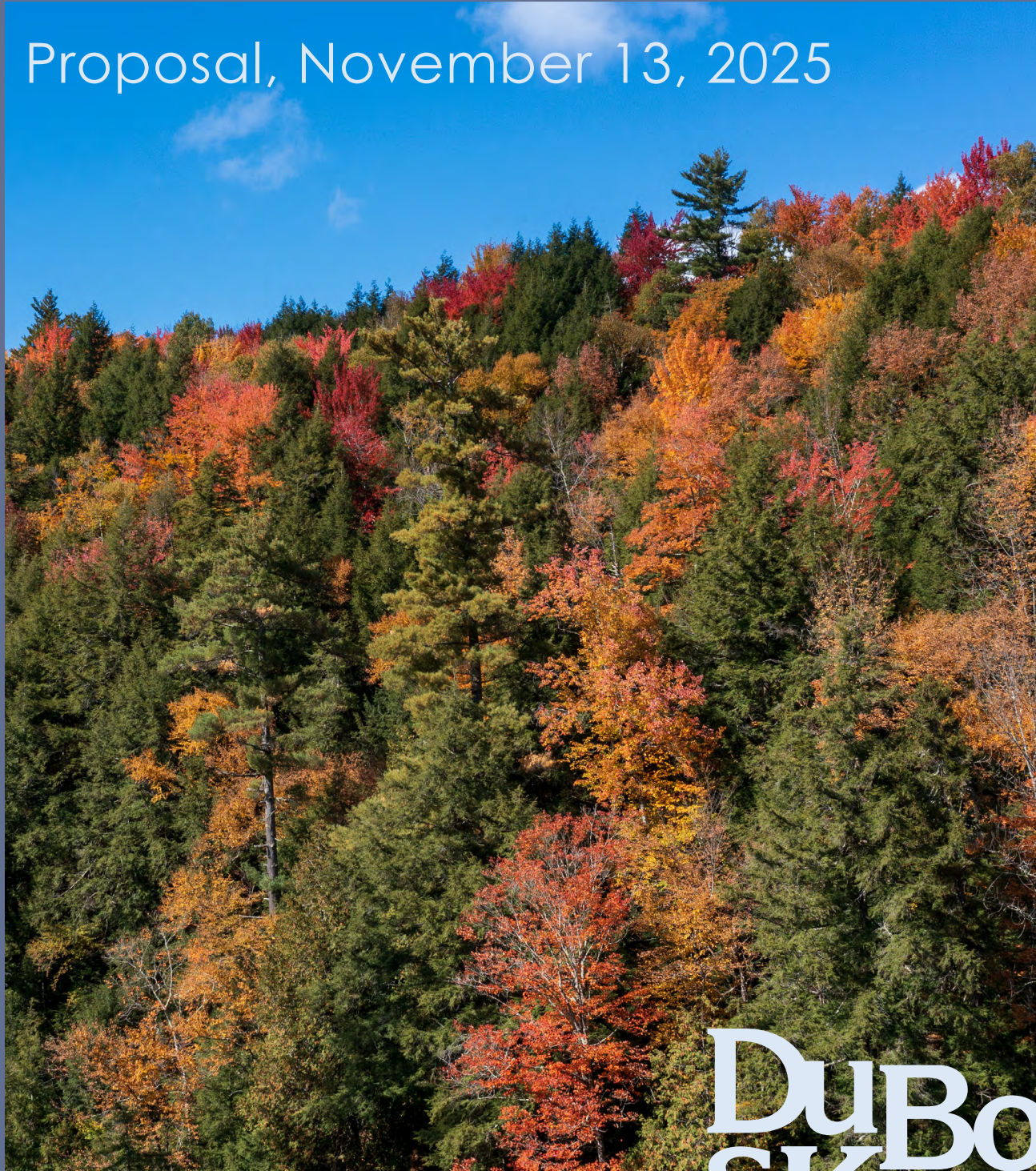


# Casco, Maine

*Planning Services for Zoning Rewrite in Casco Village District*

Proposal, November 13, 2025



DuBois  
& King<sup>inc.</sup>





231198X  
November 13, 2025

Anthony Ward, Town Manager  
635 Meadow Road Casco, ME 04015  
via email: [award@cascomaine.org](mailto:award@cascomaine.org)

