housing | Bar Harbor Maine**

ALA identified and planned a roughly 20 acre site for affordable housing near the iconic campus.

Start Your Engines | Landscape Architecture Magazine, March 2017

Learning By Doing | CCASLA Rocky Mountain Exposures Magazine, Featured Works, 2009

Member | Portland Bicycle-Pedestrian Advisory Committee

Member | Portland Society for Architecture Board Member

Member | City of Portland Public Art Committee

**CAITLIN ACETO | PLA, ASLA**  
ACETO LANDSCAPE ARCHITECTS  
PRINCIPAL, LICENSED LANDSCAPE ARCHITECT  
CA@ACETOLA.COM

## **PERSONAL BIO**

Caitlin has worked in the field of landscape architecture for 15 years and is licensed in the states of Maine and Colorado. Caitlin's project experience ranges in scale from circulation and wayfinding design at Grand Canyon National Park, to security barrier conceptualization for the Thomas Jefferson Memorial, to high end residential and hospitality design in Aspen, and community / park design in Maine. Caitlin is energized by finding ways to enhance connections between people and place, and designing meaningful spaces for those connections to thrive and strengthen. In addition to the nuts and bolts of a design program--art, culture, history and texture are some of the most exciting menu of elements that Caitlin hopes to leverage for a beautiful and well orchestrated project.

## **SELECT PROJECTS**

### **Memorial Garden | Quantico, Virginia**

Caitlin was one of the designers responsible for conceptual and final design of a \$1million memorial garden space to honor the mission, service and sacrifice by service people in government employment. The project is presently under construction.

### **Mercy Redevelopment | Portland Maine**

ALA has been the lead urban designer and landscape architect of record for the redevelopment of the former Mercy hospital site. The project master plan is organized around a central woonerf with several adjacent urban courtyards and multi-use public spaces. The woonerf is designed to be universally accessible.

### **Commercial Street Corridor Plan | Portland Maine**

ALA teamed with WSP Planning to provide place making and visualization services of the approximately one mile long Commercial Street corridor in Portland, Maine. ALA tracked the public outreach process and provided creative input on design, place making, various interventions for ease of circulation, and site treatments.

## **HONORS + AWARDS**

Grand Prize | Bayside Adapts Design Competition (2017)

Selected Entry | Town of Basalt Monument Sign Design Competition (2012)

## **PUBLICATIONS + RECOGNITION**

Start Your Engines | Landscape Architecture Magazine, March 2017

Learning By Doing | CCASLA Rocky Mountain Exposures Magazine, Featured Works, 2009

## **AFFILIATIONS AND VOLUNTEERISM**

Architalx Board Member, 2017-2020

Portland Society for Architecture Advocacy Member, October 2016-2018

Maine Section of the Boston Society of Landscape Architects Leadership Group, October 2016-2019

Habitat for Humanity Basalt Residence Site Design, 2015

**SETH KIMBALL | PLA, ASLA**  
ACETO LANDSCAPE ARCHITECTS  
PRINCIPAL, LICENSED LANDSCAPE ARCHITECT  
SK@ACETOLA.COM

## **PERSONAL BIO**

Seth has been practicing Landscape Architecture for over 15 years. He has a Bachelor's degree in Landscape Architecture from the University of Massachusetts Amherst. Seth's early experience with plants and site construction helps transports reality to the design process, while his professional experience has given him the design sensibility to successfully accomplish any range project type and size.

## **EDUCATION**

BLA | Landscape Architecture 1999-2003  
University of Massachusetts at Amherst (UMASS)

## **EXPERIENCE**

Aceto Landscape Architects | Principal Landscape Architect, Portland, ME 2018-Present  
Carroll Associates | Project Manager-Landscape Architect, Portland, ME 2017-2018  
Mitchell & Associates | Project Manager Landscape Architect, Portland, ME 2015-2016  
Michael Boucher Landscape Architecture | Project Manager, Freeport, ME 2005-2015  
Gawron Turgeon Architects | Landscape Designer, Scarborough, ME 2003-2005

## **SELECT PROJECTS**

200 Federal Street | Portland Maine

ALA worked closely with Acorn Engineering to develop plans to an intimate a public courtyard at the foot of what will be Portland's tallest building. The courtyard has been designed to allow open flow while creating an inviting respite from the bustle of downtown.

Hotel Aspen | Aspen, Colorado

Seth played an instrumental role in managing this landmark project in the historic center of downtown Aspen, CO. A complex urban site and large, multi-disciplinary project team, coupled with an extensive design program with many custom features have made this project a design and management challenge which Seth has successfully navigated while delivering superior design value and attention to detail and project budgets.

Sanford Downtown Connector | Sanford Maine

ALA was selected by the City of Sanford to lead a community charette aimed at identifying opportunities to improve a more than 2-mile corridor for safer and more convenient bicycle and pedestrian mobility. The successful charette led to development of a series of plans and studies which will shape the City's fabric and lay the framework for redevelopment and renewed vitality.

Phillips Academy - Paresky Commons | Andover, MA (prior experience, mbla)

Seth was the project manager responsible for leading the site renovation and redesign of the historic Paresky Commons, a 1920's Colonial Revival dining hall and student center which serves as the heart and social hub of the campus. The design expanded the entry terrace and stairs to provide a generous and comfortable experience of the landscape, allowing greater ease of daily use and much needed space for special events. A new terrace at the lower level created an outdoor extension of a busy student lounge, while the upper level serves as a vital pedestrian node between the athletic complex and academic buildings, Paresky Commons earned LEED silver certification .



**GRACE MCNEILL**

ACETO LANDSCAPE ARCHITECTS

DESIGNER

GM@ACETOLA.COM

**PERSONAL BIO**

Grace is a landscape designer from Kennett Square, Pennsylvania. She received her BLA in 2021 from Penn State University. Grace's passion for ecology and climate change also led her to a minor in environmental inquiry. Through the courses taken for her studios and minor, and past professional horticultural experiences, she has curated a strong background in ecology related to design. At Penn State, Grace's student work ranged from planning for future climate change disaster in Baltimore's Middle Branch, to designing nature play spaces for children in State College, to creating a botanical garden in eastern Tanzania. At ALA, Grace will create effective and aesthetically beautiful design to improve quality of life.



Forrest is the founder and CEO of FB Environmental Associates, a regional leader in managing environmental assessment and restoration projects. With over 29 years of experience, Forrest has directed more than 600 successful environmental planning, assessment, monitoring, and restoration projects for a diverse array of clients, including federal and state natural resource agencies, municipalities, and non-profit organizations. Forrest is a skilled presenter and facilitator, embracing the challenge of presenting the complexities of land and water resources to New England's communities. Forrest received his BS in Geography from the University of Southern Maine and completed his Master's coursework at the University of New Hampshire in the Natural Resources Management program.

## TECHNICAL EXPERTISE

- Conservation & Land Use Planning
- Public Meeting Facilitation
- Community Development
- Lake, River, & Stream Assessment
- Marine Fisheries Management
- Natural Resource Evaluations
- Watershed Management
- Water Quality Monitoring

## EDUCATION

- M.S. coursework completed, Natural Resource Administration & Management, University of New Hampshire, Durham (1999-2002)
- B.S., Geography & Land Use Planning, University of Southern Maine (1991)

## VOLUNTEER BOARDS

- Executive Board Member, Piscataqua Regional Estuaries Partnership (2014-2021)
- Executive Board Member, Saco Headwaters Alliance (2019 – 2020)



## PROFESSIONAL HIGHLIGHTS

- Proven record of success working for clients such as US Environmental Protection Agency, US Army Corps of Engineers, Maine Department of Marine Resources, New Hampshire Department of Environmental Services, Rhode Island Department of Environmental Management, Piscataqua Regional Estuaries Partnership, Spruce Creek Association, the Casco Bay Estuary Partnership, numerous private companies, and more than 50 municipalities in Maine and New Hampshire.
- Technical training in geomorphic processes, river and stream restoration, water quality monitoring, BMP design, and pollutant load modeling.
- Worked face-to-face with more than 5,000 landowners and fishing and agriculture industry employees to develop conservation strategies for various projects.
- Advises nonprofit organizations, government, municipalities, and professional associations regarding compliance with environmental programs and laws.
- Delivered more than 100 formal presentations at numerous national, state, regional, and local water resource, watershed management, and land management conferences.
- Secured over \$10 million in environmental project funds between 1995 and 2021 for several organizations to help improve and protect water resources.

