



## AGENDA

### Board of Directors Meeting

Tuesday – January 31, 2023

7:45a – 9:15a

**Remote Via Zoom**

<https://us02web.zoom.us/j/82521352704?pwd=MFlxZ2xENzU5a0RKUkU4TzFqeHN0dz09>

1. Welcome and Introductions
2. Consent Agenda Items
  - a. Minutes of December 16, 2022 Meeting (See Attachment 1)
  - b. Financial Report as of December 31, 2022 (See Attachment 2)
3. MEREDA 2023 Forecast Take-aways Leanne
4. Downtown Vision Update Mary & Dan Piltch
  - a. Zoning Ordinance Updates Charter (See Attachment 3)
  - b. Streamline Permitting Process Charter (See Attachment 4)
  - c. Assess Downtown Parking Charter (See Attachment 5)
  - d. Assess Sewer Connection Fees Charter (See Attachment 6)
5. Sewer Subsidy, Grants & Capital Improvement Planning Ed / Brett / Dan Bacon
6. Housing Committee Update Brett
  - a. PRB Downtown Housing Project Review on Feb. 15th
7. Prep for February: Annual Goals & Budget Planning Process Discussion
  - a. 2022/2023 Mid-Year Review of Goals & Milestones (See Attachment 7)
  - b. 2023/2024 Goals & Budget Planning (See Attachment 8)
  - c. ED annual performance review

#### Upcoming Dates

- Town Council Meeting on Tuesday, February 7th
- Project Review Board Meeting on Wednesday, February 15th
- FEDDC Board meeting on Tuesday, February 28<sup>th</sup> – Mid-Year Review



**DRAFT MINUTES**  
**Board of Directors Meeting**  
**December 16, 2022**  
**7:45a – 9:15a**

**In-Person L.L. Bean Headquarters**

**1. Welcome and Introductions**

**Attending Board Members:** Mary Davis, Mark Malone, Candice Rinaldi, Nikki Yanok Schneider, Dan Bacon, Tawni Whitney, Sarah Tracey, Stefanie Millitte, Leanne Barschdorf-Nichols, Becky Doten-Lizzotte, Jason Sulham.

**Not Attending.** Chip Gray, Peter Joseph, James Hendricks

**Others Attending.** Ed Bradley, Dan Piltch, Brett Richardson

**2. Consent Agenda Items**

Minutes of November 29, 2022 Meeting were unanimously approved as presented.

Financial Report as of November 31, 2022 were unanimously approved as presented.

Fiscal Year 2021 Tax Return/990. Brett raised for Board consideration the fact the FEDC is in arrears for filing its 2021 tax returns by one month. The previous accounting firm had ended its relationship with FEDC and the 990 slipped through the cracks. Brett shared a plan to rectify the issue and to petition the IRS for an abatement of penalties based on the one-time nature of the issue, staff and accounting firm turn-over, and a good faith effort to file as soon as the issue was discovered. Brett shared quotes from Runyon Kersteen Ouellette (RKO) and Berry Talbot Royer. Brett recommended retaining RKO because the quote was \$1,000 compared to \$1,850, plus RKO could complete the work by the end of the year and has an established relationship with the Town.

**Action.** The Board unanimously approved the action to retain RKO after a motion by Candice that was seconded by Mark.

### 3. **Action Item follow-up from November meeting**

Bartol Library update. Brett provided a brief update that follow-up had occurred regarding the future of Bartol and that progress between the Town and L.L. Bean was ongoing.

FEDC Board Survey regarding Downtown Vision. Brett summarized the six responses received from Board members that FEDC is on track with its DTV focus on Sewer, Housing, ordinance and design review process improvements, and business attraction.

Dan Bacon highlighted an upcoming opportunity to integrate Main Street redesign with L.L. Bean Flagship redevelopment, including undergrounding utilities. Continued and regular engagement between the Town and Bean staff will be important to sync up timelines and workplans.

Mary provided an update on the Town's development review process improvements highlighted in the Downtown Vision. Mary has begun to map out the process and shared ideas for how FEDC can support the Planning Department, including offering volunteer and staff capacity and gathering input from FEDC Board members to share with the Planning Department to inform their updates.

Mark Malone mentioned that he has heard from developers that Freeport has a reputation as one of the most difficult towns in New England for approvals.

Brett shared that former FEDC Board Member David Latulippe is available to attend the January Board meeting to share his recent experience permitting Freeport Station Apartments.

Sarah suggested a roundtable with developers, Town Councilors, and Planning Board members.

Dan Bacon agreed and emphasized the importance of including Planning staff and Planning Board members in the round table so that they can hear directly from developers to best understand the issues and begin to work towards process improvements.

