



# Town of Raymond Comprehensive Plan Committee ePacket February 6, 2023 Table of Contents

(Click on item to go to that page)

Agenda .....	2
Previous Meeting Minutes .....	4
North Star Planning RFP .....	15
Proposed RFP from Taskforce - with changes incorporated .....	27
New Committee Applicant .....	39

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# Agenda

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Raymond, ME 04071

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## Comprehensive Plan Committee

### A G E N D A

Monday, February 6, 2023  
423 Webbs Mills Road  
Raymond, ME  
and Via ZOOM  
6:30 p.m.

- 1) Call To Order
- 2) Previous Meeting Minutes
  - a) January 17, 2023
- 3) Old Business
  - a) Update Comprehensive Plan Logo
  - b) Development of Short Video - Action Plan
  - c) Scheduling Bus Tour - Part 2
- 4) New Business
  - a) North Star Planning Interview
    - \* Committee Discussion
  - b) New Committee Applicants
    - \* Committee Discussion
  - c) CPC Community Update Document
  - d) Community/Association Outreach Opportunities
- 5) Next Meeting Date
  - a) March 1, 2023
- 6) Public Comment
- 6) Comprehensive Plan Committee's Comment
- 7) Adjournment

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# Previous Meeting Minutes

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## Comprehensive Plan Committee Minutes

~~January 12, 2023~~  
Rescheduled to January 17, 2023  
due to storm  
6:30pm – Meeting  
At Broadcast Studio & via ZOOM

**Committee Members Present:** John Clark, Kaela Gonzalez, Peter Leavitt, Frank McDermott, Shawn McKillop, John Rand

**Committee Members Absent:** Bradley McCurtain, Danelle Milone, Jackie Sawyer, Greg Foster

**Town Staff Present:**

Don Willard, Town Manager  
Chris Hanson, Assistant Code Enforcement Officer  
Sue Look, Town Clerk

**Town Staff Absent:** none

1) **Called to order** at 6:35pm by Co-Chair Gonzalez. There is a quorum present.

2) **Minutes of Previous Meeting**

a) December 7, 2022

**Motion** to approve as presented by Co-Chair Leavitt. Seconded by Mr Rand.

**Unanimously approved**

Town Clerk Look asked permission to explain that ZOOM participants are fully in the meeting as soon as they are allowed in, not only when the meeting is called to order. The committee members should look at ZOOM participants as though they came to the Broadcast Studio and are sitting in the audience. Due to the many microphones in the room and the need to test prior to the start of meetings, members should always assume that a microphone is live and that someone can hear what is said, even before a meeting begins.

3) **Old Business**

a) Discuss RFP

There was only 1 proposal received by the deadline. The committee discussed whether to go back out to RFP again or interview the 1 received. Some of the members have worked with Northstar and had favorable reports of communications, how ordinances need to be changed, etc. Northstar has updated comprehensive plans for many of our neighbors.

**Consensus** to ask the applicant to attend the next meeting on February 1, 2023, for an interview. (NOTE: The applicant had a conflict on February 1<sup>st</sup> and the meeting was rescheduled to February 6<sup>th</sup>.)

- RFP Planner Interview Panel – not necessary, due to discussion of RFP above

b) Comprehensive Plan Logo



Co-Chair Gonzalez has asked Time-4-Printing to use the sketches (done by Kirsten Sudsbury, former CEO Assistant) to make a color logo.

c) Comprehensive Survey

Co-Chair Gonzalez liked the surveys of Boothbay, Gray and Winslow.



The RFP discussed producing videos to help spread the word and get people involved. We should ask them to expound on this point at the interview. We could start by getting a video ready to post even before the Planner begins. Possibly add to the March agenda a discussion of a video. The more we do ourselves, the more cost we can save. Once we have some specific tasks, we can go to St Joseph's College and may be able to get some intern support.

We currently have 72 emails of people who have asked for information about the Comp Plan effort. Sending an update that we have sent out an RFP and there will be more to come, etc. After that send out periodic updates to keep interest.

There was discussion pertaining to how to engage the public in the process. Possibly partner with Raymond Recreation, Raymond Village Library, etc.

Ask Northstar if they have had experience engaging the schools in the Comp Plan process.

Co-Chair Leavitt asked the committee members to each come up with interview questions for the next meeting.

#### **4) New Business**

##### **a) Addition of New Members**

There have been a couple of citizens ask about joining the committee. Currently there are 10 members. The Select Board originally said they would like to see 9 to 11 members. A larger number does increase the number of members needed for a quorum. Normally, applicants fill out a volunteer application and committees/boards vote to recommend candidates to the Select Board for appointment. There was discussion that since it is still early in the process the committee could send applications to the Select Board without vetting them first.

Applications could still be accepted and be placed on an alternate list.

##### **b) Proposed FY 2023-2024 CPC Budget Discussion**

There was discussion about the costs for other towns that were in the submitted proposal. Some were done a few years ago and some the towns did a portion of the work. This process is at least over 2 years, so the amount budgeted this year does not need to be for the full amount. Updating the inventory of the town is the most expensive process. The committee still wants to stay cost blind through the interview. From now to June 30, 2023, the committee has \$10,000 that could be spent. If need be, the committee could go to the Select Board to request more. Any budgeted amount would be available on July 1, 2023. The committee does need to vote to request a carry-forward of any monies left of the \$10,000.

**Motion** to request \$50,000 be added to the FY 2023-2024 budget, and to carry forward to FY 2023-2024 the balance left (if any) at the end of FY 2022-2023 of the \$10,000 already allocated for the Comprehensive Plan Update by Co-Chair Leavitt. Seconded by Mr McDermott.

**Unanimously approved**

**5) Next Meeting Date**

- a) February 1, 2023 (NOTE: the meeting was subsequently moved to February 6<sup>th</sup> to accommodate Northstar's schedule)

**6) Public Comment – none**

**7) Comp Plan Committee's Comment**

Co-Chair Leavitt if we see any opportunities for grant monies we should forward them to the Co-Chairs who will send it on to the Town Manager. The Comp Plan has come up at the recent Select Board and Planning Board meetings. The question of short-term rentals is one of the topics we will need to be thinking about as we proceed and interview. LD 2003 signed by the Governor last June included language to change accessory apartments to accessory dwelling units which are not necessarily attached to the primary dwelling. It is to increase affordable housing supposedly. (*See law attached below which will go into effect on July 1, 2023.*) CEO Hanson said that there are some issues with the law constitutionally and our home rule is being looked at by the Town Attorney.