## SELECT PROJECTS

**Maine Department of Marine Resources (2018-2021).** Co-PI for a 3-year, \$550,000 NOAA- funded study of vertical line strength as it relates to North Atlantic right whale entanglements. Tasks include survey design, implementation, and analysis; rope breaking analysis, and load cell deployment to test breaking strengths at sea. Working collaboratively with the Maine Department of Marine Resources, the Maine Lobstermen's Association, the University of Maine Chen Lab, and the other New England coastal states.

**US Environmental Protection Agency Region 1 BPA (2008-2013).** Principal scientist and senior project manager for a five-year, 1.6 million-dollar contract focusing on providing detailed assessments of impaired waterbodies in all six New England states. Tasks included directing staff, technical writing, river and stream mapping, impervious cover analysis, pollutant load modeling, and water quality monitoring for multiple parameters. Forrest successfully led eleven individual large-scale projects under this contract.

**Saco Headwaters Alliance Technical Assistance (2018- present).** Helped local stakeholders develop the Saco Headwaters Alliance which will oversee decades of groundwater and surface water assessment, management, and restoration in conjunction with several conservation organizations, federal and state agencies, and municipalities. Overseeing multiple projects in the Saco River Watershed focusing on water quality management, groundwater protection, floodplain mapping, and climate change resiliency.

**Multiple Watershed Plans, Lake Winnepesaukee Association and New Hampshire Department of Environmental Services (2014-present).** Lead contractor for multiple comprehensive watershed management planning projects in the Lake Winnepesaukee watershed in central New Hampshire. Project tasks include field BMP survey, land use modeling, pollutant load modeling, stakeholder participation, community forum facilitation, and technical report writing.



Margaret serves as the lead for Watershed & Community Planning at FBE and has a background as a hydrologist and GIS specialist. She works on projects ranging from watershed management and planning, community engagement, water quality monitoring, and lake and stream assessment and restoration. At FBE, Margaret works with private entities, federal and state agencies, lake and watershed associations, and municipalities to assess their natural resources and incorporate natural resources into planning and development. Prior to FBE, Margaret gained experience working with lead scientists on watershed biogeochemistry at the Institute of Arctic and Alpine Research (Boulder, CO) and Hubbard Brook Experimental Forest (Thornton, NH).

## SELECT PROJECTS & PROFESSIONAL EXPERIENCE

### TECHNICAL EXPERTISE

- Community Planning and Leadership
- Watershed Management Planning
- Meeting Facilitation & Public Process
- GIS Spatial Analysis
- Hydrology and Biogeochemistry
- Stormwater Hydrology
- Surface Water Chemistry and Nutrient Cycling
- Programming in R and MATLAB
- Data Synthesis and Analysis

### EDUCATION

- M.A. Geography, University of Colorado Boulder in collaboration with the Institute of Arctic and Alpine Research (2014)
- B.S., Ecology & Environmental Science, University of Maine, Orono (2012)

### MEMBERSHIPS

- Maine GIS User Group (Jan 2019 – Present)
- Presumpscot Regional Land Trust, Community Engagement Committee (2016 – 2017)
- American Geophysical Union (2014 – 2016)



**Town of Wells Comprehensive Plan Update (Spring 2021 – Present).** Serving as the Project Manager for FBE's role in the Town of Wells Comprehensive Plan Update in partnership with Resilience Planning & Design. Responsible for data collection and desktop analysis of all spatial data across topic areas and furthermore, responsible for updating the natural resource topic areas in the Plan (e.g., water resources, critical natural resources, marine resources, and land use). Assisting in public forums and community engagement activities.

**Town of Hampton Master Plan (Spring 2021 – Present).** Serving as the Project Manager for FBE's role in the Town of Hampton Master Plan development process in partnership with Resilience Planning & Design. Responsible for the existing conditions inventory and analysis related to natural resources, hazards, open space/conservation, and climate change. Participating in the public outreach process with a focus on developing a thematic and sustainability-focused Master Plan.

**City of Burlington Open Space Plan Addendum (December 2020 – July 2021).** Worked collaboratively with Resilience Planning & Design on an addendum to the Burlington, VT Open Space Plan. The Plan addendum was focused on incorporating nature-based climate solutions into open space planning and parcel prioritization. Served as the Project Manager for all spatial data and map assembly and provided recommendations on appropriate nature-based climate solutions.

**City of South Portland Open Space Plan Development (Spring 2018 – July 2019).** Actively worked with the City of South Portland to develop an Open Space Plan. Compiled and built on the existing data held by the City to create a comprehensive, and up-to-date GIS database of all open space. Additionally, operated as lead in creating all GIS mapping and data visualization and provided assistance with the project Steering Committee and the public forum. Contributed to final written Open Space Plan that was adopted into the City Comprehensive Plan in August 2019.

### Research Experience

**Dissolved Organic Matter Transport and Chemical Transformation (2012 – 2014).** Completed a research-focused masters thesis at the Institute of Alpine and Arctic Research in Boulder Colorado investigating the changes in fluorescent properties of dissolved organic matter (DOM) transport through an alpine, headwater stream. Performed fluorescence spectroscopy on daily samples from lysimeters, piezometers, and streams coupled with a MATLAB parallel factor model (PARAFAC) to trace changes in chemical composition through the soil profile.

### PUBLICATIONS

Berryman, EM, HR Barnard, HR Adams, **MA Burns (Mills)**, PD Brooks. 2015. Complex terrain alters temperature and moisture limitations of forest soil respiration across a semi-arid to subalpine gradient. *Journal of Geophysical Research: Biogeosciences*, 120(4), 707-723.

**Burns (Mills), MA**, HR Barnard, DM McKnight, and RS Gabor. 2016. Dissolved organic matter transport reflects hillslope to stream connectivity during snowmelt in a montane catchment. *Water Resources Research*, 52(6), 4905-4923.

Gabor, RS, **MA Burns (Mills)**, RH Lee, JB Elg, CJ Kemper, HR Barnard and DM McKnight. 2015. Influence of leaching solution and catchment location on the fluorescence of water-soluble organic matter. *Environmental Science & Technology*, 40(7), 4425-4432.

### PROFESSIONAL TRAININGS

University of New Hampshire. Stormwater Hydrology Certificate. Durham, NH. Completed April 2019.



## Tom Dworetsky, AICP | *Director of Research*

### PROJECT ROLE: Senior Analyst

Tom's role at Camoin Associates focuses on harnessing the power of data to uncover economic development opportunities and measure the results of strategic implementation. As the leader of Camoin's Data Team, he is well-versed in a broad array of economic data sources and methodologies that get to the core of critical research questions and produce insights that lead to action.

Having analyzed dozens of distinct industries across the economy, Tom is adept at leveraging industry research to inform economic development strategic planning initiatives. He has led and completed a variety of supply chain studies, economic and fiscal impact analyses, and real estate analyses. His work has included quantifying the impacts of complex policies and plans, building pro forma financial models for large development projects, and conducting regional and site-specific market analyses for a range of communities and use types.

As an AICP-certified planner with national experience in both real estate and land use planning, Tom brings expertise for tackling economic development challenges in communities with unique market conditions and land use challenges. He has a special interest in strategies for downtown revitalization and the positive economic impacts that reinvigorating historic town centers can have on communities. Taking a data-driven approach, Tom has advanced innovative, community-specific initiatives to spur revitalization through redevelopment, business attraction, adaptive reuse, and other creative methods.

### FEATURED PROJECTS

#### **Scarborough Downs Redevelopment Market Analysis | Scarborough, ME |**

Tom spearheaded a comprehensive real estate market analysis of the greater region to inform the types of development that would be best supported as part of this large-scale, mixed-use development project. The analysis included a detailed assessment of residential and commercial market trends, including an analysis of the scale and mix of use types needed to support the development of a new downtown district.

**Multifamily Market Analysis | Greater Portland, ME |** Tom's analysis of real estate market trends in the area helped focus the strategy toward attracting the types of unit-sizes, phasing schedule, amenities, and price points that are needed to ensure successful absorption of additional units in the market.