Dan Piltch reminded the group that Council had allocated funding for the current fiscal year to support design ordinance improvements. Dan continued that the Town Comprehensive Plan Update would kick-off soon and that the Planning Department is a small team tasked with complex work.

Mark noted that Freeport has an unusually splintered approach to planning and project review due to the separation of powers between the Planning Board and Project Review Board. Mark observed that the Planning Board writes ordinances that they have no direct experience in working with because the PRB interprets the PB's language during

project review. Mark wondered if the PRB and PB could be combined or better integrated as part of the upcoming process improvement work.

Mary noted that Complete Streets operates in a separate jurisdiction and further complicates approvals. Mary continued that staff and volunteer Board members are good people who have the best interests of the community at heart, but they have so much work to do with limited capacity. Mary wondered how FEDC could help.

The conversation turned to potential staffing structures to support DTV and other special initiatives.

Brett provided a brief overview of possible options, including initiating a Main Street affiliation and offering FEDC staff to support Town staff on strategic priorities related to the Downtown Vision and economic development, including hosting contract staff proposed by Town Council on 12/6 within FEDC.

Nikki shared her perspective that a clear hierarchy must be defined and that the contract staff must have agency to execute. The structure wasn't clear to her yet.

Stefanie observed the benefits of approaching the opportunity as an incubation phase with plenty of flexibility to learn and adjust.

Councilor Ed Bradley suggested that the contract staff could serve as a pop-up to support grant fundraising efforts within FEDC.

Dan Bacon offered that contract staff should be technical experts who can execute projects, such as a joint CIP between the Town and Sewer District, and that the progress required more specialists rather than generalists.

Dan Piltch shared the need to convene DTV Project Management Team to navigate staffing plan and priority tasks.

Stef wondered if the Town Communication Specialist that had been proposed earlier would help address some of the current issues. Dan P. agreed that the communication function was a central need that would help address the current capacity limitations.

Mary stressed the importance for FEDC to continue its traditional role as good partner that helps how navigate development "hair balls."

Sewer Committee member Dan Bacon provided an update on the sewer work being coordinated by Ed. Dan shared that the Committee had a positive and productive first meeting. The Committee discussed funding needs, key projects, and funding mechanisms, such as grants, assessment districts, or other.

The Board discussed the benefits that the District provides to economic development, including that almost all Freeport businesses are served by the District.

Ed B. shared that the committee has started out well; but will need resources soon for technical assistance soon to advance the work. Dan Piltch shared that the Downtown Task Force would be developing projects and funding requests for the upcoming Town budgeting process or that the Committee could seek a special allocation now.

4. Other business.

- GPCOG expected to award a planning grant to the Town to analyze downtown parking supply and demand relative to surface parking conversion to infill development.
- An economic development-focused accessibility initiative was taking shape to promote Freeport as an accessible destination. The accessibility community spends over \$7 trillion annually in communities that take steps to be welcoming and supportive.
- A local resident had inquired about how FEDC discloses private donations. The Board discussed transparency and felt that the current audit, tax filing, and 990 form were adequate transparency.
- Tawni shared a business pitch competition concept was under development. The “On Ramp” could connect the winner with commercial real estate as proposed by Councilor Jake Daniele. The Board was supportive.
- a. Tawni also highlighted upcoming discussions about mountain biking trail development at Hedgehog mountain. The Conservation Commission has proposed a management plan that limits trail development to flat, low trails and precludes trails around the summit, which would not be attractive to the mountain biking community that enjoys trail elevation changes. Tawni shared that \$200k has been raised to date towards the \$500k needed. The Council would have a public hearing on January 17<sup>th</sup> regarding the management plan and trail advocates should attend to share support for bike trails.

The meeting adjourned at 9:37a.

Attachment 2: Financial Report as of December 31, 2022

**Freeport Economic Development Corporation**  
**Profit and Loss**  
July - December, 2022

	<u>Total</u>
<b>Income</b>	
Town Appropriation	57,500.00
Payroll Company Error Reimbursement	2,202.00
<b>Total Income</b>	<b>\$ 59,702.00</b>
<b>Gross Profit</b>	<b>\$ 59,702.00</b>
<b>Expenses</b>	
Advertising/Marketing	235.51
Business Support Expense	4,360.00
Client/Public Meetings	78.07
Conferences/Trade Show/Training	579.00
Dues/Membership	125.00
Insurance	1,059.00
Mileage/Parking	5.00
Non-Operating (deleted)	
Marketing	68.04
<b>Total Non-Operating (deleted)</b>	<b>\$ 68.04</b>
Payroll Expenses	
Fica/Medicare Exepenses	15,643.06
Gross Wages Ex. Director	33,991.46
<b>Total Payroll Expenses</b>	<b>\$ 49,634.52</b>
Payroll Processing Fees	373.30
Web Site Revisions/Maintenance	450.00
<b>Total Expenses</b>	<b>\$ 56,967.44</b>
<b>Net Operating Income</b>	<b>\$ 2,734.56</b>
<b>Other Income</b>	
Savings Interest	4.80
<b>Total Other Income</b>	<b>\$ 4.80</b>
<b>Net Other Income</b>	<b>\$ 4.80</b>
<b>Net Income</b>	<b>\$ 2,739.36</b>