**Subject: Planning Services for Zoning Rewrite in Casco Village District**

Dear Mr. Ward and Members of the Selection Committee,

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

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

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

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

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

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

Sincerely,  
**DuBois & King, Inc.**



Dan Mallach, PLA, AICP  
Project Manager/Certified Planner



Emily Lewis, PLA, LEED AP  
Planning and Landscape Architecture  
Group Manager

## Statement of Qualifications

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



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

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

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

## Similar Projects

### Vermont Planning Manual



Enabling Better Places Through Incremental Local Bylaw Reform

#### 2.5. Housing Types

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

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

##### Accessory Dwelling Units



Randolph; Image Credit: DuBois & King

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

##### Live-Work



Barnet; Image Credit: DuBois & King

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

### Excerpt from Vermont Planning Manual

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

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



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

## Strategic Planning Process, Guilford, Vermont



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

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

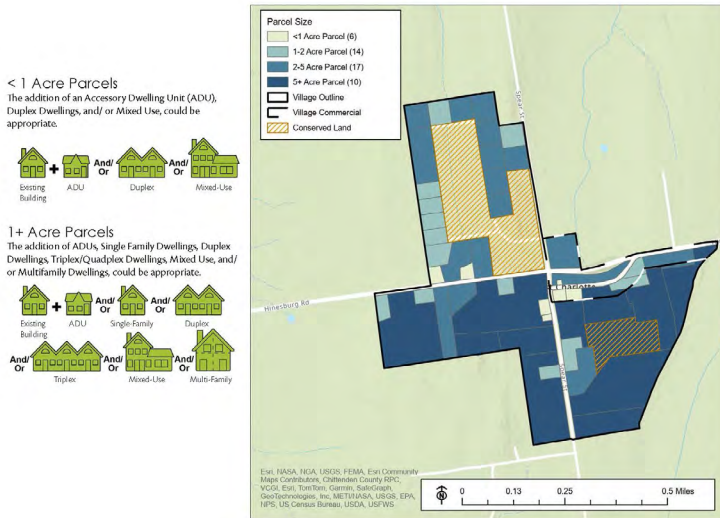
D&K worked closely with CCRPC to develop designs and accompanying regulatory recommendations for a new Milton Downtown Core—a direct result of the Community Visit process, Milton on the Move. One of three key priorities identified in that process, the project included creating a central, walkable, and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



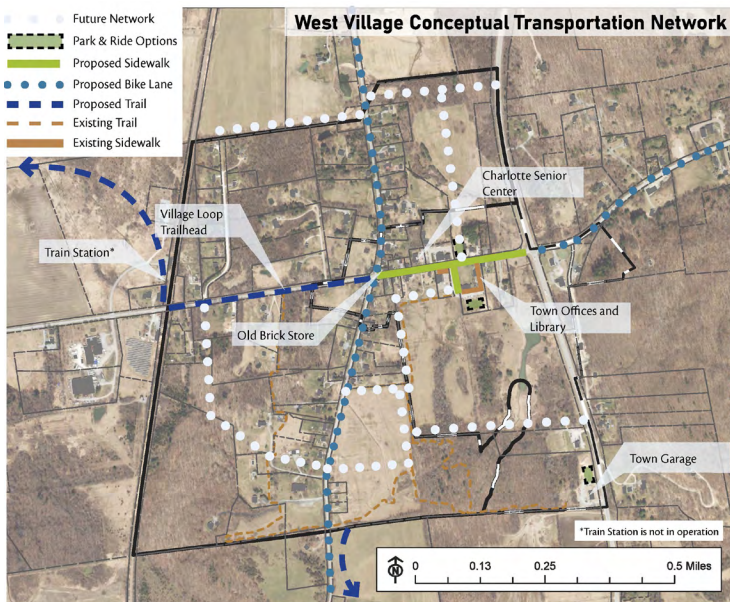
D&K facilitated public engagement workshops and presentations to inform conceptual designs for the Downtown Core. Additional public engagement included targeted stakeholder interviews, a visual preference survey, public design workshop, and a project website. The planning process resulted in a conceptual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



