Contact

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I. Background

A. The Greater Portland Council of Governments

The Greater Portland Council of Governments (GPCOG) has been providing responsive service and leadership to our municipal members and community partners through regional cooperation and collaboration for over forty years. Our responsibility to serve the municipalities of Cumberland County was established through state statute, and we are governed by the municipalities we serve. GPCOG works to strengthen local government while combining total resources for meeting regional challenges through:

- Serving as a forum to identify, discuss, study and bring into focus regional challenges and opportunities;
- Providing for the collection and exchange of information; and
- Exercising such powers as are necessary for dealing with problems of regional and local concern.

We offer services in a variety of areas as well as house the Portland Area Comprehensive Transportation System (PACTS), Maine Clean Communities, and GO Maine. Our services cover land use, transportation, and energy planning, community and economic development, cooperative purchasing, and information resources.

B. Our Relationship with Raymond

The Town of Raymond has been a member of GPCOG since 1986. Over the course of our 26 year working relationship, we have collaborated with the community on a wide range of initiatives, including:

- Providing planning services to the Town's Planning Board
- Technical assistance with comprehensive plan update
- Technical assistance with and preparation of land use ordinance revisions and mapping
- Assistance with the development of a TIF district
- Securing Community Development Block Grant Program and other funds
- Revolving Loan Fund awards to Raymond businesses
- Preparation of reports and studies including
    - *Demographic Trends in Raymond: Impacts on the Local School System*
    - *Raymond Access Management Report*
    - *Raymond-Casco-Naples Public Safety Study*

- Multi-municipal initiatives such as:
    - Lakes Region Transportation Coalition & the Lakes Region Transit Service
    - Route 302 Multi-Modal Corridor Management Plan
    - Sustain Southern Maine
    - GIS Aerial Imagery Orthorectification Project
- Cooperative purchasing services; and
- Data Center Profiles

II. Qualifications

A. Agency Experience

For over forty years, the Greater Portland Council of Governments (GPCOG) has provided technical assistance to the cities and towns of Cumberland County in the areas of land use planning, economic development, GIS/mapping, transportation planning, housing, environmental and energy planning, and joint purchasing. In addition to providing direct local assistance, GPCOG supports a number of regional planning efforts, including the Portland Area Comprehensive Transportation System, the Southern Maine Economic Development District, Sustain Southern Maine, and Mobilize Maine.

On a regional level, GPCOG serves as the state's designated technical assistance provider in Cumberland County for land use, transportation and community development as well as the federally designated Economic Development District. These designations allow us to provide services such as:

- Local comprehensive planning, including analyses of population, transportation, land-use, housing, and the economy;
- Ordinance development and review;
- Bicycle and pedestrian planning, including Safe Routes to School;
- Climate change planning;
- Collection, dissemination, forecasting, and analysis of local and regional data;
- Comprehensive economic development strategies;
- Business attraction and expansion;
- Brownfields assessment and redevelopment;
- Special projects including agriculture, tourism, and affordable housing;
- Revolving Loan Fund; and
- Geographic Information Systems (GIS) mapping

B. Staff Experience

<u>Rebeccah Schaffner-Tousignant, AICP, Director of Land Use Planning</u>

Rebeccah will serve as the consulting team lead to coordinate staff and ensure all responsibilities are met to the satisfaction of the Town of Raymond. She has worked for GPCOG implementing land use and transportation technical assistance including comprehensive planning and ordinance assistance,

stakeholder engagement, master planning, corridor planning, and providing educational opportunities. Rebeccah has also both served to initiate and provide representation to a number of regional planning efforts including the Portland Area Comprehensive Transportation System long range plan update, Gorham East-West Corridor Study, the Lakes Region Planning initiative, and Sustain Southern Maine. She previously worked as the Town Planner for the Town of New Gloucester, Maine facilitating the Planning Board and Land Management Planning and Economic Development Committees, reviewing applications and working with the public, drafting ordinances, implementing the 2006 Business and Economic Development Plan, and village master planning.

