

# PROPOSAL FOR COMPREHENSIVE PLAN CONSULTING SERVICES

Town of Carrabassett Valley, Maine



**Prepared by The Musson Group**  
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September 23, 2022

Chris Parks, Town Manager and Mark Green, Interim Town Manager  
Town of Carrabassett Valley, Maine  
1001 Carriage Road Carrabassett Valley, ME 04947

Re: Comprehensive Plan Consulting Services, Town of Carrabassett Valley, Maine

Dear Mr. Parks and Mr. Green,

The Town of Carrabassett Valley is a beloved year-round community. It is well known for its outdoor recreation opportunities (skiing, hiking, golf, fishing, hunting, swimming, etc.) as well as for its small town feel and rural quality of life. The Town is also grappling with a complex set of challenges such as affordable year-round housing, balanced economic development, and meeting the needs of diverse group of major stakeholders (seasonal property owners, recreational organizations, and large woodland property owners including the Penobscot Nation).

A high-quality comprehensive plan exists not just to meet state-mandated goals, but to help a community find consensus on seemingly intractable issues, inspire communities to think intentionally and holistically about how they want to manage change, and to act as a springboard for future planning projects. Comprehensive plans can also help define how a municipality can support other important community topics like public health, energy use, aging in place, food systems, and climate resilience.

On behalf of the project team, I am excited to submit this proposal for services in support of the Town of Carrabassett Valley Comprehensive Plan update. The Musson Group team brings experience from a broad range of local and regional planning projects working with communities much like Carrabassett Valley. We strive to keep communication open and to keep projects as simple as possible. Overall, this team offers an unparalleled combination of planning and community engagement skills, GIS abilities, local knowledge, and professionalism.

Thank you for your consideration. We look forward to speaking with you further about this project.

Sincerely,

The Musson Group

Noel Musson, Principal  
The Musson Group

# PROJECT UNDERSTANDING AND APPROACH

## *Project Understanding*

Based on our review of the Request for Proposal, we understand that the Town seeks to have an update to its existing comprehensive plan. This plan will be the third comprehensive plan for Carrabassett Valley and will build on the strengths of the 1984 and 2003 plans, while also providing an analysis of what has changed over the years. In addition, this planning process provides an opportunity to bring together residents, business owners, land owners and major stakeholders, such as the Penobscot Nation and the Sugarloaf Mountain Corporation, to decide what is important for the future of the community.

## *Project Approach*

The Musson Group believes comprehensive plans and the associated planning process should celebrate a community: what makes it unique, how it is changing, and what is needed for the future. Comprehensive Plans should reflect the values and vision of the community, while also identifying future potential and key strategies for managing change. The planning process is just as important as the product, and the process should inspire communities to seek common ground and think creatively and holistically about the future.

The Musson Group understands that Carrabassett Valley wants a comprehensive plan and planning process that draws on the 1984 and 2003 comprehensive plans, emphasizes community engagement and consensus building, and brings new ideas to the table. After an initial data-gathering period, we produce a series of inventory sections and a summary existing conditions analysis that helps identify key issues in the community and inform the next stage of the process.

Through close coordination with the Comprehensive Planning Committee, we will then facilitate an inclusive community workshop that helps distill the community vision, values and guiding principles for planning and land use in Carrabassett Valley. With that vision in place, we will work together with the committee, town staff and stakeholders to develop goals, objectives, and strategic recommendations. The following pages outline our approach and timeline in more detail.

Given that there are many out-of-town land owners and key stakeholders in Carrabassett Valley, we proposed a mixture of in-person and online (Zoom) meetings as deemed appropriate by the Town. The project kick-off, the Community Visioning Workshop and other key presentations would be held in person. At the outset of the project, we will develop a community engagement strategy to determine how stakeholders should be engaged and the message that is communicated by Comprehensive Plan Committee members and others. Proposed meetings are noted in the outline of services and timeline below.

# OUTLINE OF SERVICES

Our typical comprehensive plan update process includes the following scope of services. For discussion purposes we have included a proposed number of meetings, identified whether they would be in person or online, and highlighted where intensive community engagement takes place in the process.