## Charlotte East and West Villages Plan CCRPC, Charlotte, Vermont



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



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

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

## Landscape Architecture Design, Community Outdoor Recreation, Windham, Maine



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





## Downtown Master Plan, Gardiner, Maine



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

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

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

## Project Approach

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

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

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

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

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

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

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

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

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

## Scope of Work

### A. Project Management

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

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

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

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

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

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

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

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

***Deliverables:*** *Notes from Monthly Virtual Check-Ins.*

### B. Physical Features Data Collection and Document Review

#### Task B1: Data Collection

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

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

***Deliverables:*** *Base map of existing conditions.*



## Task B2: Document Review

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

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

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

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

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

**Deliverables:** *Written analysis of physical features and relevant documents.*

## C. Public Engagement

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

One technique for successfully engaging larger groups is by creating several smaller breakout groups (about six to eight people) for separate brainstorming sessions. Smaller groups

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



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

## Task C1: Initial Public Forum

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

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

**Deliverables:** *Notes and results of the Initial Public Forum.*

## Task C2: Real Estate and Construction Industry Input

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

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

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

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

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

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

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

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

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

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

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

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

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

Example rendering developed for Milton's Downtown Core





### Task C5: Public Hearings and Adoption Process

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

**Deliverables:** *Participation in up to three public hearings.*

### Task C6: Advertising Materials

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

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

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

## D. Zoning Ordinance Rewrite

### Task D1: Draft Zoning Ordinance Rewrite

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

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

Amendments to zoning provisions beyond the Casco Village District provisions may include:

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

Amendments to Subdivision of Land provisions may include:

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

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

### Task D2: Final Zoning Ordinance Rewrite

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

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

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

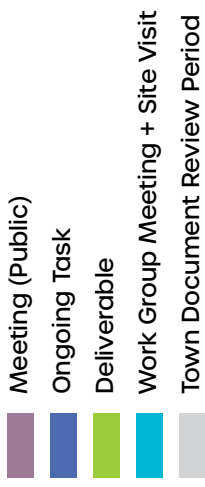
## Schedule

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

## Proposed Schedule

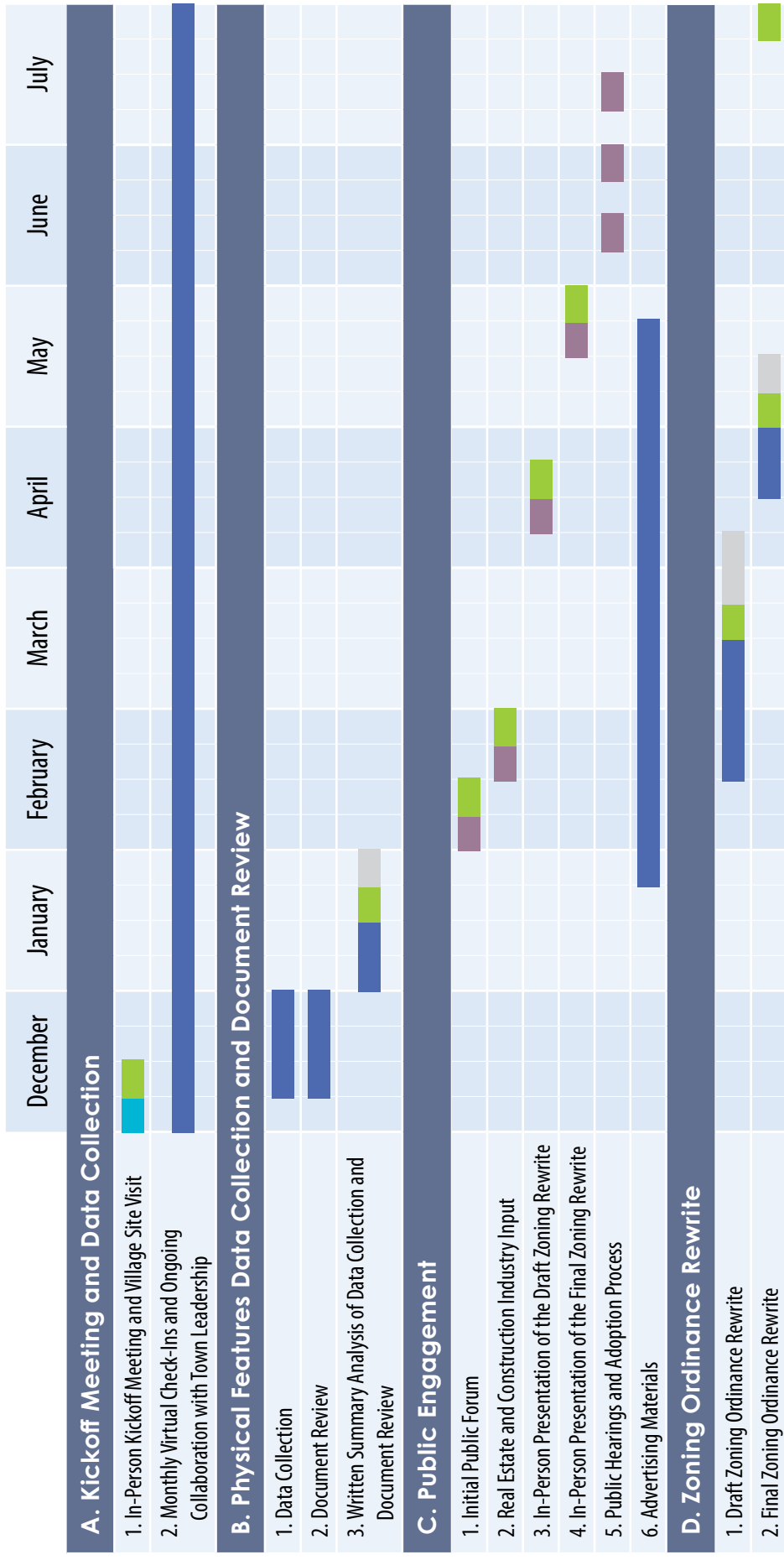
Our schedule calls for the adoption hearing process to commence approximately six months after the project starts. This timeline includes blocks for the Work Group's review of the Draft and Final Zoning Rewrite deliverables prior to public presentation and the adoption hearings.

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



2025

2026





## Team Members

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

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

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

has 18 years of experience with local bylaws, from drafting text, working through to adoption, and then implementation as both public consultant and private sector practitioner. He has written more than 600 formal review letters of municipal applications ranging from single-family homes to larger neighborhoods and commercial and institutional development projects. He has prepared designs for plans for housing, streetscapes, independent living, and park projects, coordinating with public entities and private property owners. As an ISA Certified Arborist, Dan has an interest in urban forestry and natural resource management; he regularly performs wetland delineations and natural resource inventories for public infrastructure projects. Dan recently completed the Outdoor Recreation Planning project in Windham, Maine. He led planning and community engagement for Guilford, VT's Strategic Planning Process and has provided master planning and design for village and downtown projects in eight VT communities. In addition to providing day-to-day management and serving as the Town's primary point-of-contact, Dan will focus on Casco's community engagement and Zoning Rewrite drafting efforts.



**Emily Lewis, PLA, LEED AP,  
Landscape Architect,**

has 18 years of experience in the design and planning of public facilities, including stormwater, recreation, environmental restoration and community design projects. Each of her projects begins with extensive community coordination and engagement. Emily's experience ranges from master plans to construction documents, and she has hands-on experience



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

**Andrea Haynes, PLA, Planner/  
Landscape Architect,**

has 10 years of experience providing planning and landscape architecture for municipalities, planning commissions, schools, and recreation facilities. She regularly works with the public and stakeholders to develop planning documents that are cost-effective, implementable, and approachable, and synthesize complex data to create user-friendly planning documents. She recently completed Lake Wise assessments for Silver Lake in Barnard, VT, conducting a public meeting to educate homeowners on best land management practices to reduce erosion, stormwater runoff, and nutrient pollution, and encourage homeowners to sign up for a Lake Wise assessment. Andrea will draft zoning recommendations related to housing, flood risk management, and the prioritization of public facilities and infrastructure initiatives.