#### **Market Analysis and Redevelopment Strategy | City of Biddeford, ME |**

Following the decommissioning of a waste incinerator in the city's downtown, Biddeford was poised for an economic renaissance. The Camoin team created a framework for guiding the private sector in adapting emerging market opportunities to the city's desired development outcomes. As lead analyst on the project, Tom prepared a market analysis and quantified the level of public sector investment necessary to achieve the strategic vision.

**Tom's focus on the power of data ensures that our recommendations are grounded in market realities.**

**JOINED CAMOIN: 2014**

**YEARS OF EXPERIENCE: 10**

#### **EXPERTISE**

- Real estate market analysis
- Financial feasibility analysis and modeling
- Economic and fiscal impact analysis
- Supply chain analysis
- Targeted industry research

#### **AFFILIATIONS**

- American Institute of Certified Planners (AICP)
- American Planning Association, Mass. Chapter (MA-APA)
- Urban Land Institute (ULI), Boston/New England Chapter
- Massachusetts Economic Development Council (MEDC)

#### **EDUCATION**

- Master of City and Regional Planning, The University of North Carolina at Chapel Hill
- B.S. Business Administration, Questrom School of Business, Boston University





## Daniel Stevens, AICP | *Director of Real Estate Development Services*

### PROJECT ROLE: Senior Analyst

Dan brings a passion for real estate development and redevelopment to Camoin Associates and believes in the transformational power of projects to communities. His balanced approach to real estate development includes data-driven analysis, qualitative intelligence gathering, and creative and unconventional thinking. Dan enjoys working in challenging markets and with challenging properties to implement projects that beat the odds.

Dan leads Camoin Associate's Real Estate Development Services Team and founded the firm's Spatial Intelligence Program that provides site selection and detailed geographic analysis capabilities to the firm's real estate work. His real estate work with the firm has included market feasibility studies for projects of all scales and market types, including major mixed-use, industrial building reuse, residential development, historic adaptive reuse, and commercial office and retail studies. His other work includes economic and fiscal impact, financial feasibility studies, disposition strategies, concept planning, and developer Request for Proposals. His work has led to successful development and redevelopment projects across the northeast.

### FEATURED PROJECTS

**Downtown Brownfields Market Analysis and Community Revitalization Plan | City of Belfast, ME** | The City of Belfast turned to Dan and the Camoin team for a comprehensive market analysis for its downtown using its Brownfield Assessment Grant. Dan led the market analysis research that identified several development opportunities within the City's downtown and waterfront area. As a second phase, Dan led the creation of a community revitalization plan that provided a roadmap for realizing those opportunities (and overcoming challenges).

**Brownfield Site Market Study and Redevelopment Concepts | Town of Berwick, ME** | Dan worked with an environmental engineering partner firm to assist the town in identifying opportunities for a major brownfield site in the heart of its downtown. Dan prepared a comprehensive real estate market analysis to identify opportunities, which he then used to generate three market-feasible mixed-use redevelopment concepts for the 10-acre former industrial tanning facility.

**Waterfront Gateway and Revitalization Plan | City of East Providence, RI** | Dan led the economic development component of a the Watchemoket Square Waterfront Gateway plan for the city for an underutilized waterfront area crossed by a major bike path. The economic and market analysis revealed the area's potential as an arts and entertainment hub anchored by a new arts and cultural facility and that integrates existing industrial and residential uses into a vibrant gateway to the City's emerging waterfront district.

**Dan brings creative thinking and problem-solving to complex real estate development challenges.**

**JOINED CAMOIN:** 2014

**YEARS OF EXPERIENCE:** 12+

#### EXPERTISE

- Real estate market analysis
- Community planning and design
- Brownfield redevelopment
- Financial feasibility analysis and modeling
- Economic and fiscal impact analysis

#### AFFILIATIONS

- American Institute of Certified Planners (AICP)
- American Planning Association, Upstate New York Chapter

#### CAREER EXPERIENCE

- Community Planner and Redevelopment Specialist, Private Consulting Firm
- Economic Analyst and Conservation Planner at the Trust for Public Land
- GIS Mapping Analyst

#### EDUCATION

- Master of Urban Planning, Harvard University
- B.A. Economics, Binghamton University



## John Walker | Analyst

### PROJECT ROLE: Analyst

John brings a broad range of experiences to Camoin Associates—from analyzing the economic impacts of proposed highway expansions to forecasting commercial real estate market demand at the metro-area level. He has modeled commercial and residential construction activity based on economic and demographics drivers and projected technology spending and adoption at the industry level.

### FEATURED PROJECTS

**Urban Redevelopment Opportunity | Hartford, CT** | John assessed the opportunities and challenges in development and rehabilitation of residential and commercial properties in North Hartford. He conducted industry, demographic and real estate analysis and authored report materials supporting further residential development and evaluating prospect other commercial activity.

**College Based Retirement Community | Saint Joseph's College | Standish, ME** | John researched and authored report materials profiling the various business models of retirement communities and the economic and demographic factors influencing the industry. This focused specifically on University Based Retirement Communities (UBRC) and on the prospects for Saint Joseph's to successfully develop such a facility. Considerations included the school's ability to draw sufficient clientele from alumni and the surrounding community to make the proposed project financially viable.

**Retreat Farm Impact Analysis | Brattleboro, VT** | In support of the proposed purchase of cheese production facilities and added retail space, John evaluated the employment and income impacts to the community based on new construction activity, increased employment, and added visitors to the existing destination location.

**Brownfield Opportunity Areas and Downtown Revitalization Initiatives | Upstate NY** | For municipalities seeking to expand economic opportunities, John authored multiple industrial and demographic profiles and analyzed the potential for residential development and expansion of retail offerings.

**John enjoys the challenge of analyzing data to discover the underlying story and, from there, distilling the most essential insights.**

**JOINED CAMOIN:** 2021

**YEARS OF EXPERIENCE:** 20+

#### EXPERTISE

- Economic and fiscal impact analysis

#### CAREER EXPERIENCE

- Economist, Dodge Analytics/McGraw-Hill
- Economic Development Analyst, Cambridge Systematics
- Market Analyst/Model Developer, International Planning and Research
- Operations Analyst, Syncsort

#### EDUCATION

- MA Economics, Northwestern University
- BS Economics and Statistics, University of Minnesota



# LEVINE PLANNING STRATEGIES

Tools for Building Communities

## JEFFREY ROBERT LEVINE, AICP



### PROFESSIONAL EXPERIENCE

#### **LEVINE PLANNING STRATEGIES**

**2019-**

##### ***Owner and Principal***

Operating consulting firm in the areas of land use development and redevelopment, planning, real estate development, entitlement services, and demographic analysis.

#### **MASSACHUSETTS INSTITUTE OF TECHNOLOGY**

**2019-**

##### ***Faculty, Department of Urban Studies and Planning***

Teach courses in the Masters of City Planning curriculum. Provide student mentoring and advise. Conduct research on urban planning topics.

#### **CITY OF PORTLAND, MAINE**

**2012 - 2019**

##### ***Director of Planning and Urban Development***

Led a department of 25 staff in urban planning, community development, housing, preservation, inspections and other land use activities in a regional core city. Represent the City in state, regional, and private venues. Worked with the City Manager, Mayor and City Council to advance common core goals.

Accomplishments include:

- Managing land disposition for City goals in housing and economic development through development of requests for proposals; selecting recommended redevelopers; and supporting City leadership in choosing redevelopment partners. Negotiated land disposition agreements and monitored redevelopment projects to ensure that City goals were met.
- Leveraging City and Federal funds through grant writing and seeking in-kind assistance for planning projects. Grantors include the U.S. Environmental Protection agency and Portland (OR) State University. Partnership with the Portland Society for Architecture resulted in leverage of City resources.
- Guiding City through rezoning process to allow infill development in urban neighborhoods and proactive inclusionary zoning ordinance amendments to

# PROJECT APPROACH







# APPROACH

## General Philosophy

- General Philosophy
- THE PROCESS SHOULD BE INCLUSIVE: The planning process must be representative of the interests and people it impacts in order to be successful. We use a broad range of outreach tactics including online surveys and videos, interactive workshops, and pop-up engagement to make sure every view is represented at the table.
- THE PRODUCTS SHOULD BE ACCESSIBLE: Communicating the way forward is the role of the final planning documents. We understand the importance of branding and messaging to ensure everyone gets the information they need.
- THE PLAN SHOULD BE SPECIFIC: Clear, detailed visioning leads to actionable plans. The establishment of a clear vision followed up with regular plan reviews and updates is a better way to remain responsive and adaptable to new opportunities and challenges.
- THE PROGRESS SHOULD BE MEASUREABLE: Finding relevant ways to track implementation progress should be a part of every planning document. Creating benchmarks and indicators that can be tracked over time is essential to reporting back to decision-makers and the community.