## **Task 1. Project Kickoff Meeting**

As an initial step we will meet with Town staff, committee members, and others to discuss the planning process, schedule, overarching community concerns and goals, key stakeholders, important existing plans/studies, and how best to communicate with the town leadership and other relevant committees.

Deliverables from this task may include:

- One (1) in person meeting
- Defined scope of work and draft schedule
- Preliminary stakeholder list
- Community engagement plan

## **Task 2. Inventory and Analysis**

For this task we will complete the required inventory and analysis chapters (e.g. Housing, Economy, Natural Resources, etc.). Members of our team will work with Town staff to collect data on building permit activity, the location of new developments, and conservation efforts. We will also reach out to key stakeholders to collect data as needed. The majority of the effort in this stage is technical writing and an evaluation/interpretation of data, development of clear tables, charts, infographics and concise summary text which effectively communicate trends and findings. There will be one to two check-in meetings with the Town during this phase, at which time we will also discuss drafts of a community wide survey.

Deliverables from this task include:

- Two (2) check-in meetings online (Zoom or other preferred platform)
- Targeted interviews with key stakeholders and organizations
- Draft community wide survey
- Individual chapter reports
- GIS data and maps (including interactive ArcGIS online map)
- Summary of key findings (which can be in PDF format for website use, email, etc.)

## **Task 3. Initial Community Engagement and Preliminary Future Land Use Discussions**

This task focuses on initial community engagement opportunities and discussions about future land use scenarios. We will facilitate a community workshop where we can present key findings from the Inventory stage and engage participants in a discussion about the future of the community. The workshop will ask participants to identify what they value about Carrabassett Valley, what concerns they have, and how they envision the future for their town. Using information from our outreach we can discuss whether modifications are needed to the existing Vision Statement and the Future Land Use Plan.

As part of this phase of the project we will also work with the Town to distribute a Comprehensive Plan Survey. Survey results will be summarized for further discussion in developing goals, objectives and strategies.

Deliverables from this task include:

- Comprehensive plan survey and summarized results
- A presentation of existing conditions and key findings
- An in-person community visioning workshop
- A draft Vision Statement
- Draft Future Land Use Map

#### **Task 4. Goals, Strategies, and Implementation**

This task focuses on development of master list of goals and strategies. Typically, these are organized around the States policy topic areas, but they may also line up around several cross-cutting themes (e.g. livability, mobility, etc.). Implementation work will focus on taking the master list of goals and strategies and transforming it into a prioritized list with defined timeframes and responsibilities.

We will review the goals, objective and strategies presented in the 2003 Comprehensive Plan with the Committee and evaluate which have been completed and which ones should be included in the update. Additional goals, objectives, and strategies will help reflect new ideas and core community values. We will work with the Committee, key stakeholders, and local subject matter experts to refine the vision statement and Future Land Use Plan and to prioritize recommendations.

Deliverables from this task include:

- Regular meetings (monthly or bi-weekly, to be determined in draft schedule), online
- Follow up interviews with key stakeholders and organizations, town boards, and tribal leaders
- A summary document with written goals, objectives, and strategies
- A summary document that guides implementation

#### **Task 5. Second Community Outreach**

At this stage of the project, the draft goals, objectives, strategies and the draft Future Land Use plan will be presented to the Town Selectboard, key stakeholders, and public for review. The purpose of this presentation will be to explain the format of the plan document, share plan priorities, and give the community a chance to provide suggestions and comments before a Draft of the Plan is solidified.

Deliverables from this task include:

- One (1) in person or online presentation of draft plan
- Feedback collected and incorporated into plan document

#### **Task 6. Final Document and Consistency Approval by State**

This last task involves pulling together all of the pieces of a final draft of the Comprehensive Plan. This includes the required topic areas, analysis, infographics, goals, policies and strategies, and other sections required by the state. In addition, the document is formatted to be user-friendly and easy to share.

A draft of the Plan will go the state for review and a finding of consistency with the provisions of the Growth Management Act. The state review usually generates several suggestions and comments that will need to be addressed in a draft plan for a finding of consistency. We will work with the Town to address each review comment and draft responses in a revised plan draft.