Stephanie Carver, Senior Land Use Planner

Stephanie will serve as the principal land use planner staffing the Planning Board, conducting full development review, and maintaining office hours to meet with citizens as well as work with other Town staff. She has worked for GPCOG providing planning technical assistance to communities under the purview of State Planning Office and Maine Department of Transportation planning grants. Her work includes development review, ordinance and regulation analysis and preparation, transportation corridor planning, comprehensive planning, and grant writing. She previously worked as the Senior Planner and Waterfront Development Planner for the City of Salem, Massachusetts conducting development review and management, providing Planning Board assistance, management of historic preservation projects, and compliance with the City's master plans.

Caroline Paras, Community and Business Development Specialist

Caroline will serve as the principal economic development specialist staffing the Raymond Revitalization Committee and working to identify opportunities to enhance economic activity for the Town. Specializing in downtown revitalization and business retention, she has worked for GPCOG providing communities with demographic data and analysis, economic development strategies, brownfield assessment and redevelopment, affordable housing planning, and tourism planning. Caroline has also collaborated with a number of economic development organizations such as the Greater Portland Visitors and Conventions Bureau, Economic Development Council of Maine, and Threshold to Maine Resource Conservation and Development District, and is instrumental in the implementation of Mobilize Maine. She previously worked as a Planner II for the Androscoggin Valley Council of Governments providing assistance to municipalities in the areas of economic and community development, transportation and land use planning.

Donna Tippett, GIS Manager

Donna will serve as the principal GIS manager to provide mapping services. In her work for GPCOG she provides GIS mapping and ortho/aerial imagery support to municipalities and partner organizations, as well as project management for initiatives such as the Intelligent Transportation System (ITS), Automatic Vehicle Location (AVL) System, Google Transit, and automatic passenger counting for transit providers.

She previously served as Land Use Planner for the Southern Maine Regional Planning Commission conducting development review, land use research and analysis, and GIS mapping.

Rick Harbison, Land Use and Transportation Planner

Rick will serve on an as-needed basis and provide assistance to Stephanie and Caroline in reviewing development applications for completeness, preparing Planning Board packets, and researching land use and economic development policies. He has worked for GPCOG providing land use and transportation planning assistance to communities in the areas of corridor planning, sea level rise, wind projects, and climate and energy planning. Rick previously interned with Coastal Enterprises Incorporated researching workforce development activities and surveying building efficiency businesses.

Dan Goodman, Community Planner

Dan will serve on an as-needed basis and provide assistance to Stephanie and Caroline in researching land use and economic development policies, and developing community engagement techniques. He has worked for GPCOG providing public engagement and private sector outreach for the GO Maine program focusing on target program marketing, state and local entity collaboration, data gathering, analysis and report writing. Dan previously worked as an intern for United States Congressman Thomas Allen, where he analyzed publications and communications, researched and engaged with constituents on critical topics, and drafted communications.

See attached resumes for additional details and experience.

C. Examples of Our Work

Town of Bridgton, 2011

GPCOG conducted a walkability audit for the Town producing:

- A public engagement process documenting hopes and concerns for pedestrian facilities;
- An inventory of existing pedestrian facilities, their materials, and conditions (including sidewalks, crosswalks, trails, etc.);
- Identification of deficiencies and needs in pedestrian network;
- A report with recommended options for improving pedestrian movement in the study area; and
- Maps of the study area highlighting deficiencies and proposed improvements.

Town of Pownal, 2011

GPCOG conducted a review and reformatting of the Town's land use ordinances for increased ease of use and legal conformance producing:

- A reformatted land use ordinance;
- Identification of, and recommended definitions for, terms within the land use ordinance to be defined for the purposes of a complete and consistent glossary;

- Recommendations regarding
    - Ordinance consolidation
    - Consistency with State law
    - Conflicting sections
    - Sections needing clarification;
- List of prioritized recommendations; and
- Digital copy of reformatted land use ordinance suitable for posting to the Town's website.