## Effective Management for a Better Process

The Windham Open Space Plan was fully scoped and contracted in February 2020. The following month, the entire process had to be transformed into a completely online and virtual project. The project was delivered within budget and has energized the community and conservation community around improving access to fresh water resources. Additionally, the community is currently working with partners on conserving 600 acres of rural land in East Windham for recreational and water quality protection purposes. The Gray Comprehensive Plan was adopted 15 months after the first committee meeting, after being certified by the state as consistent with the Growth Management Act with no required revisions. The plan was overwhelmingly approved by voters via local referendum in the fall of 2020.

## Engaging and Contemporary Plans

At North Star, we believe in using compelling language and stunning graphics and illustrations to communicate the ideas, goals, and recommendations that are gathered in the planning process. We strive to create plans that are accessible, fun, and engaging to read in both digital and print format. We strive to go above and beyond the State requirements to engage the public and create community consensus around a shared vision. We don't believe in just checking the boxes, rather, every plan should be tailored to reflect the unique qualities of each community.

## LD 2003 & Housing Development

North Star Planning has chosen to team with Jeff Levine Associates and Camoin for their expertise in housing development and market analysis, which will be important in developing housing recommendations and goals and assessing the Town's capacity for growth.

## Charting the Path Towards a Sustainable Future

Our team understands that the Comprehensive Plan recommendations should include a clear Vision aligned with an actionable framework for guiding the Town's actions, capital investments, policies, and regulations. We are confident that our team can deliver a successful Comprehensive Plan Update for the Town of Yarmouth that goes beyond the minimum State regulatory requirements and integrates sustainable development practices and creative solutions to guide the future of the Town for the next 10-20 years.

## Digital content and Web-based Planning Experience

As noted in the transmittal letter, NSP and ALA have been leaders in developing short marketing style videos designed to provide highlights of planning work and get community members involved.

- Three videos were produced as part of the Plan Windham Comprehensive Plan Update to present recommendations to the community. Together, these videos received over 7,000 views during the lead up to the community meeting to present the plan: <https://www.youtube.com/channel/UC2FVGSnwMi3CXCXc4kZfTYQ>.
- The Town of Gray also used video to inform the community: <https://www.facebook.com/townofgrayme/videos/1080975435617441>
- The public process for the Windham Open Space Plan (NSP and ALA) was entirely online due to COVID restrictions in 2020. Beyond video, the North Star Planning team utilized polling, idea boards, and interactive mapping to hear from the community. This site is no longer active, but the screenshot below is from that project page at <https://www.windhamopenspace.com/> is below.



- The current planning project led by ALA and NSP for the Villages Master Plan for South Windham and Little Falls Village in Windham and Gorham uses a similar site for similar purposes and can be viewed at [www.villagesmasterplan.com](http://www.villagesmasterplan.com).

# SCOPE OF WORK

## Proposed Scope of Work

The scope of work that follows is an example of the process our planning team recommends for the Town of Yarmouth, reflective of an anticipated 18-month project timeline. The scope and timeline are illustrative and a more detailed scope would be developed as part of the contracting process if the NSP team were chosen to assist with this project. The scope and timeline here are based on the Town's desire for a creative and engaging public engagement process, close coordination and collaboration with Town staff, and the desire to deliver an actionable framework for informed decision and policymaking.

## Timeline

	2022					2023					2024							
	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR
Task 1 -Inventory & Analysis																		
Task 1.1 Complete Inventory Chapters																		
Task 1.2 Inventory Mapping																		
Task 1.3 Review Previous Plans																		
Task 1.4 Public Participation Plan																		
Task 1.5 Build Project Website																		
Task 1.6 Housing and Market Analysis																		
Task 1.7 Analysis & Highlights of Inventory																		
Task 2 - Vision																		
Task 2.1 Stakeholder Interview & Outreach																		
Task 2.2 Update project website & short video																		
Task 2.3 3-day Community Workshop																		
Task 2.3.a Visioning focus and tuning workshop																		
Task 2.3.b Topical presentations/open house																		
Task 2.3.c Future Land Use Map Scenarios																		
Task 2.4 Wrap-up Presentation																		
Task 3 - Implementation Plan																		
Task 3.1 Master list of policies, goals																		
Task 3.2 Draft Plan Document Framework																		
Task 3.3 Performance Measures development																		
Task 3.4 Priorize & package policies & goals																		
Task 4 - Plan Drafting & Adoption																		
Task 4.1 Review & Update Inventory Chapters																		
Task 4.2 1st Final Draft Plan																		
Task 4.3 State review and revisions																		
Task 4.4 2nd Final Draft Plan																		
Task 4.5 Town Council review & adoption																		



## Task 1 - Inventory & Analysis

Our first task as a team will be to gain an understanding of the existing community conditions, stakeholder networks, Community Visioning Process and other past planning efforts that will form the foundation for future planning work. The purpose of this phase is to establish a foundation of information that can be presented to members of the community as a common starting place for conversations about the future.

The project team will coordinate with Town staff and the Steering Committee to gather and compile relevant background data as well as review prior planning work and begin the Inventory Chapters. We will identify key stakeholders for targeted outreach and finalize the Public Participation Plan. The Public Participation Plan will include the implementation of a dedicated project website which will host videos, interactive features, and information for 24/7 public engagement. The Public Participation Plan will outline outreach strategies related to print and social media, online and in-person meetings, and other public outreach opportunities. Our team will conduct a Housing and Market Analysis and a review of data and trends to serve as the foundation of knowledge for the Community Workshop and Future Land Use Scenarios. Our team will prepare for the 3-day Community Workshop by providing a detailed agenda and coordinating with the Town Staff and Steering Committee on the dates, location, and other event logistics.

### Detailed task list:

Task 1.1	Complete Inventory Chapters
Task 1.2	Inventory Mapping
Task 1.3	Review Previous Plans
Task 1.4	Public Participation Plan
Task 1.5	Build Project Website
Task 1.6	Town-wide Housing and Market Analysis
Task 1.8	Analysis & Highlights of Inventory

## Task 2 - Visioning, Values & Attitudes

Using the review of previous planning work, inventory chapters drafts, and with the public participation plan in place and outreach occurring for the Community Workshop, the next phase of the forward-thinking work can begin. The team will begin to reach out using a variety of in-person and online techniques to solicit feedback from residents, business owners, and other stakeholders. These techniques will allow for a range of ways for people to learn about this project and how to participate in the planning process, as quickly or as deeply as they care to. Newspaper and newsletter articles, short online videos, idea boards in public locations, and recordings of in-person or online presentations will provide opportunities for education and low barrier participation. On the other hand, the 3-day Community Design Workshop, with in-person neighborhood or business group meetings, and community listening sessions will allow for deeper, more detailed engagement with individuals and stakeholder groups.



### 3 Day Community Design Workshop Sample Schedule

	Day 1 - Visioning Focus and Community Workshop Kick-off	Day 2 - Topic Focus Groups / Open House	Day 3 - Future Land Use Map Scenarios Workshop
8AM	Studio Set-up		
9AM		Focus Group #1	
10AM	Open Studio		Future Land Use Map
11AM		Focus Group #2	Scenarios Workshop
12PM			
1PM			
2PM	Open Studio	Focus Group #3	Studio Wrap-Up
3PM			
4PM		Focus Group #4	
5PM	Visioning Focus and Community Workshop Kick-off	Community Block Party	
6PM			

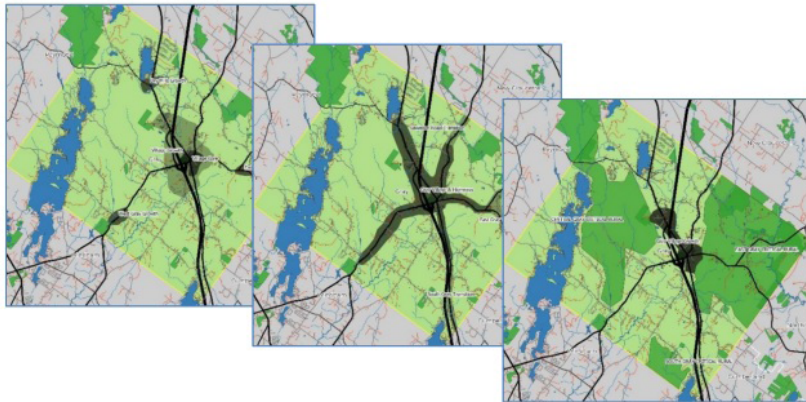
*\*The proposed date of design week reflected in the timeline is flexible. We expect this to be worked out during further discussions with the Town Staff and Steering Committee.*