**8) Adjournment**

**Motion** to adjourn at 7:52pm by Mr McKillop. Seconded by Co-Chair Leavitt.

**Unanimously approved**

*Respectfully submitted,*

*Susan L Look, Town Clerk*

**An Act To Implement the Recommendations of the Commission To Increase  
Housing Opportunities in Maine by Studying Zoning and Land Use  
Restrictions**

STATE OF MAINE

IN THE YEAR OF OUR LORD  
TWO THOUSAND TWENTY-TWO

H.P. 1489 - L.D. 2003

**An Act To Implement the Recommendations of the Commission To Increase Housing  
Opportunities in Maine by Studying Zoning and Land Use Restrictions**

**Be it enacted by the People of the State of Maine as follows:**

**Sec. 1. 5 MRSA §13056, sub-§7**, as amended by PL 2003, c. 159, §3, is further amended to read:

**7. Contract for services.** When contracting for services, to the maximum extent feasible, seek to use the State's private sector resources in conducting studies, providing services and preparing publications; ~~and~~

**Sec. 2. 5 MRSA §13056, sub-§8**, as enacted by PL 2003, c. 159, §4, is amended to read:

**8. Lead agency for business assistance in response to certain events.** Be the lead agency for the State to provide information and business assistance to employers and businesses as part of the State's response to an event that causes the Department of Labor to carry out rapid-response activities as described in 29 United States Code, Sections 2801 to 2872 (2002); and

**Sec. 3. 5 MRSA §13056, sub-§9** is enacted to read:

**9. Establish statewide housing production goals.** Establish, in coordination with the Maine State Housing Authority, a statewide housing production goal that increases the availability and affordability of all types of housing in all parts of the State. The department shall establish regional housing production goals based on the statewide housing production goal. In establishing these goals, the department shall:

A. Establish measurable standards and benchmarks for success of the goals;

B. Consider information submitted to the department from municipalities about current or prospective housing developments and permits issued for the construction of housing; and

C. Consider any other information as necessary to meet the goals pursuant to this subsection.

**Sec. 4. 30-A MRSA §4364** is enacted to read:

**§4364. Affordable housing density**

For an affordable housing development approved on or after July 1, 2023, a municipality with density requirements shall apply density requirements in accordance with this section.

**1. Definition.** For the purposes of this section, "affordable housing development" means:

A. For rental housing, a development in which a household whose income does not exceed 80% of the median income for the area as defined by the United States Department of Housing and Urban Development under the United States Housing Act of 1937, Public Law 75-412, 50 Stat. 888, Section 8, as amended, can afford a majority of the units that the developer designates as affordable without spending more than 30% of the household's monthly income on housing costs; and

B. For owned housing, a development in which a household whose income does not exceed 120% of the median income for the area as defined by the United States Department of Housing and Urban Development under the United States Housing Act of 1937, Public Law 75-412, 50 Stat. 888, Section 8, as amended, can afford a majority of the units that the developer designates as affordable without spending more than 30% of the household's monthly income on housing costs.

**2. Density requirements.** A municipality shall allow an affordable housing development where multifamily dwellings are allowed to have a dwelling unit density of at least 2 1/2 times the base density that is otherwise allowed in that location and may not require more than 2 off-street parking spaces for every 3 units. The development must be in a designated growth area of a municipality consistent with section 4349-A, subsection 1, paragraph A or B or the development must be served by a public, special district or other centrally managed water system and a public, special district or other comparable sewer system. The development must comply with minimum lot size requirements in accordance with Title 12, chapter 423- A, as applicable.

**3. Long-term affordability.** Before approving an affordable housing development, a municipality shall require that the owner of the affordable housing development have executed a restrictive covenant, recorded in the appropriate registry of deeds, for the benefit of and enforceable by a party acceptable to the municipality, to ensure that for at least 30 years after completion of construction:

A. For rental housing, occupancy of all of the units designated affordable in the development will remain limited to households at or below 80% of the local area median income at the time of initial occupancy; and

B. For owned housing, occupancy of all of the units designated affordable in the development will remain limited to households at or below 120% of the local area median income at the time of initial occupancy.

**4. Shoreland zoning.** An affordable housing development must comply with shoreland zoning requirements established by the Department of Environmental Protection under Title 38, chapter 3 and municipal shoreland zoning ordinances.

**5. Water and wastewater.** The owner of an affordable housing development shall provide written verification to the municipality that each unit of the housing development is connected to adequate water and wastewater services before the municipality may certify the development for occupancy. Written verification under this subsection must include:

A. If a housing unit is connected to a public, special district or other comparable sewer system, proof of adequate service to support any additional flow created by the unit and proof of payment for the connection to the sewer system;

B. If a housing unit is connected to a septic system, proof of adequate sewage disposal for subsurface wastewater. The septic system must be verified as adequate by a local plumbing inspector under section 4221. Plans for subsurface wastewater disposal must

be prepared by a licensed site evaluator in accordance with subsurface wastewater disposal rules adopted under Title 22, section 42;

C. If a housing unit is connected to a public, special district or other centrally managed water system, proof of adequate service to support any additional flow created by the unit, proof of payment for the connection and the volume and supply of water required for the unit; and

D. If a housing unit is connected to a well, proof of access to potable water. Any tests of an existing well or proposed well must indicate that the water supply is potable and acceptable for domestic use.

**6. Subdivision requirements.** This section may not be construed to exempt a subdivider from the requirements for division of a tract or parcel of land in accordance with subchapter 4.

**7. Restrictive covenants.** This section may not be construed to interfere with, abrogate or annul the validity or enforceability of any valid and enforceable easement, covenant, deed restriction or other agreement or instrument between private parties that imposes greater restrictions than those provided in this section, as long as the agreement does not abrogate rights under the United States Constitution or the Constitution of Maine.

**8. Rules.** The Department of Economic and Community Development shall adopt rules to administer and enforce this section. The department shall consult with the Department of Agriculture, Conservation and Forestry in adopting rules pursuant to this subsection. The rules must include criteria for a municipality to use in calculating housing costs. Rules adopted pursuant to this subsection are routine technical rules as defined in Title 5, chapter 375, subchapter 2-A.