City of South Portland, 2011

GPCOG partnered with the Southern Maine Regional Planning Commission and Maine Geologic Survey to conduct a coastal hazard resiliency assessment of the City producing:

- Technical data to define vulnerable areas to sea level rise impacts;
- A public engagement process to identify the community's perceptions of sea level rise;
- Identification of politically feasible approaches to addressing sea level rise; and
- Coastal hazard resiliency outreach materials for the City.

Town of Gray, 2006

GPCOG developed a Village Master Plan aligned with the Main Street© principles of downtown revitalization including:

- Two public forums;
- Research, data analysis, and review of relevant planning documents;
- Inventory of vacant properties;
- Interviews with merchants;
- Site walk with the Maine Department of Transportation; and
- Development of a Visual Preference Survey;

Town of Standish, 2006

GPCOG conducted the Town's 2006 Comprehensive Plan Update resulting in a growth management strategy producing:

- An advisory committee to ensure implementation;
- Policies limiting projected residential development to designated growth areas;
- Incentives for affordable housing;
- Development of conservation lands mapping; and
- Standish Corner Master Plan and associated Form Based Code.

D. Statement of Current Workload

Through our State and Federal planning and technical assistance funds, GPCOG currently serves twenty-four (24) of Cumberland County's twenty-eight (28) municipalities: Bridgton, Cape Elizabeth, Casco, Chebeague Island, Cumberland, Falmouth, Freeport, Frye Island, Gorham, Gray, Harrison, Long Island,

Naples, North Yarmouth, Portland, Pownal, Raymond, Scarborough, Sebago, South Portland, Standish, Westbrook, Windham, and Yarmouth.

With changes to our existing programming, we find ourselves in the unique position of having both excess staff capacity and increased demand for our services. As such, we intend to meet this demand with our present staff and expand the services offered by GPCOG.

In addition to the team of six presented in this proposal, the work of these individuals is supported by an agency totaling twenty-five employees offering a depth and breadth of services and experience unrivaled in Cumberland County.

III. Scope of Services

A. Understanding of the Requested Services

The Town of Raymond is a growing, rural community that provides its residents with an exceptional quality of life. The Town boasts miles of open space, a number of critical water resources, and an abundance of recreational opportunities. Much of the Town's popularity is due to its close proximity to Portland, and the fact that it has been able to maintain its rural character and charm. As such, it attracts both year-round and seasonal residents alike.

Striking a balance between managing growth and preserving Raymond's natural resources is an ongoing challenge for the Town. While Raymond experienced slower than expected growth between 2000 and 2010 (3% during this time, compared to 29.8% between 1990 and 2000), this tapering effect is consistent with regional trends and can be attributed in part to the recession.

In fact, there are many reasons to believe this respite in growth is an aberration and not a trend. In the past ten years, neighboring Windham was the second fastest growing municipality in the entire state (in terms of net population growth), with only Gorham experiencing more rapid growth. What's more, the Census Bureau's new definition of Portland's Urbanized Area now includes the southern portions of Raymond along Routes 302 and 121.

The Town is also changing in other ways. For instance, the median age in Raymond rose from 37.8 to 44.8 years between 2000 and 2010, and the average household size continues to decline. The likelihood of more rapid growth in the coming years, coupled with changes to Raymond's demographic composition, requires proactive and responsive planning.

To address the development needs of the community, the Town has issued a request for proposals for planning, economic development, and GIS services. The intent of these services is to provide:

- Support to the Planning Board in review of development applications;

- Support to the Raymond Revitalization Committee in identifying and implementing opportunities to enhance economic activity; and
- GIS and parcel data.

These services are to be carried out in a manner consistent with the state and local laws and ordinances, and with the Comprehensive Plan and other plans currently in place.