#### Detailed task list:

- Task 2.1 Key Stakeholder Interview & Town Outreach
- Task 2.2 Update Project website & short video
- Task 2.3 3-day Community Workshop\*
  - Task 2.3.a Visioning Focus & Community Workshop Kick-off
  - Task 2.3.b Topic Focus Groups / Open House
  - Task 2.3.c Future Land Use Map Scenarios Workshop
- Task 2.4 Community Workshop Wrap-up & FLU Scenarios

### Task 3 - Implementation Plan

With a draft Vision and Values statement in place, the team will help the community develop a master list of potential goals and policies, as well as potential strategies to implement these goals and policies. Through a series of conversations built primarily around Future Land Use Scenarios and online and in-person feedback on these scenarios, the overall master list of goals, policies, and strategies will be able to be refined and prioritized.



#### Scenarios for the Future



#### Detailed task list:

- 3.1 Master list of policies, goals
- 3.2 Draft Comp Plan Document Framework
- 3.3 Performance Measures development
- 3.4 Prioritize & package policies & goals

## Task 4 - Final Plan Review & Adoption

Utilizing visioning work and public input gathered in Tasks 2 and 3, the project team will identify and describe high-priority community goals and actionable implementation strategies. The team will analyze prior and existing policies and plans to identify opportunities to coalesce recommendations and implementation strategies. The recommendations will be grounded to reality by considering them in the context of regional and state planning efforts and by considering the budgeting and timeline implications of each recommendation.

For the final step in the process, the team will compile all materials and products including existing conditions, graphics, exhibits, the Vision & Values Statement, the Future Land Use Map, sketches, ideas, and input gathered during the Community Workshop, and prioritized recommendations in a draft Master Plan document. This document will be reviewed by Town staff for accuracy and completeness. A revised plan will be presented to the public for review and further refinement before the project culminates with the official public hearing and adoption process.

### Detailed task list:

- 4.1 Review & Update Inventory Chapters
- 4.2 1st Final Draft Plan for team & revisions
- 4.3 State review & revisions
- 4.4 2nd Final Draft Plan for public hearing
- 4.5 Town Council Review & Adoption



# **RELEVANT PROJECT EXPERIENCE**

# BRUNSWICK COMPREHENSIVE PLAN

## BRUNSWICK, MAINE (2022- ONGOING)

### Overview

The Town of Brunswick hired North Star Planning to reboot a Comprehensive Plan Update that was hampered by COVID interruptions and staff turnover. Brunswick has an active and energetic committee and recently added staff to assist with the effort. The Town was looking for an effective and creative planning team to partner with the Town and work closely with staff and volunteers to guide the effort and provide project management services to complete the plan within an 18-month timeframe.

Project Team: North Star (Lead),  
FB Environmental, Levine  
Planning Strategies

Timeline: 18 months

### Our Role

The Town of Brunswick hired North Star Planning along with Aceto Landscape Architects, FB Environmental, and Levine Planning Strategies to provide a major update to Brunswick's Comprehensive Plan from 2008, which is now out of date with the Growth Management Act.

### Community Challenges

Some challenges in Brunswick include creating housing while maintaining character, and pedestrian and bicycle improvements, economic development, climate change and sustainability, community and town involvement, and enhancing Parks and Recreation programs.

### Project Impact

Although the project is still ongoing, it is important to note the importance of the Comp Plan and the impact the completion will have. Workshops and public engagement are being planned for the fall and summer of 2023 with a draft plan to be delivered to the Town Council by the end of the year.



# YARMOUTH OPEN SPACE PLAN

## YARMOUTH, MAINE (2019)

### Overview

Yarmouth has a wonderful portfolio of public open space and a great history of open space and recreational planning. Following up on the 2010 Comprehensive Plan Update, the Parks and Lands Committee established an Open Space Task Force of volunteers from several committees in town to update the last open space planning work completed in 2007.

Project Team: North Star (Lead on project management, final plan drafting)

Timeline: 6 months

### Our Role

After several years of work, great research and inventory updates, the Task Force brought North Star Planning on board to provide the guidance and project management required to coordinate with Town departments, engage with the land trust Royal River Conservation Trust (RRCT), and draft the planning document itself.

### Community Challenges

There is heavy use of coastal access and a need for more; there is a growing use of parks and desire for more options for boating, walking, biking, and safe pathways connecting all parts of town. This plan identifies key places that can efficiently support the growing town, while leaving space for recreation, water protection, scenic views, and wildlife habitat, increasing safe access, and connecting in-town and regional destinations and open space.

### Recommendations

Recommendations focused on the three main goals to maintain and enhance current town-owned lands, prioritize new acquisitions around open space values that have stood the test of time, and to update town ordinances and policies in the areas, including subdivision and site plan ordinances, adopting an open space acquisition policy, and protecting lands used as parks and conservation lands today in perpetuity.

### Project Impact

The future of land conservation and park development in Yarmouth should not rely solely on the municipal staff and budget. The Town should be thinking about its role related to the work of acquiring and improving open space as part of a team. Second, Yarmouth is part of a greater region, and Yarmouth Open Spaces fit into a network of regional open space assets. Thinking beyond town lines and open space ownership adds value to Yarmouth's parks and other open spaces.



### Client Reference

Karyn MacNeil, Director Yarmouth  
Community Services  
(207)-846-2406  
kmacneill@yarmouth.me.us

# LISBON COMPREHENSIVE PLAN

## LISBON, MAINE (2019)

### Overview

Lisbon is the premier community for families in Androscoggin County. Lisbon's parks and recreational services, access to the Androscoggin River and waterfront amenities and quality of schools, along with the variety of businesses, services and activities in the village areas make Lisbon a great place to grow up, raise a family or retire. Lisbon is a proud town that ensures its public spaces and public assets like roads, parks and public buildings are maintained and improved over time.

Project Team: North Star (Lead)

Timeline: 9 months

### Our Role

As part of a General Planning Services Agreement, North Star Planning provided support for the Planning Board's efforts to update the Comprehensive Plan, adopted in 2007 and updated in 2011. This project required extensive updates to the Inventory Chapters that were not brought up-to-date in the 2011 update process, as well as the development of a Vision Statement for Lisbon, which was absent from the prior Plan document.

### Community Challenges

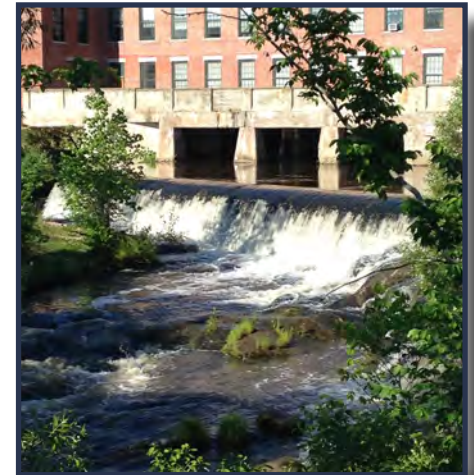
The Town of Lisbon is working to balance new development and a growing population with its important resources and amenities. This new growth has put a strain on staff's ability to maintain adequate levels of service for current needs. As new private investment occurs, the town should raise the bar for how that development takes place.

### Recommendations

Recommendations were grouped across several spotlight topics. Those topics included: focusing on schools, roads, and infrastructure, boosting the value of parks and public spaces, and raising the bar for community and private investment.

### Project Impact

The project was a good example of a true update to a plan, as opposed to a brand new Plan. One of the most important outcomes of the update was a focus on the design and production value of the Plan's introduction. The Future Land Use Plan will be implemented through amendments to the town's Zoning Ordinance.