**Sec. 5. 30-A MRSA §4364-A** is enacted to read:

**§4364-A. Residential areas, generally; up to 4 dwelling units allowed**

**1. Use allowed.** Notwithstanding any provision of law to the contrary, except as provided in Title 12, chapter 423-A, for any area in which housing is allowed, a municipality shall allow structures with up to 2 dwelling units per lot if that lot does not contain an existing dwelling unit, except that a municipality shall allow up to 4 dwelling units per lot if that lot does not contain an existing dwelling unit and the lot is located in a designated growth area within a municipality consistent with section 4349-A, subsection 1, paragraph A or B or if the lot is served by a public, special district or other centrally managed water system and a public, special district or other comparable sewer system in a municipality without a comprehensive plan.

A municipality shall allow on a lot with one existing dwelling unit the addition of up to 2 dwelling units: one additional dwelling unit within or attached to an existing structure or one additional detached dwelling unit, or one of each.

A municipality may allow more units than the number required to be allowed by this subsection.

**2. Zoning requirements.** With respect to dwelling units allowed under this section, municipal zoning ordinances must comply with the following conditions.

**A.** If more than one dwelling unit has been constructed on a lot as a result of the allowance under this section or section 4364-B, the lot is not eligible for any additional increases in density except as allowed by the municipality.

**B.** A municipal zoning ordinance may establish a prohibition or an allowance for lots where a dwelling unit in existence after July 1, 2023 is torn down and an empty lot

results.

**3. General requirements.** A municipal ordinance may not establish dimensional requirements or setback requirements for dwelling units allowed under this section that are greater than dimensional requirements or setback requirements for single-family housing units, except that a municipal ordinance may establish requirements for a lot area per dwelling unit as long as the required lot area for subsequent units on a lot is not greater than the required lot area for the first unit.

**4. Water and wastewater.** The owner of a housing structure must provide written verification to the municipality that the structure is connected to adequate water and wastewater services before the municipality may certify the structure for occupancy. Written verification under this subsection must include:

A. If a housing structure is connected to a public, special district or other comparable sewer system, proof of adequate service to support any additional flow created by the structure and proof of payment for the connection to the sewer system;

B. If a housing structure is connected to a septic system, proof of adequate sewage disposal for subsurface wastewater. The septic system must be verified as adequate by a local plumbing inspector under section 4221. Plans for subsurface wastewater disposal must be prepared by a licensed site evaluator in accordance with subsurface wastewater disposal rules adopted under Title 22, section 42;

C. If a housing structure is connected to a public, special district or other centrally managed water system, proof of adequate service to support any additional flow created by the structure, proof of payment for the connection and the volume and supply of water required for the structure; and

D. If a housing structure is connected to a well, proof of access to potable water. Any tests of an existing well or proposed well must indicate that the water supply is potable and acceptable for domestic use.

**5. Municipal implementation.** In adopting an ordinance, a municipality may:

A. Establish an application and permitting process for housing structures;

B. Impose fines for violations of building, zoning and utility requirements for housing structures; and

C. Establish alternative criteria that are less restrictive than the requirements of subsection 4 for the approval of a housing structure only in circumstances in which the municipality would be able to provide a variance under section 4353, subsection 4, 4-A, 4-B or 4-C.

**6. Shoreland zoning.** A housing structure must comply with shoreland zoning requirements established by the Department of Environmental Protection under Title 38, chapter 3 and municipal shoreland zoning ordinances.

**7. Subdivision requirements.** This section may not be construed to exempt a subdivider from the requirements for division of a tract or parcel of land in accordance with subchapter 4.

**8. Restrictive covenants.** This section may not be construed to interfere with, abrogate or annul the validity or enforceability of any valid and enforceable easement, covenant, deed restriction or other agreement or instrument between private parties that imposes greater restrictions than those provided in this section, as long as the agreement does not abrogate rights under the United States Constitution or the Constitution of Maine.

**9. Rules.** The Department of Economic and Community Development may adopt rules to administer and enforce this section. The department shall consult with the Department of Agriculture, Conservation and Forestry in adopting rules pursuant to this subsection. Rules adopted pursuant to this section are routine technical rules as defined in Title 5, chapter 375, subchapter 2-A.

**10. Implementation.** A municipality is not required to implement the requirements of this section until July 1, 2023.

**Sec. 6. 30-A MRSA §4364-B** is enacted to read:

**§4364-B. Accessory dwelling units**

**1. Use permitted.** Except as provided in Title 12, chapter 423-A, a municipality shall allow an accessory dwelling unit to be located on the same lot as a single-family dwelling unit in any area in which housing is permitted.

**2. Restrictions.** An accessory dwelling unit may be constructed only:

- A. Within an existing dwelling unit on the lot;
- B. Attached to or sharing a wall with a single-family dwelling unit; or
- C. As a new structure on the lot for the primary purpose of creating an accessory dwelling unit.

This subsection does not restrict the construction or permitting of accessory dwelling units constructed and certified for occupancy prior to July 1, 2023.

**3. Zoning requirements.** With respect to accessory dwelling units, municipal zoning ordinances must comply with the following conditions:

- A. At least one accessory dwelling unit must be allowed on any lot where a single-family dwelling unit is the principal structure; and
- B. If more than one accessory dwelling unit has been constructed on a lot as a result of the allowance under this section or section 4364-A, the lot is not eligible for any additional increases in density except as allowed by the municipality.

**4. General requirements.** With respect to accessory dwelling units, municipalities shall comply with the following conditions.

- A. A municipality shall exempt an accessory dwelling unit from any density requirements or calculations related to the area in which the accessory dwelling unit is constructed.
- B. For an accessory dwelling unit located within the same structure as a single-family dwelling unit or attached to or sharing a wall with a single-family dwelling unit, the setback requirements and dimensional requirements must be the same as the setback requirements and dimensional requirements of the single-family dwelling unit, except for an accessory dwelling unit permitted in an existing accessory building or secondary building or garage as of July 1, 2023, in which case the requisite setback requirements for such a structure apply. A municipality may establish more permissive dimensional and set back requirements for an accessory dwelling unit.
- C. An accessory dwelling unit may not be subject to any additional parking requirements beyond the parking requirements of the single-family dwelling unit on the lot where the accessory dwelling unit is located.