**Kait Campbell, Landscape  
Designer/Community Planner,**

has three years of experience working with public and private institutions, as well as municipalities to develop plans for streetscapes, town and village master plans, large campuses, local sites, and municipal recreation. She has experience using a range of tools, including ArcGIS, Adobe Creative Cloud, QGIS, and AutoCAD. Kait has supported public engagement and design efforts for the Milton Downtown Core Master Plan, the Charlotte East and West Villages Plan, and the Town Common Redesign in Northfield. She is currently supporting the planning of Williston, VT's US 2 corridor. Kait will support public engagement and design efforts.



Cost Proposal

Cost Proposal

	Dan Mallach Project Manager	Emily Lewis Landscape Architect	Andrea Haynes Landscape Architect	Kait Campbell Designer/Planner	Totals
A. Kickoff Meeting and Data Collection					
1. In-Person Kickoff Meeting and Village Site Visit	10	12			22
2. Monthly Virtual Check-Ins and Ongoing Collaboration with Town Leadership	12	2	2	2	18
B. Physical Features Data Collection and Document Review					
1. Data Collection	2		6	12	20
2. Document Review	8	2	2	4	16
3. Written Summary Analysis of Data Collection and Document Review	8			2	10
C. Public Engagement					
1. Initial Public Forum	12		12		24
2. Real Estate and Construction Industry Input	6	2			8
3. In-Person Presentation of the Draft Zoning Rewrite	12	2			14
4. In-Person Presentation of the Final Zoning Rewrite	12				12
5. Public Hearings and Adoption Process	6			2	8
6. Advertising Materials			2	12	14
D. Zoning Ordinance Rewrite					
1. Draft Zoning Ordinance Rewrite	24	16	16	12	
2. Final Zoning Ordinance Rewrite	12	6	6	2	
TOTAL HOURS	124	42	46	48	260
LABOR RATE	\$140.00	\$140.00	\$115.00	\$105.00	
COST PER INDIVIDUAL	\$17,360	\$5,880	\$5,290	\$5,040	
	LABOR TOTAL				\$33,570
DIRECT EXPENSES					
Travel: 1,132 miles at \$0.70 = \$792					
Meals: Partial Per Diem (4 days at \$44.25) = \$177					
Lodging: (2 Nights at \$96.00) = \$192					
Copying: \$100				DIRECT TOTAL	\$1,261
				TOTAL FEE	\$34,831



## References

**Contact:** Alison Low, AICP, Senior Planner, Northeastern Vermont Development Association, [alow@nvda.net](mailto:alow@nvda.net)

**Project:** *Vermont Planning Manual*

**Contact:** Jeannette Tokarz, Guilford Planning Commission Chair, [jeannettetokarzpc@gmail.com](mailto:jeannettetokarzpc@gmail.com)