Deliverables from this task include:

- Printed version of the plan and maps
- PDF version of the plan and maps
- Interactive online story map for high-level overview
- Coordination forms for state consistency review

### **Task 7. Town Review and Adoption**

The Town will go through its own process for adopting the Comprehensive Plan which includes a presentation to the Planning Board and Town Meeting. This often includes an additional public hearing, advertised at least 30 days in advance of the date of the hearing. We will assist the Town in presenting the updated Plan in these meetings.

Deliverables from this task include:

- Adopted Comprehensive Plan

## **PROPOSED TIMELINE**

Below is a suggested timeline of the tasks outlined above. We will work with the town to refine the overall task list and schedule as needed.

<b>TASK</b>	<b>PROPOSED TIMELINE</b>
Task 1. Project Kickoff Meeting	Fall 2023
Task 2. Inventory and Analysis	Fall 2022 – Winter 2023
Task 3. Initial Community Engagement and Future Land Use Discussion	Late Winter 2023
Task 4. Goals, Strategies, and Implementation	Spring 2023 – Fall 2023
Task 5. Second Community Outreach	Fall 2023
Task 6. Final Document and Consistency Approval by State	Winter 2024
Task 7. Town Review and Adoption	Winter 2024

# QUALIFICATIONS AND PROJECT TEAM

The Musson Group strives to provide clients with the highest levels of service. We pride ourselves on building trust, producing cost-effective and solution-oriented work, and providing accessible and approachable communication and expertise.

We can offer the Town of Carrabassett Valley:

- A full range of interdisciplinary planning skills including land use analysis; economic development; zoning and ordinance writing; parks, trails, and open space planning; federal and state permitting; mapping and GIS analysis; and grant writing.
- Experience at communication of complex issues and community engagement.
- Demonstrated ability to build consensus among diverse stakeholders and to help successfully chart a course for future plan implementation.

## THE MUSSON GROUP

**Noel Musson, Principal Planner.** Noel Musson will serve as the principal planner for this project. Noel has over two decades of experience working on planning, economic development, and permitting projects. Over that time, he has worked with a range of clients in the public and private sector. Noel will work closely with Susanne and other members of the project team throughout the project, including participation in key public engagement, committee meetings, Council updates, and document drafting.

**Susanne Paul, Senior Planner / Project Manager.** Susanne Paul will serve as the Senior Planner and Project Manager for this project. She brings extensive experience in public sector planning, community engagement, data analysis, high-level GIS analyses, regulatory writing, map graphics and document production. Susanne has recent experience working on comprehensive plans for the City of Rockland, the City of Belfast, and Town of Swans Island with The Musson Group. Prior to joining The Musson Group, she worked for almost a decade as a planner with the Maryland-National Capital Park and Planning Commission (M-NCPPC) in the Washington, DC region. In that role she worked on the Bethesda Downtown Plan, the Westbard Sector Plan, Thrive Montgomery 2050 -- the 30-year Montgomery County General Plan, and numerous studies analyzing equity, access, parks, trails, recreation, and open space issues. Susanne will be the primary point of contact and be responsible for working with the project committee, stakeholder engagement, and overseeing the data analysis and mapping needs.

**Cali Martinez, Associate Planner.** Cali Martinez will provide extensive project support including research, data gathering and analysis during the inventory stage of this project. She will also be key in helping to support the community outreach and public engagement efforts, as well as document editing and production. Cali is a recent graduate of the College of the Atlantic where she studied Human Ecology with a focus on sustainable design and community engagement, and was involved in several campus planning and development projects.

Resumes are included on the following pages.

# ADDITIONAL RESOURCES

In addition to the core team members listed above, we greatly benefit from our working relationships with a variety of other complementary experts, including planners, economic development and housing analysts, and public engagement and community outreach professionals. For this project we have included the following additional team members who can be engaged, as needed, throughout the project.

**North Star Planning.** North Star Planning can provide additional project support for analysis and technical writing. North Star has extensive experience with comprehensive planning projects in Maine and New England.