# GRAY COMPREHENSIVE PLAN

## GRAY, MAINE (2020)

### Overview

Gray is a proud and positive community. Gray capitalizes on its small town feel as it preserves its important undeveloped spaces and focuses on improvements in the Village that create a place people enjoy and want to spend time. Gray is a great place to do business, as it attracts visitors from far and wide each year to the Maine Wildlife Park and those passing through to get to the mountains and lakes region. Gray continues to support and encourage small local businesses.

### Our Role

The Town of Gray hired North Star Planning to provide a major update to Gray's Comprehensive Plan from 2003, which was never found consistent with the Growth Management Act. North Star Planning coordinated with the Greater Portland Council of Governments on the drafting of inventory chapters early in the process and coordinated all public process elements, including surveys and community visioning work, future land use workshops, mapping, and plan drafting.

### Community Challenges

Some challenges in Gray discussed in the Comprehensive Plan include reducing traffic in the Village center and making it more pedestrian friendly, economic development, community and town involvement, and enhancing Parks and Recreation programs.

### Recommendations

Recommendations focused on the three main goals of moving people safely through Gray and get around town via walking, biking, car, or public transportation, protecting Gray's rural character and natural resources, and investing in the Village and community programs.

### Project Impact

As a result of this approach, the Plan Update was certified by the state within 13 months of the first committee meeting. The Plan was accepted by the Town Council in September 2020 and approved by municipal ballot.

Project Team: North Star (Lead), GPCOG (Inventory chapters), Keanneally + Co (Online videos), Portland + Co (Document layout)

Timeline: 15 months



### Client Reference

Doug Webster, Director of  
Community Development  
(207)-657-3112  
dwebster@graymaine.org

# WINDHAM COMPREHENSIVE PLAN

## WINDHAM, MAINE (2017)

### Overview

Windham continues to evolve as a community. As the Town grows, this diversity is maintained and even reinforced. Windham continues to grow and develop and this development is balanced by the preservation of important open space and agricultural land to maintain the rural character of the Town and to provide scenic, recreational, and economic benefits for residents. The Town's previous 2003 Comprehensive Plan was adopted by the Town but never certified by the state as consistent with the Growth Management Act.

Project Team: North Star (Lead)

Timeline: 18 months

### Our Role

North Star Planning was appointed by the Town as part of a Review Team to keep the Town Council and members of the public up to date on planning progress. North Star Planning was largely responsible for drafting inventory chapters, creating maps, and public process and outreach.

### Community Challenges

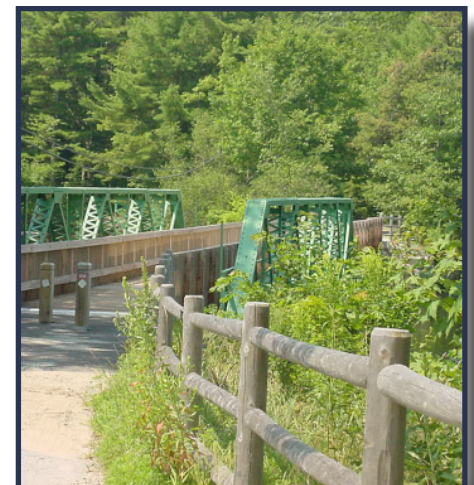
Through an extensive public input process and review of local and regional data, the Comprehensive Plan Committee determined that the challenges facing the Town of Windham over the next 10-15 years are likely to be associated with growth pressures on local and arterial roads, and loss of open space and valued rural character.

### Recommendations

Recommendations focused on the four main big things which were as followed. Big thing #1 - change the game for Windham's growth areas, big thing #2 - create a North Windham to be proud of, big thing #3 - invest in rural Windham, and big thing #4 - focus on community facilities and programs.

### Project Impact

This plan is not meant to be a document on a shelf. This plan is a tool for community decision makers to use for making progress in the areas Action Plan that will have the biggest positive impacts for Windham's current and future residents. The Comprehensive Plan Review Team recommends that the Town Council adopt a charge for and appoint members to a Long Range Planning Committee. The Long Range Planning Committee should be responsible for reporting and updating performance measures, coordinating implementation of the Big Ideas, and implementing other Town plans and policies.



### Client Reference

Amanda Lessard, Planning Director  
(207)-894-5900 ext. 6161  
alessard@windhammaine.us

# WINDHAM OPEN SPACE PLAN

## WINDHAM, MAINE (2021)

### Overview

The Windham Open Space Master Plan, adopted in February 2021, is the Town's first such plan. The plan looks at open space through the perspective of conservation, water quality, and preservation of rural character, but also through the perspective of developing a diversity of recreational opportunities and assets to meet the demands of a growing community. Windham has a deep history of working lands and traditional recreation assets that have made rural character essential to Windham's identity.

### Our Role

North Star Planning drafted the updated plan alongside Aceto Landscape Architects and provided support for all public outreach efforts.

### Community Challenges

Many open spaces in Windham lack accessibility to underserved populations. Special considerations should be made when designing open space systems for Windham's youngest and oldest residents. Many of Windham's open space assets have some type of trail network, but generally these do not connect to the wider community or other open spaces in town. Lastly, the Town of Windham needs to take a leading role in proactively addressing open space and recreational needs.

### Recommendations

The recommendations in the plan are based specifically on the need for access and equity, in the form of looking at areas in the community that do not have ready access to open space or recreational facilities, and from the standpoint of providing a wider variety of opportunities in specific parts of town.

### Project Impact

The Windham Open Space Plan was nominated for the MAP Plan of the Year award. In the few months since this project was adopted by the Town Council, there have been a number of process, conservation, and recreational development activities that completed or that are currently in progress to implement portions of this plan. Highlights include: establishment of an Open Space Impact Fee, restructuring of town committees, proposed zoning changes, and development of municipal playing fields.

Project Team: North Star (Lead), Planning Decisions, Inc (assistance with facilitation and visioning forums), Critical Insights (Community Survey)

Timeline: 15 months







## LIBBYTOWN NEIGHBORHOOD STUDY PORTLAND ME

VISIONING + LAND USE STUDY  
TRAFFIC STUDY AND RECONFIGURATION  
STUDY COMPLETED FOR LIBBYTOWN NEIGHBORHOOD ASSOCIATION





## SANFORD CONNECTOR | OPEN SPACE & TRANSPORTATION CORRIDOR

SANFORD, ME

CITY OF SANFORD, MDOT, BICYCLE COALITION OF MAINE  
+/- 2 MILE CORRIDOR BICYCLE AND PEDESTRIAN IMPROVEMENT DESIGN  
ALA CCORDINATED AND LED INTERDEPARTMENTAL DESIGN CHARETTE AND PUBLIC PRESENTATION





## OUR TOWN BASALT

### BASALT CO

Aceto provided large-scale, creative town planning and visioning for a nearly 24-month effort hosted by the Town of Basalt to engage the public and community-at-large around the planning and redevelopment of Basalt's historic downtown core. Aceto's role was to collect community input documented via individual chat sessions, community forums, and public meetings and coalesce the notes into engaging visuals and exhibits.

#### KEY STAFF

Nick Aceto

#### SERVICES

Landscape Architecture, Urban Design, Planning

#### STATUS

Our Town Plans Adopted 2017

#### REFERENCE

James Lindt, Planning Director, Town of Basalt | [James@Basalt.net](mailto:James@Basalt.net)





# WATERSHED ASSESSMENT & COMMUNITY ENGAGEMENT

Key Services: Stream stressor analysis, water quality sampling and analysis, stream restoration analysis

## FB ENVIRONMENTAL ASSOCIATES

97A Exchange St, Suite 305, Portland, ME 04101

170 West Rd, Suite 6, Portsmouth, NH 03801

(207) 221-6699; (603) 828-1456

[www.fbenvironmental.com](http://www.fbenvironmental.com)