**Project:** *Strategic Planning Process, Guilford*

**Contact:** Larry Lewack, Former Charlotte Town Planner, [veepdirect@gmail.com](mailto:veepdirect@gmail.com)

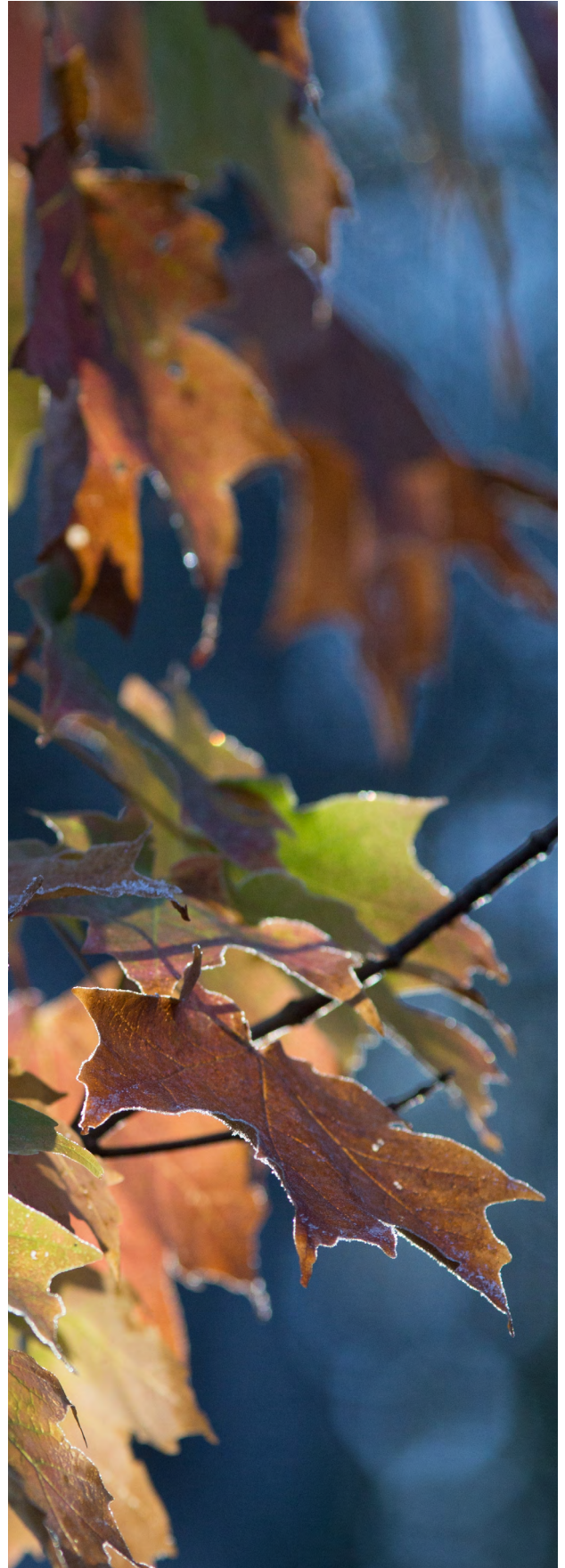
**Project:** *Charlotte East and West Villages Plan*

**Contact:** Linda Brooks, Director, Windham Parks and Recreation, [ljbrooks@windhammaine.us](mailto:ljbrooks@windhammaine.us)

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

**Contact:** Cymone Bedford, AICP, Planning, DEI, and Development Review Director, Town of Milton, [cbedford@miltonvt.gov](mailto:cbedford@miltonvt.gov)

**Project:** *Milton Downtown Core*





## Dan Mallach

PLA, AICP,  
ISA Certified Arborist  
**PROJECT MANAGER/  
CERTIFIED PLANNER**

## Years of Experience

18

## Education

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

## Registrations

Professional Landscape  
Architect: VT 133752

American Institute of  
Certified Planners

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

## Experience

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

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

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

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

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

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





## Emily Lewis

PLA, LEED AP  
LANDSCAPE ARCHITECT/  
PLANNER

## Years of Experience

18

## Education

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

## Registrations

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

## Affiliations

President, American Society of Landscape Architects, Vermont Chapter

## Experience

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

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

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

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

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

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



## Andrea Haynes

### PLA PLANNER/ LANDSCAPE ARCHITECT

## Years of Experience

10

## Education

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

Master of Landscape  
Architecture, Cornell  
University, 2014

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

## Registrations

Professional Landscape  
Architect: VT 133802

Vermont Natural Shoreland  
Erosion Control Certification,  
VT ANR

## Experience

### **Landscape Architecture Design, Community Outdoor Recreation, Windham, ME.**

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

### **Town Common Redesign, Northfield, VT.**

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

### **Benson Village Center Community and Recreational Facilities Project, Benson, VT.**

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

### **Lake Wise Assessments, Silver Lake, Barnard, VT.**

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

### **Traffic Calming Study, Lincoln, VT.**

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





# Kait Campbell

## LANDSCAPE DESIGNER/ COMMUNITY PLANNER

### Years of Experience

3

### Education

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

### Registrations

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

### Affiliations

Board Member, Permaculture  
Association of the Northeast

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## Experience

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

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

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

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

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

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