- Ben Smith, Principal Planner, North Start Planning
- Logan Capone, Planner, North Star Planning
- Samantha Peikes, Associate Planner, North Star Planning

**RS Leonard Landscape Architecture.** Regina Leonard, Principal Landscape Architect, is available for technical design work and concept planning. RS Leonard Landscape Architecture has over 20 years of experience in public-sector planning and design for civic projects, community outreach and public process.



Photo credit to Sugarloaf Mountain Hotel via Google Street View



# REPRESENTATIVE PROJECTS

**COMPREHENSIVE PLANS.** The Musson Group has experience working with many communities on updating their comprehensive plans. These projects include public outreach and data analysis of several key areas including housing, economy, marine resources, and transportation. In each case the planning process has involved working with the local committees and leadership to develop key findings, goals, and action items related to economic vitality, livability, mobility, and sustainability. In addition, we have developed wide-ranging public engagement opportunities to facilitate discussion and seek input from the public and stakeholders. Recent comprehensive plans include:

- **Town of Saint George:** Approved
- **City of Rockland:** Completed, in State review.
- **Town of Swans Island:** Completed, in State review.
- **City of Belfast:** Ongoing, wrapping up.
- **Town of Mount Desert:** Ongoing.
- **Town of Cutler:** Ongoing.

**KATAHDIN WOODS AND WATERS NATIONAL MONUMENT PLANNING PROCESS.** Katahdin Woods and Waters is an 87,500-acre National Monument on the east side of Baxter State Park. The Musson Group was the lead consulting firm working with the National Park Service and a multi-disciplinary team to develop a Foundation Document and Management Framework for the Katahdin Woods and Waters National Monument. These documents provide the vision and guiding direction for the management of the Monument. Planning for these documents included statewide community engagement process and facilitated discussions with local stakeholder groups and several national and statewide recreational and natural resource-based interest groups. The Monument is within the traditional homeland of the Penobscot Nation and The Musson Group engaged extensively with Tribal leaders (and leaders from the other Wabanaki Tribes of Maine - Maliseet, Micmac, Passamaquoddy) to integrate their perspectives, stories, and goals into the documents. Other team members on this project included North Star Planning, TJD&A, Montgomery Design, Sewall Company, and Gwen Hilton.

**FISH RIVER LAKES CONCEPT PLAN.** The Musson Group was the project lead and primary planning firm for a multidisciplinary project to develop a 30-year Concept Plan for over 50,000 acres of land in Northern Aroostook County for Irving Woodlands. The plan provides the framework for responsible future development and resource protection in an area of Maine's North Woods that has substantial recreational and residential pressures and is important to Maine's forest products industry. The planning process included a detailed inventory of the area's natural resources, overall development patterns, and key infrastructure. The project included a region wide public participation and outreach process that included multiple public meetings, engagement with over 400 existing camp owners, and active coordination with state resource agencies and NGOs. The final concept plan included a major revision to the regulatory framework for development in this region as well as the dedication of areas specifically for economic growth, resource protection, and public access. The plan also includes a large conservation easement for permanent working forest protection, areas for community economic development, and a cap on future residential development.

**MOUNT DESERT ISLAND HOUSING STUDY.** The Musson Group partnered with Camoin Associates on a housing study for the Island Housing Trust. The study analyzed statistical data for the four towns that make up Mount Desert Island and evaluated the demand for housing, as well as obstacles in developing it. The project identified action items and tools for Island Housing Trust and others to pursue and engaged the public and island-wide employers in facilitated discussions, public meetings, and in-person interviews.

**DOWNTOWN MASTER PLAN, TOWN OF GREENVILLE.** The Town of Greenville engaged The Musson Group to develop a downtown revitalization plan to dovetail with the “America’s Crown Jewel” initiative, a regional economic development rebranding project for the Moosehead Lake area. The project included landscape architects and engineers to study streetscape needs, infrastructure needs, and zoning. The revitalization plan designed specific action items, priorities, timelines, responsible parties, and a funding road map to implement the town’s vision for the future.