**5. Shoreland zoning.** An accessory dwelling unit must comply with shoreland zoning requirements established by the Department of Environmental Protection under Title 38.



chapter 3 and municipal shoreland zoning ordinances.

**6. Size requirements.** An accessory dwelling unit must meet a minimum size of 190 square feet. If the Technical Building Codes and Standards Board under Title 10, section 9722 adopts a different minimum size, that standard applies. A municipality may impose a maximum size for an accessory dwelling unit.

**7. Water and wastewater.** The owner of an accessory dwelling unit must provide written verification to the municipality that the accessory dwelling unit is connected to adequate water and wastewater services before the municipality may certify the accessory dwelling unit for occupancy. Written verification under this subsection must include:

A. If an accessory dwelling unit is connected to a public, special district or other comparable sewer system, proof of adequate service to support any additional flow created by the accessory dwelling unit and proof of payment for the connection to the sewer system;

B. If an accessory dwelling unit is connected to a septic system, proof of adequate sewage disposal for subsurface wastewater. The septic system must be verified as adequate by a local plumbing inspector under section 4221. Plans for subsurface wastewater disposal must be prepared by a licensed site evaluator in accordance with subsurface wastewater disposal rules adopted under Title 22, section 42;

C. If an accessory dwelling unit is connected to a public, special district or other centrally managed water system, proof of adequate service to support any additional flow created by the accessory dwelling unit, proof of payment for the connection and the volume and supply of water required for the accessory dwelling unit; and

D. If an accessory dwelling unit is connected to a well, proof of access to potable water. Any tests of an existing well or proposed well must indicate that the water supply is potable and acceptable for domestic use.

**8. Municipal implementation.** In adopting an ordinance under this section, a municipality may:

A. Establish an application and permitting process for accessory dwelling units;

B. Impose fines for violations of building, zoning and utility requirements for accessory dwelling units; and

C. Establish alternative criteria that are less restrictive than the requirements of subsections 4, 5, 6 and 7 for the approval of an accessory dwelling unit only in circumstances in which the municipality would be able to provide a variance under section 4353, subsection 4, 4-A, 4-B or 4-C.

**9. Rate of growth ordinance.** A permit issued by a municipality for an accessory dwelling unit does not count as a permit issued toward a municipality's rate of growth ordinance as described in section 4360.

**10. Subdivision requirements.** This section may not be construed to exempt a subdivider from the requirements for division of a tract or parcel of land in accordance with subchapter 4.

**11. Restrictive covenants.** This section may not be construed to interfere with, abrogate or annul the validity or enforceability of any valid or enforceable easement, covenant, deed restriction or other agreement or instrument between private parties that imposes greater restrictions than those provided in this section, as long as the agreement does not abrogate rights under the United States Constitution or the Constitution of Maine.



**12. Rules.** The Department of Economic and Community Development may adopt rules to administer and enforce this section. The department shall consult with the Department of Agriculture, Conservation and Forestry in adopting rules pursuant to this subsection. Rules adopted pursuant to this subsection are routine technical rules as defined in Title 5, chapter 375, subchapter 2-A.

**13. Implementation.** A municipality is not required to implement the requirements of this section until July 1, 2023.

**Sec. 7. 30-A MRSA §4364-C** is enacted to read:

**§4364-C. Municipal role in statewide housing production goals**

This section governs the responsibilities and roles of municipalities in achieving the statewide and regional housing production goals set by the Department of Economic and Community Development in Title 5, section 13056, subsection 9.

**1. Fair housing and nondiscrimination.** A municipality shall ensure that ordinances and regulations are designed to affirmatively further the purposes of the federal Fair Housing Act, 42 United States Code, Chapter 45, as amended, and the Maine Human Rights Act to achieve the statewide or regional housing production goal.

**2. Municipalities may regulate short-term rentals.** A municipality may establish and enforce regulations regarding short-term rental units in order to achieve the statewide or regional housing production goal. For the purposes of this subsection, "short-term rental unit" means living quarters offered for rental through a transient rental platform as defined by Title 36, section 1752, subsection 20-C.



Statement of Qualifications for Planning Consulting Services for  
the Town of Raymond's Comprehensive Plan Update

North Star Planning

January 5, 2023



Sue Look  
Town Clerk  
Raymond Town Hall  
401 Webbs Mills Rd  
Raymond, ME 04071

January 5, 2023

Dear Sue Look,

North Star Planning is pleased to submit this proposal for the Town of Raymond's Comprehensive Plan Update. 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. Based in New Gloucester, North Star has 4 employees who all reside in Southern Maine. Through our work in comprehensive planning, downtown & neighborhood planning, zoning & ordinance development, community engagement & facilitation, and development review & planning board services, we work in a variety of contexts and communities across the state of Maine, from Acton in York County all the way to Tremont on Mount Desert Island.

North Star Planning is a leader in the ongoing evolution of comprehensive planning in Maine, even as the essential planning elements of the Growth Management Act have changed very little since the Act was adopted in 1988. Key features of this progress include our focus on public engagement, implementation, easily understandable priorities, high quality graphics and mapping, and going beyond the basics required by the Act to plan for each community's unique needs.

Our team brings expertise in public policy, land use planning, zoning, urban design, economic development, sustainability, graphic design, and communications. We're highly skilled in community engagement, and proficient in using both in-person and virtual tools to maximize the reach of public participation - a crucial part of a successful comprehensive plan. Through convenient and accessible interactive web content, in-person workshops, and targeted outreach, we develop community-specific public participation plans that reach a wide range of stakeholders, including underrepresented communities.

North Star Planning has extensive experience working in the Raymond area. Principal Planner Ben Smith spent more than 10 years as a municipal planner in the town of Windham, Maine, a neighbor to Raymond and "the gateway to the Lakes Region" that shares the US Route 302 thoroughfare. The North Star team has provided planning services for the Town of Naples since 2018, with successful projects including technical ordinance drafting, policy work, a complete recodification of their zoning code, and ongoing development review. Additionally, our work throughout Southern Maine gives us knowledge of the larger trends, opportunities, and pressures facing the region.