Harpswell cove, outlet of Mare Brook. © FBE

## MARE BROOK WATERSHED ASSESSMENT & COMMUNITY ENGAGEMENT PROJECT

TOWN OF BRUNSWICK, MAINE

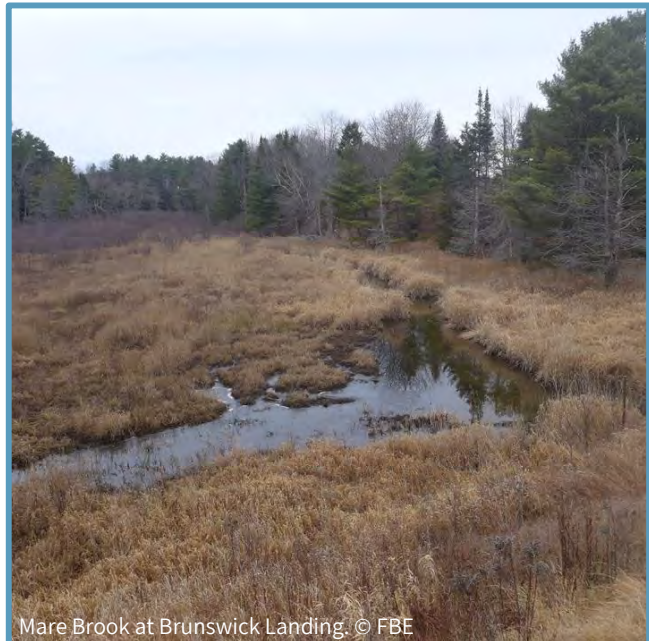
FBE worked with the Town of Brunswick to conduct an assessment of Mare Brook in Brunswick, ME. Mare Brook runs through both residential and commercial development, as well as through the former Brunswick Naval Air Station before it empties into Harpswell Cove. Assessment of the stream involved compiling historical data on basic water quality parameters (e.g. dissolved oxygen, temperature, conductivity, bacteria) as well as environmental contaminants such as metals and other toxic pollutants. FBE organized and inventoried all relevant historical documentation and data for input into a stressor analysis to guide future restoration work. FBE then worked with a technical advisory committee to evaluate stream stressors and provide final recommendations for stream restoration moving forward.

### CLIENT INFORMATION

Town of Brunswick, 85 Union Street, Brunswick, ME 04011.



Mare Brook behind Bowdoin College in Brunswick, ME. © FBE



Mare Brook at Brunswick Landing. © FBE





## *Development Advisory for The Downs Mixed-Use Project*

### Scarborough, Maine

**THE CHALLENGE** | In 2017, Cross Roads Holdings LLC acquired the 500-acre Scarborough Downs site in Scarborough, Maine, embarking on a 10- to 20-year effort to redevelop the property into a walkable mixed-use village, featuring a variety of housing types, a village center, recreational and entertainment facilities, and an assortment of retail, office, and light industrial space. Representing investment upwards of \$500 million, this would be the largest development project ever undertaken in Scarborough, a suburban community without a traditional town center.

**THE SOLUTION** | The developers engaged Camoin Associates to conduct a comprehensive real estate market analysis of the region to understand the development opportunities for the site, as well as advise on design, phasing, project messaging, and strategies for financing the extensive infrastructure costs associated with a project of this scale, including tax increment financing (TIF).

**THE IMPACT** | Working closely with both the developers and the Town of Scarborough, Camoin is working to ensure that the Scarborough Downs redevelopment results in an outcome that maximizes public benefits, including tax revenue generation, job creation, and enhancement of the quality of life in the Town, while generating a fair return to investors.

#### CLIENT

- Cross Roads Holdings, LLC

#### SERVICES

- Demographic and Socioeconomic Analysis
- Market Analysis
- Financial Feasibility Analysis
- Economic and Fiscal Impact Analysis
- TIF District Planning
- Real Estate Development Advisement





## Cook's Corner Revitalization Plan

### Town of Brunswick, ME

**THE CHALLENGE** | The Town of Brunswick is a fast-growing community on Maine's Midcoast about 30 minutes northeast of Portland. Within Brunswick, Cook's Corner is a vehicle-centric retail center that serves local and regional visitors with national and regional chains. As brick-and-mortar retail has evolved due to the dawn of e-commerce and various economic shocks in the last decade, lingering vacancies prompted the Town to take a public-private approach to envision the future of Cook's Corner.

**THE SOLUTION** | Although there had been previous visioning projects for Cook's Corner in the past, Camoin Associates designed a process that differentiated itself as a multi-disciplinary approach that drew support from a myriad of perspectives and was intentionally aligned with the Town's budgeting process. Looking at real estate market realities, public sector investments, and the values of the community helped direct the recommendations within the Cook's Corner Revitalization Plan. Through several iterations of primary and secondary data, a vision for Cook's Corner was established, leading to three goal areas to work towards that vision. Elements of land use, Town policy, traffic planning and economic development programs were all incorporated into the final Plan, reiterating the importance of interdepartmental collaboration to achieve the vision for Cook's Corner.

**THE IMPACT** | As the Plan was adopted unanimously by the Town Council, the Economic Development Department took on the role of managing the implementation structure, which had been vetted and agreed upon by the participants in the planning process. This structure will enable work groups to tackle the actions that fit within their purview and collaborate as a large group as needed. The data within the Plan has been widely used by Economic Development and Planning Departments to vet incoming development applications and continues to be a daily resource tool.

Coverage of the Plan can be found [here](#).

Project website: <https://www.cookscornerrevitalization.com/>

#### CLIENT

- Town of Brunswick, ME

#### PARTNERS

- Gorrill Palmer Consulting Engineers Inc.

#### SERVICES

- Retail Market Analysis – Real Estate and Consumer Demand
- Financial Feasibility Analysis
- Community and Stakeholder Engagement – In person and digital
- Website Buildout
- Strategic Planning and Visioning
- Traffic Pattern Analysis and Buildout



## HALLOWELL COMPREHENSIVE PLAN

For the City of Hallowell, Maine, we are completing a new comprehensive plan designed to meet the requirements of the Maine Growth Management Act. Hallowell's last comprehensive plan was completed in 2010, and its consistency finding is due to expire in 2022. The city has created a Comprehensive Plan Committee and the City Manager is personally engaged in the process as an important project for this small city.

This new plan incorporates the changes in the city since 2010, including a new downtown plan completed in 2011 and updated in 2014; a Downtown Arts District and Omnibus Tax Increment Finance District; and the relocation of a major State of Maine agency from downtown to a site near I-95.

Hallowell is a highly engaged community, so this plan involves close work with a variety of stakeholders as well as city officials and administrators. One challenge for this plan has been the lack of easily accessible data on some subjects, requiring innovative ways to collect the extensive requirements of the state certification process.

The Comprehensive Planning Committee forwarded the Plan to the Hallowell City Council in December with their support. The Council will take up the Plan in a formal hearing in March and then forward it to the state for certification.



### INTRODUCTION

There are over 1,250 homes in Hallowell, of a variety of types, sizes and prices. Approximately two-thirds of those units are owner-occupied, while the other third are rentals. The City's housing market is largely driven by the private sector, as there are only a few units regulated with respect to income levels of tenants and rents charged. This number is expected to increase to approximately 1,326 units over the next few years.

While Hallowell does not have an overall housing affordability challenge at the level of some larger communities, there are some disparities between what units exist and what some residents can afford. These challenges are best addressed early, through thoughtful and incremental actions that involve partnerships with the state, non-profits and other partners.

### CURRENT HOUSING STOCK

The most common housing type in Hallowell is an owner-occupied single-family home. That's not unusual in Kennebec County or Maine as a whole. However, a variety of housing types exist in the City, reflecting the historic built environment as well as land use regulations that do not restrict housing types as much as in some other communities. Almost exactly half of all housing in the City consists of detached single-family homes, of which most are owner-occupied.

As with other communities in Maine, where municipal services are highly dependent on property taxes, the median tax bill has increased in the past 10 years. This is primarily because municipal operations are highly labor-dependent, and the cost of labor increases every year. As a result, in the absence of other significant funding sources, property taxes will increase. From 2010 to 2018, the estimated median tax bill in Hallowell increased by 6.2% annually. While this rate seems high, it's within the typical range of property tax rate increases in the state. It is consistent with the increased cost of labor (including health insurance, benefits, and post-employment benefits) in the public sector during that time period.

In addition to single family detached homes, Hallowell's housing includes significant numbers of attached single family homes, as well as two-, three- and four-family buildings. In addition, about one-eighth of the units in the City are in larger buildings of 20 units or more.