**WESTBARD SECTOR PLAN, BETHESDA, MARYLAND.** The Westbard Sector Plan was one of Montgomery County, Maryland’s oldest and most out of date community comprehensive plans, with badly needed updates to zoning, mobility and affordable housing. In her previous job, Susanne was the lead park planner on the comprehensive planning team, leading the M-NCPPC Parks Department role in visioning and charrettes, public engagement, mapping, analysis, and drafting recommendations for the sector. When one of the recommended public amenities, the Willett Branch Greenway, became the major recommendation in the plan, Susanne shepherded the vision for this amenity through the Planning Board and County Council approval processes. She was responsible for the mapping, analysis, writing, conceptualization, community engagement and public presentations to the Planning Board and County Council on the Greenway. Susanne managed regular stakeholder meetings and close coordination with engineers, archaeologists, land use attorneys, landscape architects, maintenance and operations staff, foresters, planners, county leadership, and the local non-profit advocacy group involved in this complex project.

**BETHESDA DOWNTOWN PLAN, BETHESDA, MARYLAND.** Susanne was a key M-NCPPC Parks Department staff member on the Bethesda Downtown Plan. Bethesda, Maryland is a highly affluent and fast-growing area of Montgomery County, MD facing tremendous development pressure. During this planning process, Susanne represented the Parks Department at community listening sessions, charrettes, and community meetings and presentations. Susanne also wrote the existing conditions, analysis, and Parks Department recommendations for the plan’s parks and open space chapter, and created high-quality maps and graphics.

**LAND USE ORDINANCE REWRITE, TOWN OF MOUNT DESERT.** The Musson Group works closely with the Town of Mount Desert on an ongoing basis to help facilitate and draft revisions to the Land Use Ordinance and other ordinances. This process involves working with a committee of citizens, communicating with the Board of Selectmen, and coordinating with the Planning Board. The Musson Group is also responsible for organizing and facilitating the public outreach process including public meetings and presentations at annual Town meetings.

# STATEMENT OF COSTS

If selected for the project, The Musson Group will work closely with the Town to refine the scope of work as needed. The estimated budget outlined below represents a best estimate for the time needed to complete a full scope of services as outlined above. Mass printing for public meetings, advertisements and other fees are not included in the budget outlined below. Other costs typically associated with Comprehensive Plans which cannot be anticipated at this time include advertising, website registration, survey costs, printing, and food.

Task	Estimated Budget	Approximate Percentage of Overall Project
Task 1. Kickoff Meeting	\$1,000	5%
Task 2. Inventory and Analysis	\$20,000	25%
Task 3. Initial Community Engagement	\$7,000	15%
Task 4. Identifying Goals, Objectives, Strategies	\$22,000	25%
Task 5. Community Outreach	\$5,000	10%
Task 6. Final Document Preparation*	\$10,000	15%
Task 7. Town Approval Consistency Approval by State	\$2,500	5%
<b>Project Total</b>	<b>\$67,500</b>	<b>100%</b>
*Includes time for 50 copies of final plan		

Invoices for services are typically issued monthly on the basis of time actually expended, plus reimbursement of direct expenses incurred. We are happy to work with the Town to maximize available resources throughout the project.

The following Fee Schedule details our hourly rates and fee structure.

## Schedule of Charges (Effective June 1, 2022)

Hourly Labor Rates	
Principal/Project Manager	\$130.00/hour
Senior Planner	\$110.00/hour
Associate Planner	\$80.00/hour
Sub-consultant fees processed through The Musson Group are subject to a 10% mark up to cover our direct costs associated with retaining those services. Mileage will be billed at the current IRS rates. Photocopies, prints, fees, and other project related reimbursable expenses will be billed at cost	