We would love the opportunity to help Raymond prepare for the changes that the next 10-20 years will bring. North Star Planning will develop a holistic comprehensive plan that reflects the vision and aspirations of diverse stakeholders, with actionable strategies for implementation, and is accepted by both the Town and the state. If you have any questions about this proposal, please feel free to contact me at (207) 400-6097 or [bsmith@northstar-planning.com](mailto:bsmith@northstar-planning.com).

Sincerely,



Ben Smith, Principal  
North Star Planning



# CONTENTS

Cover letter	2
Section I: Project Description & Scope of Services	4-9
Section II: Project Task & Schedule matrix	10-11
Section III: Statement of Qualifications	12-23



# SECTION I: PROJECT DESCRIPTION & SCOPE OF SERVICES

## APPROACH

### 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.

### Charting the Path Forward

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 Raymond 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.

4 Raymond Comprehensive Plan Update RFP - North Star Planning

## Digital content and Web-based Planning Experience

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

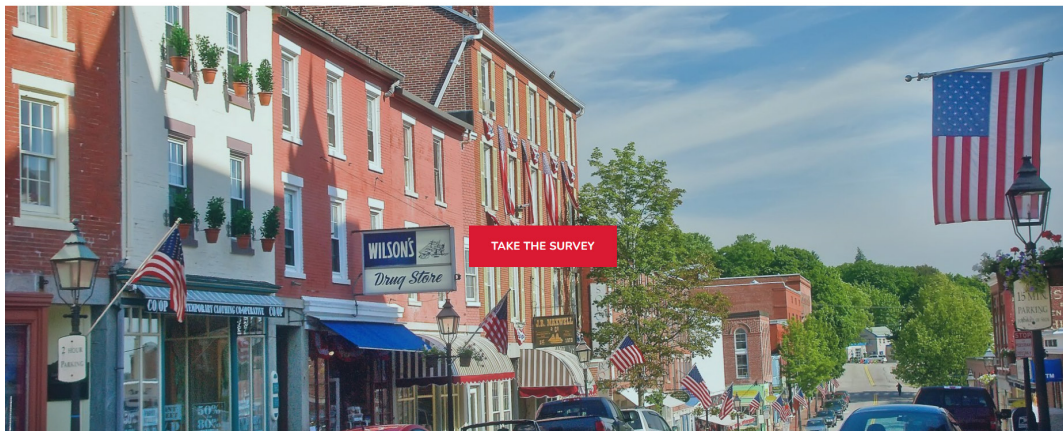
- Three videos were produced as part of the Plan Windham Comprehensive Plan Update to present recommendations to the community. Together, these videos received over 7,000 views during the lead up to the community meeting to present the plan: <https://www.youtube.com/channel/UC2FVGSnwMi3CXCXc4kZfTYQ>.
- 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 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 NSP for the City of Bath uses a similar site for similar purposes and can be viewed at <https://www.planbath.me/>



ABOUT EVENTS SHARE YOUR VISION RESOURCES CONTACT



Section 1: Project Description & Scope of Services 5

# 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 Raymond, reflective of an anticipated 22-month project timeline. The scope and timeline are drafts 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.

## Task 1 - Inventory & Analysis

Our first task as a team will be to gain an understanding of the existing community conditions, stakeholder networks, the 2004 Comp Plan 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 opportunities for 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 create an analysis & highlight of the inventory 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 Workshops 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 Stakeholder group ID
- Task 1.2 Review 2003 Plan, other planning docs
- Task 1.3 Public Participation Plan
- Task 1.4 Build & Launch Project Website
- Task 1.5 Existing Conditions Inventory Chapters
- Task 1.6 Dept head interviews
- Task 1.7 Analysis & Highlights of Inventory
- Monthly CPC Meetings - duration 1hr (6)

## Task 2 - Visioning, Values & Attitudes

Using the Analysis & Highlights of Inventory materials as a source for establishing a common starting point for the conversations to occur in this task, the team will begin the portion of the project that starts to look forward, asking the community to think about consensus around high level visioning themes and the values on which the vision is to be established.

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. Online outreach and media such as newspaper and newsletter articles, short online videos, and recordings of in-person or online presentations will provide opportunities for education and low barrier participation. On the other hand, public workshops and community listening



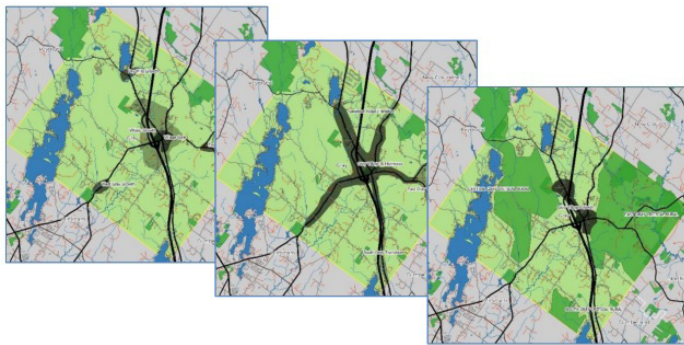
sessions will allow for deeper, more detailed engagement with individuals and stakeholder groups. The broader the range of techniques ultimately selected by the Town of Raymond for this work, the more likely it will be that all community voices will be heard.

#### Detailed task list:

- Task 2.1 Online community survey
- Task 2.2 Update project website & 2 videos
- Task 2.3 2 Public workshops / listening sessions - duration 2hrs each
- Task 2.4 Public Meeting "What We've Learned" - duration 2hrs
- Task 2.5 Vision and Values Statement Drafting
- Monthly CPC Meetings - duration 1hr (2)

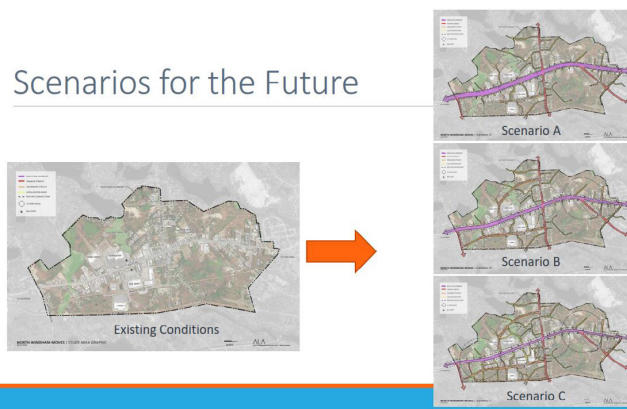
## Task 3 - Goals, Policies, Strategies, Future Land Use

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.