B. Planning

Task 1: Maintain Office Hours

Stephanie Carver, and other staff as needed, will maintain office hours in order to meet the needs of the public, boards, committees, and town staff.

Task 2: Development Review

Stephanie Carver will:

- Review all site plan and subdivision applications;
- Determine their required level of review;
- Determine compliance with local, state, and federal regulations; and
- Prepare written review for the appropriate reviewing body(s) (staff and/or Planning Board)

Task 3: Planning Board Meetings

Stephanie Carver, and other staff as needed, will attend Planning Board meetings to provide assistance in review of site plans and subdivisions as well as review of draft revisions and additions to ordinances, plans, and studies.

Task 4: Drafting of Revisions and Additions to Ordinances, Plans, and Studies

Stephanie Carver will provide assistance in drafting revisions and additions to Town land use ordinances, plans (Comprehensive Plan, Open Space Plan, etc.), and studies.

C. Economic Development

Task 5: Raymond Revitalization Committee

Caroline Paras will attend Raymond Revitalization Committee meetings to provide assistance in identifying opportunities and policy recommendations to enhance economic activity.

Task 6: Identification of Economic Opportunities

Caroline Paras will work with the Raymond Revitalization Committee to confirm the Committee's goals and develop and implement actionable economic development tasks. Examples of tasks include:

- Work with the Board of Selectmen and the Town Manager to develop an annual action list of priorities for economic and community development;

- Work with the Sebago Lakes Chamber of Commerce to identify market opportunities for businesses and entrepreneurs in Raymond;
- Work with Maine Small Business Development Center to provide Raymond entrepreneurs with access to small business counseling and training opportunities;
- Explore the feasibility of establishing a town-wide business retention and expansion program;
- Work with local realtors to field site search requests from Maine and Company and the Maine Department of Economic and Community Development;
- Identify projects that are eligible for assistance from the Cumberland County CDBG program, GPCOG Brownfields program, as well as other State and Federal resources;
- Recruit Raymond businesses to participate in GPCOG's implementation of Mobilize Maine in the Sebago Lakes region; or
- Identify, refine, and/or develop ordinances to support the start-up and expansion of local businesses.

Task 7: Drafting of Economic Development Policy

Caroline Paras will provide assistance in drafting policy recommendations aimed at achieving the goals and desired outcomes identified by the Raymond Revitalization Committee.

D. GIS

Task 8: Annual Official Tax Maps

Donna Tippett will use GIS software to develop annual official tax maps once per year.

Task 9: Official Zoning Maps

Donna Tippett will use GIS software to develop official zoning maps on an as-needed basis in conjunction with any land use ordinance revision or additions that effect land use districts.

Task 10: Additional GIS and Technical Assistance

Donna Tippett will assist Town departments, boards, and committees with GIS-related questions.

Donna Tippett will oversee consulting staff in assisting the Town Addressing Officer and Fire Department in maintaining the road name database and updating the Street Index once per year.

Donna Tippett will oversee consulting staff in assisting the Public Works Department with the Road Maintenance Survey Program once per year.

Donna Tippett will oversee creation of data layers on an as-needed basis.

E. Other Tasks

Task 11: Services Coordination

Rebeccah Schaffner-Tousignant will provide oversight and project coordination to ensure appropriate levels of staff communication with one another and Town officials as well as ensuring all responsibilities are met to the satisfaction of the Town.

Task 12: Town Representation

Consulting staff will represent the Town at regional and state meetings.

Task 13: Grant Applications

Consulting staff will assist with preparation of planning and economic development grant applications.

Task 14: Departmental Budgeting

Consulting staff will prepare and administer a departmental budget with the Town Manager.

F. Budget

See attached budget worksheet.

IV. Legal Actions

The Greater Portland Council of Governments has no pending or resolved legal actions.

V. Insurance Coverage Certificate

See attached certificate

VI. References

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