# THE MUSSON GROUP

# NOEL MUSSON

## PLANNER • PRINCIPAL



207.944.3132



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### SELECTED PROJECTS

City of Rockland, Maine  
*Comprehensive Plan*  
*Harbor Management Plan*

City of Belfast, Maine  
*Comprehensive Plan*

Town of Swans Island, Maine  
*Comprehensive Plan*

Town of St. George, Maine  
*Comprehensive Plan*

Town of Cutler, Maine  
*Comprehensive Plan*

Katahdin Woods and Waters  
*National Monument Management Plan*

Fish River Chain of Lakes  
*Regional Concept Plan*

Mount Desert Island  
*Housing Study*

Town of Greenville, Maine  
*Downtown Master Plan*

Grand Lake Stream  
*Community Planning Process*

Town of Mount Desert  
*Land Use Ordinance Rewrite*

### AREAS OF PRACTICE

### BACKGROUND

Noel Musson is the owner and principal planner at The Musson Group. Noel specializes in policy and regulatory planning, public engagement, land development, project management, and focused studies such as harbor management planning and working waterfront access analysis. He has extensive public and private sector experience working on projects ranging from community and regional master plans, land use ordinance re-writes, private sector permitting, and construction management and administration.

Noel has a participatory approach to planning that seeks to engage clients and stakeholders to help lead projects from high-level visioning through to implementation. He is trained to identify strategic alternatives to development issues through a comprehensive understanding of the physical and natural landscape, community trends and desires, and economic conditions. He is a trained facilitator and is an expert in relating complex issues to the public, managing multi-disciplinary teams, and land use regulations.

Noel grew up on Mount Desert Island and has a lifelong connection with the coast of Maine and Acadia National Park.

### EDUCATION

- Masters in Community Planning and Development | *Edmund S. Muskie School of Public Service, University of Southern Maine*
- Bachelor of Arts, Political Science | *University of Maine*

### CERTIFICATIONS

- Certified Community Development Block Grant Program Administrator
- Certified MaineDOT Local Project Administrator
- Facilitative Leadership: Maine Institute of Civic Leadership

### PROFESSIONAL BACKGROUND

- Principal / Project Manager at The Musson Group (2012 to present)
- Project Manager / Planner / Branch Manager at CES, Inc. (2004 to 2012)
- Planning Director, Town of Harpswell, Maine (2002 to 2004)

### PROFESSIONAL MEMBERSHIPS & SERVICE

- Member, Maine Association of Planners
- Member, Northern New England Chapter of the American Planning Association
- Member, American Planning Association
- Board Member, Harbor House Community Center

Project Management • Comprehensive Planning • Coastal Planning • Regulatory Permitting  
Public Engagement • Creative Problem Solving • Grant Writing • Municipal Planning and  
Ordinance Writing • Permitting

# THE MUSSON GROUP

## SELECTED PROJECTS

City of Rockland, Maine  
*Comprehensive Plan*

City of Belfast, Maine  
*Comprehensive Plan*

Town of Swans Island, Maine  
*Comprehensive Plan*

Town of Vinalhaven, Maine  
*Harbor Plan*

M-NCPPC Montgomery County  
*Parks, Recreation and  
Open Space (PROS) Plan*

*Westbard Sector Plan*

*Equity Focus Areas Project*

*Willett Branch Greenway Plan*

*Site Suitability Study for Dog Parks, Skate  
Parks and Community Gardens*

*Thrive Montgomery 2050*

*Bethesda Downtown Plan*

## AREAS OF PRACTICE

# SUSANNE FOGT PAUL

## SENIOR PLANNER • GIS ANALYST



202.215.4581



susanne@themussongroup.com

## BACKGROUND

Susanne Focht Paul is a versatile planning, policy, and Geographic Information Systems (GIS) professional with almost two decades of planning and project management experience in the public and non-profit sectors. Her past work ranges from small local non-profits to New York City government agencies and large regional planning organizations. Susanne is a resourceful team player with excellent analytical, writing, public speaking, and visual communication skills. She thrives on collaborative process thinking to find creative solutions to complex and multidisciplinary problems.

Most recently she worked as a Park and Trail Planner and GIS Analyst with the six-time National Parks and Recreation Association (NRPA) Gold Medal winning Maryland-National Capital Park and Planning Commission (M-NCPPC), Montgomery County Department of Parks. In this role she managed analysis, recommendations, and implementation of new parkland and trails in Planning Department Master and Sector Plans; performed high-level GIS spatial analysis to guide strategic decision-making, recommendations, and implementation; analyzed parkland and facility needs; and managed suitability studies for new facilities. Susanne worked in close collaboration with the Montgomery County Planning Department's Research Division to develop datasets, indices and maps for use in the County's 30-year General Plan and the implementation of Parks Department Capital Improvements Program projects.