Each scenario should be a realistic, plausible, potential future for Raymond, each implementing different policies to meet the requirements of the Vision and Values statement. Variables to be adjusted from scenario to scenario could include the pace, location, or density patterns of future development, how much emphasis to place on development versus environmental protection or conservation, and what kind of housing options and transportation options are to be prioritized in the future. The purpose of scenario development is not to pick or vote for the best scenario, but consider plausible future conditions around a number of variables at once. Participants will engage with the scenarios to pick and choose the best elements from each that will form the basis of the draft Future Land Use Plan and the preferred policy framework, to be developed in Task 4.

### Scenarios for the Future



#### Detailed task list:

- Task 3.1 Master list of local goals & needs
- Task 3.2 Future Land Use Map Scenarios
- Task 3.3 Scenario Open House - duration 3hrs max
- Task 3.4 Analysis of FLU Map public input
- Task 3.5 Draft Future Land Use Map
- Monthly CPC Meetings duration 1hr (3)



## Task 4 - Implementation Plan

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.

### Detailed task list:

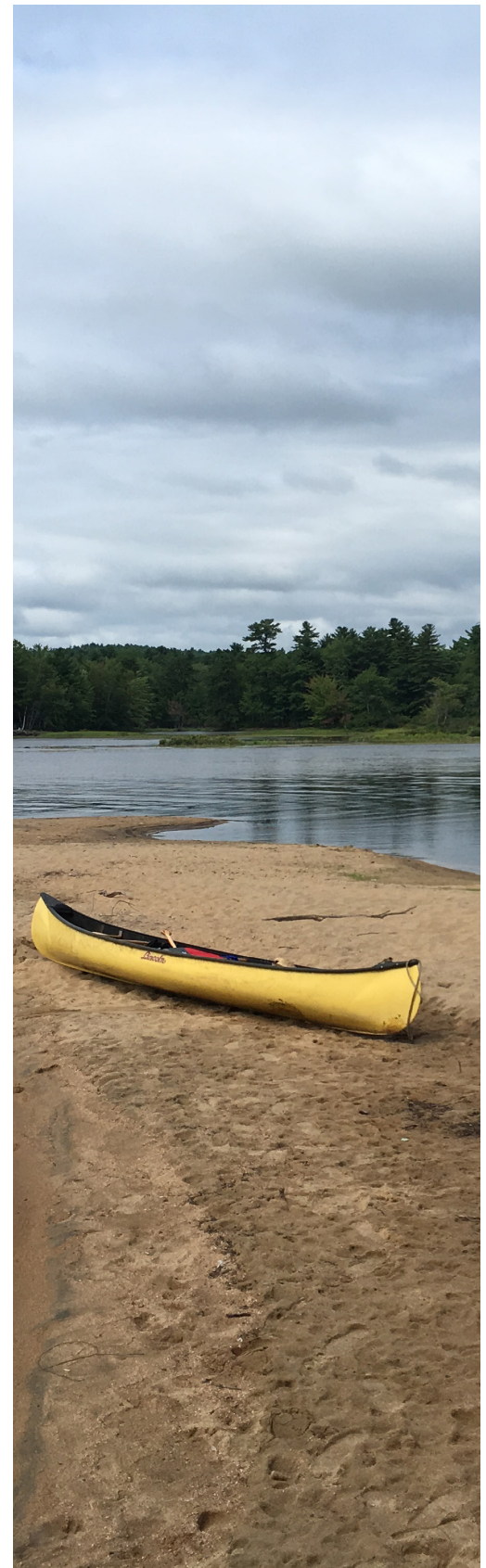
- Task 4.1 ID & Describe high priority goals
- Task 4.2 Ties to other planning efforts & budget
- Task 4.3 Prioritize policies & strategies
- Monthly CPC Meetings (2)

## Task 5 - Plan Drafting, Review & Adoption

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, and prioritized recommendations in a draft Comprehensive 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:

- Task 5.1 Review & Update Inventory Chapters
- Task 5.2 1st Draft Plan for team review
- Task 5.3 2nd Draft for public review with video
- Task 5.4 Final Draft for public hearing & adoption
- Monthly CPC Meetings - duration 1hr (5)



## Proposed Public Participation Plan

The following is a draft public participation plan that can be amended with Committee and Staff input during project contracting.

### **Task 1.4 Build & Launch project website - April 2023**

The project website will serve as a hub for information about the project. It will include background on the project, info about workshops and events, online opportunities for input, and contact and an email sign up. It will be updated during each phase of the process.

### **Task 1.7 Analysis & Highlights of Inventory - August 2023**

The project team will conduct an analysis of the inventory chapters and present the information to the community. These findings will be summarized as a package of “What We’ve Learned” materials to be used as a basis for establishing common understanding of the issues Raymond faces.

### **Task 2.1 Online community survey - August 2023**

Based on the findings from the Analysis & Highlights of Inventory, the project team will develop an online community survey. The survey will cover a range of topics and be designed to take no more than 15 minutes to complete. The survey is an important tool for understanding the community’s sentiment, concerns, and visions for the future of Raymond.

### **Task 2.2 Update project website & 2 videos - August - October 2023**

The project team will develop a series of short videos focusing on issues the Committee and the public have identified as priority policy areas. The purpose of these videos will be to provide sharable content that will help spread the word about the Comprehensive Plan Update and encourage greater public participation.

### **Task 2.4 Public Meeting “What We’ve Learned” - duration 2hrs - November 2023**

After the public workshops/listening sessions, the project team will synthesize the information from the community survey, the workshops, and the analysis & highlights of the inventory chapters into a presentation for the public. It is also a good opportunity to gather feedback on a draft vision statement.

### **Task 2.5 Draft Vision & Values Statement Drafting - November 2023**

Working with the Committee, the project team will synthesize all of the information received through public participation, information from the state data packets and municipal data, and interviews with town staff to create a draft vision and values statement. This will be the basis for discussions around Future Land Use.