## CLIENT

City of Hallowell, Maine

Nate Rudy

Former City Manager

One Winthrop Street

Hallowell, ME 04347

207-657-3339

[nrudy@graymaine.org](mailto:nrudy@graymaine.org)

## TIMEFRAME

January 2020 to present





# LEVINE PLANNING STRATEGIES

Tools for Building Communities

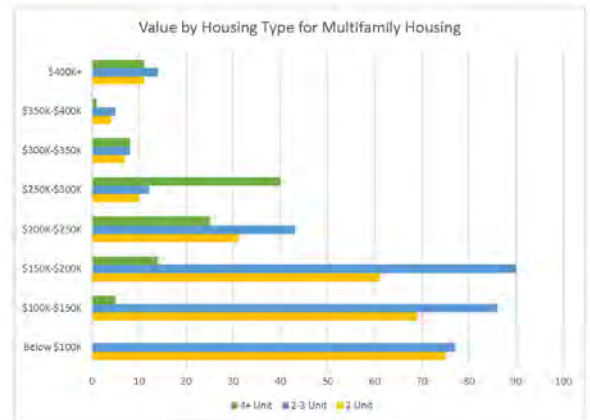
## BATH HOUSING NEEDS ASSESSMENT

Housing development is increasingly seen as an important part of the economic health of a city. Downtown redevelopment for housing can be part of a comprehensive recovery plan as well as producing much-needed below-income affordable units.

For the Bath Housing Development Corporation and the City of Bath, Levine Planning Strategies completed a Housing Needs Assessment to determine the current and future needs of Bath residents and workers and examine current city housing policies.

The assessment looks at a number of factors related to housing stock and households in the city, including affordability, unit size, tax burden from housing ownership, and deed restrictions. Levine Planning Strategies will work with Bath Housing and city staff to meet with stakeholders in the community and outline the findings of the assessment.

This effort was conducted in order to guide the investment and development strategies of the Bath Housing Development Corporation, as well as for input into an upcoming comprehensive plan for the City of Bath.

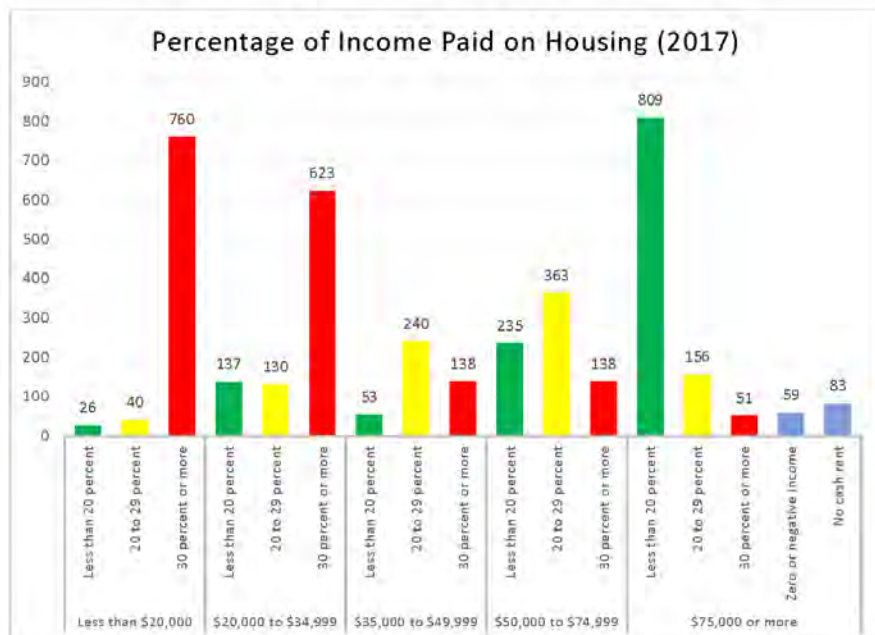


### CLIENT

Debora Keller  
Executive Director  
Bath Housing  
80 Congress Avenue  
Bath, ME 04530  
207-443-3116  
[dkeller@bathhousing.org](mailto:dkeller@bathhousing.org)

### TIMEFRAME

February 2020 to December 2020



 **BATH HOUSING**  
Relevant Project Experience 51

# BUDGET PROPOSAL



**Yarmouth Comp Plan Update**

Fee Estimate - Prepared October 7, 2022

Farmouth Comp Plan Update													
Fee Estimate - Prepared October 7, 2022													
North Star Planning				Aceto Landscape Architects		FB Environmental		Levine Strategies	Camoin		Hours/ Task	Fee/ Task	
Principal Planner \$120	Planner \$105	Assoc Planner \$85	Principal LA \$120	Project Designer \$90	Principal \$155	Planner \$121		Practice Leader \$225	Analyst \$125				
Task 1 - Inventory & Analysis													
Task 1.1	Complete Inventory Chapters	32	40	140	0	0	6	12	12	6	12	260	\$26,972
Task 1.2	Inventory Mapping	2	4	0	8	36	0	0	0	0	0	50	\$4,860
Task 1.3	Review Previous Plans	2	6	6	2	2	0	2	2	0	2	24	\$2,592
Task 1.4	Public Participation Plan	2	8	4	0	0	0	0	0	0	0	14	\$1,420
Task 1.5	Build Project Website	4	20	10	6	6	0	0	0	0	0	46	\$4,690
Task 1.6	Town-wide Housing and Market Analysis	8	8	8	0	0	0	0	24	60	120	228	\$34,580
Task 1.7	Analysis & Highlights of Inventory	8	8	4	2	2	0	0	0	0	0	24	\$2,560
	Presumed committee meetings - 5	10	10	4	4	4	4	4	4	4	2	50	\$6,284
	Labor Subtotal	68	104	176	22	50	10	18	42	70	136	696	\$83,958
Task 2 - Vision													
Task 2.1	Key Stakeholder Interview & Town Outreach	4	10	10	0	0	0	4	4	0	0	32	\$3,464
Task 2.2	Update project website & short video	8	10	4	2	4	4	4	0	0	0	36	\$4,054
Task 2.3	3-day Community Workshop	44	44	24	36	36	8	10	20	10	10	242	\$28,450
Task 2.3.a	Visioning focus and tuning workshop	16	16	8	12	12	4	4	6	0	0	-	
Task 2.3.b	Topic Focus Groups/open house	12	12	8	8	8	6	6	10	10	10	-	
Task 2.3.c	Future Land Use Map Scenarios	16	16	8	16	16	0	0	4	0	0	-	
Task 2.4	Community Workshop Wrap-up & FLU Scenarios	10	10	4	4	4	2	2	2	2	2	42	\$4,982
	Presumed committee meetings - 3	6	6	2	0	0	0	0	0	0	0	14	\$1,520
	Labor Subtotal	66	74	42	42	44	14	20	26	12	12	366	\$40,950
Task 3 - Implementation Plan													
Task 3.1	Master list of req'd & local policies, goals	8	8	8	2	2	2	2	2	2	2	38	\$4,452
Task 3.2	Draft Comp Plan Document Framework	12	24	24	4	4	4	4	4	0	0	80	\$8,544
Task 3.3	Performance Measures development	8	8	8	0	0	0	0	0	0	0	24	\$2,480
Task 3.4	Prioritize & package policies & goals	8	8	8	4	4	0	4	4	0	0	40	\$4,404
	Presumed committee meetings - 3	6	6	2	0	0	0	0	0	0	0	14	\$1,520
	Labor Subtotal	42	54	50	10	10	6	10	10	2	2	158	\$21,400
Task 4 - Plan Drafting & Adoption													
Task 4.1	Review & Update Inventory Chapters	8	20	20	0	0	0	6	6	0	6	66	\$7,136
Task 4.2	1st Final Draft Plan for team & revisions	20	30	16	4	8	0	0	0	0	0	78	\$8,110
Task 4.3	State review and revisions	16	0	0	0	0	0	0	0	0	0	16	\$1,920
Task 4.4	2nd Final Draft Plan for public hearing	8	12	12	0	0	0	0	0	0	0	32	\$3,240
Task 4.5	Town Council review & adoption	4	4	4	0	0	0	0	0	0	0	12	\$1,240
	Presumed committee meetings - 8	20	20	4	4	4	2	4	4	4	0	66	\$7,974
	Labor Subtotal	76	86	56	8	12	2	10	10	4	6	270	\$29,620
											PROJECT LABOR TOTAL		\$175,928
											Direct Expenses (website, drone flyover)		\$4,000
											Mileage		\$500
											Estimated Total, Labor and Expenses		\$179,928





[WWW.NORTHSTAR-PLANNING.COM](http://WWW.NORTHSTAR-PLANNING.COM)

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NEW GLOUCESTER, ME