## EDUCATION

- Master of City and Regional Planning | *School of Design, University of Pennsylvania, PA*
- Bachelor of Arts, Environmental Studies and Geography | *Middlebury College, VT*

## PROFESSIONAL PLANNING BACKGROUND

- Planner / GIS Analyst at The Musson Group (June 2021 to present)
- Park and Trail Planner, M-NCPPC Montgomery Parks, Maryland (2013 to 2021)
- Associate, NoMa Business Improvement District, Washington, DC (2011 to 2012)
- GIS Consultant, NYC Department of Education, NY, NY (2011)
- Planning Intern, NYC Department of Parks and Recreation, NY, NY (2010 to 2011)
- Planning Assistant, DVRPC, Philadelphia, PA (2008 to 2010)
- Program Coordinator, Rails-to-Trails Conservancy, Washington, DC (2004 to 2005)

## PROFESSIONAL MEMBERSHIPS & SERVICE

- Member, Society of Conservation GIS and American Planning Association
- Board Member, The Community School of Mount Desert Island
- Former Faculty, *CityVision*, National Building Museum, Washington, DC

## AWARDS

- 2021 Data Visualization Award, National Association of Public Data Users (APDU)  
*Equity Focus Areas Project, M-NCPPC Montgomery County Parks and Planning*

Parks, Recreation and Open Space Plans • Comprehensive Planning • Geographic Information Systems (GIS) Services • Data Collection and Analysis • Development Review • Creative Problem Solving • Grant Writing • Site Planning • Public Meeting Facilitation



**THE  
MUSSON  
GROUP**

## SELECTED PROJECTS

Town of Cutler, Maine  
*Comprehensive Plan*

Town of Mount Desert, Maine  
*Land Use and Zoning Ordinance  
Comprehensive Plan*

Technical Assistance  
*Short-Term Rental Toolkit*

City of Belfast, Maine  
*Comprehensive Plan*

College of the Atlantic  
*Davis Center for Human Ecology  
Mount Desert Center*

## AREAS OF PRACTICE

# CALI MARTINEZ

## ASSOCIATE PLANNER



207.888.2298



cali@themussongroup.com

## BACKGROUND

Cali Martinez is an Associate Planner at The Musson Group where she provides support for comprehensive planning projects, permitting, as well as research and data gathering for a variety of projects.

Cali is a 2022 graduate of College of the Atlantic with a degree in Human Ecology and a focus on planning, design and community engagement. She has three years of building project and planning experience through membership on four building project committees and a work-study position working directly with the Director of Buildings and Grounds. In these roles, Cali gained knowledge of the permitting process for campus development projects, performed land use and zoning analyses, and carried out general project management administrative tasks.

Some of her recent building projects include an on-campus student housing building and an apartment building with a storefront. Her role included filling out permits, land use and zoning research, maintaining a digital filing system, and taking building committee minutes. Through Cali's mix of education and experience she brings a unique multidisciplinary approach to her work. She is committed to a high-quality engagement process to deliver a final product that benefits both the present and future community.

## EDUCATION

- Bachelor of Arts, Human Ecology, College of the Atlantic | *Bar Harbor, ME*

## PROFESSIONAL PLANNING BACKGROUND

- Associate Planner, The Musson Group (June 2022 to present)
- Research Intern, Mount Desert 365 (Summer 2021)
- Administrative Assistant to Director of Buildings, Grounds, and Public Safety, College of the Atlantic (September 2019 - June 2022)

## PROFESSIONAL MEMBERSHIPS & SERVICE

- Member, Northern New England Chapter of the American Planning Association
- Member, Bar Harbor Comprehensive Planning Committee
- Member, Bar Harbor Planning Board

## AWARDS

- 2022 Center for Applied Human Ecology (CAHE) Prize, College of the Atlantic

Comprehensive Planning • Research and Data Collection • Permitting • Geographic Information Systems (GIS) Services