### **Task 3.3 Scenario Open House - duration 3hrs maximum - February 2024**

The project team envisions this as a larger community-scale open invitation workshop focused on the Future Land Use Map and Plan. All the information will inform the work and discussion around where Raymond should be planning for growth and conservation in different parts of town.

### **Task 5.3 2nd Draft for public review with video - October 2024**

Comments from staff and the Committee will be incorporated into a preliminary draft that will go to the state for review and finding of consistency with the Growth Management Act. Along with the state review, the project team will hold and publish a short video giving an overview of the plan and inviting the public to comment on the draft plan.

### **Task 5.4 Final Draft for public hearing & adoption - October 2024 - January 2025**

The adoption of the final plan is the culmination of the public participation process. We want to ensure that public support is maintained throughout the planning process and into implementation. After local approval, the team will continue working with the Committee and Staff throughout the state approval process.

# SECTION II: PROJECT TASK AND SCHEDULE MATRIX

## Raymond Comp Plan Update

Task Matrix - Prepared January 5, 2022

		North Star Planning				Hours/ Task
		Principal Planner	Planner	Assoc Planner	GIS/Research Analysis	
<b>Task 1 -Inventory &amp; Analysis</b>						
Task 1.1	Stakeholder group ID	2	2	2		6
Task 1.2	Review 2004 Plan, other planning docs	2	4	4		10
Task 1.3	Public Participation Plan	2	2	2		6
Task 1.4	Build & Launch Project Website	2	16	4		22
Task 1.5	Existing Conditions Inventory Chapters	25	32	150	40	247
Task 1.6	Dept head interviews	8	0	8		16
Task 1.7	Analysis & Highlights of Inventory	8	14	14		36
	Monthly CPC Meetings / duration 1hr (6)	10	12	0		22
Task 1 total		59	82	184	40	365
<b>Task 2 - Visioning, Values &amp; Attitudes</b>						
Task 2.1	Online community survey	2	10	6		18
Task 2.2	Update project website & 2 videos	6	12	0		18
Task 2.3	2 Public workshops / listening sessions	24	24	18		66
Task 2.4	Public Meeting "What We've Learned"	8	16	12		36
Task 2.5	Vision and Values Statement Drafting	4	4	4		12
	Monthly CPC Meetings / duration 1hr (2)	4	4	0		8
Task 2 total		48	70	40	0	158
<b>Task 3 - Goals, Policies, Strategies, Future Land Use</b>						
Task 3.1	Master list of local goals & needs	4	8	8		20
Task 3.2	Future Land Use Map Scenarios	8	8	6	10	32
Task 3.3	Scenario Open House	8	16	4		28
Task 3.4	Analysis of FLU Map public input	6	12	10		28
Task 3.5	Draft Future Land Use Map	4	4	2	5	15
	Monthly CPC Meetings (3)	6	8	0	0	123
Task 3 total		36	56	30	15	246
<b>Task 4 -Implementation Plan</b>						
Task 4.1	ID & Describe high priority goals	2	6	4		12
Task 4.2	Ties to other planning efforts & budget	2	2	4		8
Task 4.3	Prioritize policies & strategies	4	6	4		14
	Monthly CPC Meetings (2)	4	4	0		8
Task 4 total		12	18	12		
<b>Task 5 -Plan Drafting, Review &amp; Adoption</b>						
Task 5.1	Review & Update Existing Conditions	6	8	32	8	54
Task 5.2	1st Draft Plan for team review	24	32	8		64
Task 5.3	2nd Draft for public review with video	10	24	10		44
Task 5.4	Final Draft for public hearing & adoption	12	10	8		30
	Monthly CPC Meetings	10	10	0		20
Task 5 total		62	84	58	8	212

Below is a draft schedule to be finalized in collaboration with Town Staff. The proposed timeline has a project duration of 22 months. This schedule is based on the task matrix, outlined in the project description above. We remain flexible to address the needs of the community, the Committee, and boards and staff.

		2023										2024												2025	
		MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB
Task 1 -Inventory & Analysis																									
Task 1.1	Stakeholder group ID																								
Task 1.2	Review 2004 Plan, other planning docs																								
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	Monthly CPC Meetings (5)																								

# SECTION III: STATEMENT OF QUALIFICATIONS (SOQ)

## 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. Kate will be the project manager for Raymond.



### **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.

Availability 20%



### **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.

Availability 25%



### **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.

Availability 30%



### **Kate Burch - Project Manager**

#### **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.

Availability 35%



**Ben Smith, AICP**  
Principal Planner

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

## Education

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

B.A. Bates College

## Professional Employment

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
- Crowsmart Maine, President of the Board



## 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.*



**Kate Burch**  
Planner

kburch@northstar-planning.com  
(207) 805-4767



## Project Experience

### Assistant Planner, Town of Topsham, 2022

- Development review for residential, commercial, and industrial proposals
- Managed 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
- Staffed Planning Board, Energy Committee, Topsham Conservation, Commission, Comprehensive Plan Implementation Committee, and Historic District Commission

### Intern/Program Coordinator, South Portland Sustainability Office, 2021-2022

- 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, 2021-2022

- 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

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

B.F.A. Studio Art, New York University

## Professional Experience

2022-present	North Star Planning Planner
Feb-Oct 2022	Town of Topsham Assistant Planner
2021-2022	South Portland Sustainability Office Program Coordinator
2021-2022	New England Environmental Finance Center Graduate Assistant

## Professional Affiliations

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

Section III: SOQ 15





**Logan Capone**  
Planner

lcapone@northstar-planning.com  
(617) 987-7258



## Project Experience

### **Bristol Comprehensive Plan - Bristol, ME 2022-present**

*Lead project manager of a new comprehensive plan for Br, completion of inventory chapters, and public process efforts, including survey analysis, online videos, and community workshops.*

### **Tremont Comprehensive Plan - Tremont, ME 2022-present**

*Assisting with updating inventory chapters, plan drafting and with public process efforts, including survey analysis, online videos, and community workshops.*

### **Villages Master Plan, Windham & Gorham, ME 2022-present**

*A collaboration between the Towns of Windham and Gorham to envision concepts and recommendations to guide the future of the South Windham- Little Falls Village. Assisted with the public process, and analyzing public input to draft recommendations for the plan.*

### **URBAN DESIGNER, PRINCIPLE GROUP, BOSTON, 2019-2022** **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.*

### **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 2019**

*Assisted with design, development, permitting and approvals of this 24-unit transit oriented apartment infill building.*

## Education

M.A. City and Regional Planning Boston University

B.A. Architectural Studies Boston University

## Professional Employment

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



**Samantha Peikes**  
Associate Planner

speikes@northstar-planning.com



## 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 Employment

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

# 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.

Total Project Cost: \$59K

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

18 Raymond Comprehensive Plan Update RFP - North Star Planning

# **EXAMPLE OF WORK:**

## **GRAY COMPREHENSIVE PLAN**

GRAY, MAINE (2020)



**Access the Gray Comprehensive Plan online via this link:**

<https://www.graymaine.org/projects-planning/files/gray-comprehensive-plan-final-2020>

**A pdf copy has been submitted electronically.**



# 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.

Total Project Cost: \$14K

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

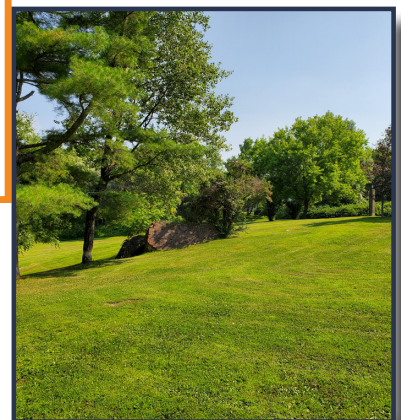
There is heavy use of coastal access and a need for more; there is a growing use of parks and desire for more options for boating, walking, biking, and safe pathways connecting all parts of town. This plan identifies key places that can efficiently support the growing town, while leaving space for recreation, 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

20 Raymond Comprehensive Plan Update RFP - North Star Planning

# 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.

Total Project Cost: \$70K

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

Timeline: 15 months



### Client Reference

Amanda Lessard, Planning Director  
(207)-894-5900 ext 6162  
alessard@windhammaine.us

Section III: SOQ 21

# 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.

Total Project Cost: \$15K

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

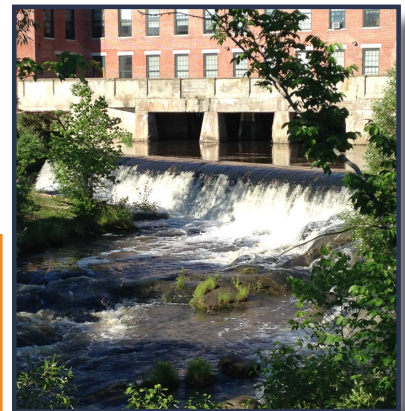
The Town of Lisbon is working to balance new development and a growing population with its important resources and amenities. This new growth has put a strain on staff's ability to maintain adequate levels of service for current needs. As new private investment occurs, the town should raise the bar for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



### Client Reference

Don Fellows, Town Councilor  
drfello@gmail.com

22 Raymond Comprehensive Plan Update RFP - North Star Planning



# 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.

### 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.

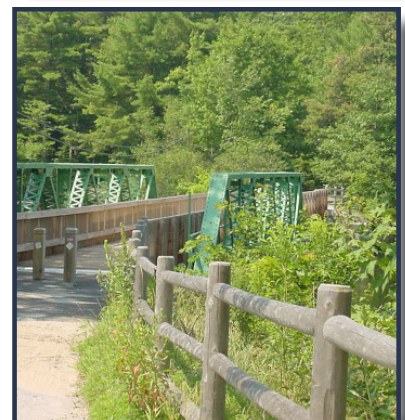
### Project Impact

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.

Total Project Cost: \$70K

Project Team: North Star (Lead)

Timeline: 18 months



### Client Reference

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

Section III: SOQ 23



WWW.NORTHSTAR-PLANNING.COM

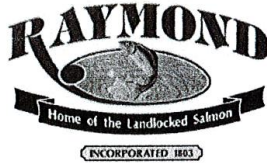
49 PINELAND DRIVE, SUITE 102  
NEW GLOUCESTER, ME

# New Committee Applicant

1/17/23

## VOLUNTEER APPLICATION

**Town of Raymond**  
401 Webbs Mills  
Rd Raymond, ME  
04071  
[www.raymondmaine.org](http://www.raymondmaine.org)



**Town Clerk Sue Look**  
Phone: 207-655-4742 Ext 121  
Fax: 207-655-3024  
[sue.look@raymondmaine.org](mailto:sue.look@raymondmaine.org)

If you are a Raymond resident and interested in serving on any of the following committees or boards, please fill in the information below and submit to the Town Clerk for distribution to the appropriate board or committee chair(s) for consideration and response concerning open positions.

- Beautification Committee
- Board of Assessment Review
- Conservation Commission
- Comprehensive Plan Committee
- Recycling Committee
- Zoning Board of Appeals
- Planning Board

There are many other opportunities to serve your town as an elected official, a member of a community resource organization, an election worker on Election Day, etc. Contact the Town Clerk for more information.

Please complete this form and submit to:

Town Clerk, 401 Webbs Mills Road; Raymond, ME 04071  
or via fax to (207) 655-3024  
or via email to [sue.look@raymondmaine.org](mailto:sue.look@raymondmaine.org)

Name:	Derek Ray
Mailing Address:	15 Ball Drive
Telephone Number:	207-415-7677
E-mail Address:	<del>derek</del> derekgrayre@gmail.com
Occupation:	Real Estate & Builder

Boards and/or committees you are interested in (please list in order of preference):

1.	Comprehensive Plan Committee
2.	Planning Board
3.	Zoning Board of Appeals

Why are you interested in the board(s) and/or committee(s) chosen above?

I would like to be a part of the planning and growth of the town, while keeping the integrity of the town intact.

What contributions, benefits, talents, and skills can you bring to the Town of Raymond?

I've been in the real estate and construction fields for over 20 years.

What do you feel is the responsibility of the boards and/or committees you chose?

To help the town grow and change in a positive way, but also keeping the community aspect of the town from changing.

What municipal boards, volunteer organizations, or community service groups/committees have you worked with in the past and for what length of time?

Does your schedule allow the flexibility to attend meetings on a regular basis?

Yes ☒ No ☐

Thank you.