Friday, Jan 27, 2023 06:01:10 AM GMT-8 - Accrual Basis

### Attachment 3. Zoning Ordinance Updates DTV Project Charter

1. General Project Information			
<b>Project Name:</b>	Zoning Ordinance Updates	<b>Date:</b>	01/16/2023
<b>Project Lead:</b>	Sam Kapala, Planning Board Chair Tod Yankee, PRB Vice-Chair	<b>Committee Name</b>	Multiple
<b>Project Facilitator:</b>	Caroline Pelletier, Town Planner	<b>Target Project End Date</b>	2023

2. Project Team Members and Stakeholders				
Name	Committee / Group	Role	Telephone	E-mail
Sam Kapala	Planning Board	Chairperson		
Tod Yankee	Project Review Board	Vice-Chairperson		

3. Project Elements
<p><b>A. Project Purpose / Goals / Impact (from the Downtown Vision Plan)</b></p> <p>“The Town has recently amended zoning in certain downtown zoning districts to allow increased density, building height, and reduced parking requirements. Enabling the kind of development shown on the catalyst site drawings will require further amendments including a defined framework of building and architectural standards, shopfront street standards, additional street types, civic space standards, districts and boundary adjustments and land use amendments.”</p>
<p><b>B. Deliverables</b> <i>Briefly list the items needed to support and advance the project (e.g., study, report, mapping, costs, etc.)</i></p> <p>This project will require review and discussion of possible amendments to many municipal ordinances including the Design Review Ordinance, Zoning Ordinance, Sign Ordinance, Street Acceptance Ordinance, and possibly the Traffic and Parking Ordinance and the Complete Streets Policy. Each update will require coordination between multiple Board and Committees.</p> <p><b>Phase One</b> of the project will be updating the Design Review Ordinance. One of the duties of the Planning Board is to “Advise the Town Council on proposed changes to the Design Review Ordinance” and they are willing to take on this role (with input from the Project Review Board).</p> <p>The Planning Board and Project Review Board have previously identified this update as a high priority, and the Downtown Visioning Process further supports this phase of the project. Any updates to the Design Review Ordinance will take into consideration the Downtown Vision Plan and in particular its stated goal to “Maintain a New England Village Center which includes human scale architecture all while encouraging different uses and activities downtown”.</p> <p>Important parts of this Ordinance update will be to clarify the vague submission requirements; replace existing subjective standards with new objective requirements that promote the character and architectural standards identified in the Vision Plan; and, to consider the appropriateness of the two Design Review Districts, the Color Overlay District and the overlapping area of the Freeport Village Overlay District. Any updates should include a pictorial / graphic “catalog” of example design elements and for which town staff, board members and applicants can use as a reference tool and to possibly allow some change with prescriptive standards. Consideration for accessibility and sustainability should be incorporated into any updated standards as they are not including in the current documents. Any updates to the Design Review Ordinance should clearly address the desire for multiple family housing development in the district and how such projects could be designed to achieve the desired outcomes of the Vision Plan.</p> <p><b>Future Phases</b> may include zoning amendments to encourage specific site features such as landscaping, buffers and adding urban design elements to activate our storefront and outdoor spaces.</p> <p>The Vision Plan proposes changes to several “Catalyst Sites,” many of which would require updates to multiple regulatory documents and involve many committees before development could begin. Given the potentially significant changes to public spaces, there should be a review of the Catalyst Sites—including a high level of public input—to obtain more detailed information on what features, projects, and elements outlined in the Vision Plan our community is trying to achieve. Two</p>

### 3. Project Elements

important areas for consideration are how and what types of housing to encourage and how to encourage more sustainable and resilient development.

Review of Zoning District and boundary lines will be more appropriate to consider upon completion of the Comprehensive Plan as any zoning/mapping changes will need to be in general harmony with the Comprehensive Plan.

#### **C. Scope** *List what the project will and will not address (include both in-scope and out-of-scope items)*

**In-scope:** Phase One of this project will include updating the Design Review Ordinance.

**Out-of-scope:** Items identified as future phases.

#### **D. Project Milestones** *Propose start and end dates for Project Phases (e.g., Kick-off, Planning, Design, Construction, Delivery) and other significant milestones*

An inventory of all Class A and B buildings was previously completed to determine whether or not such structures are still contributing to this historic and architectural components in Downtown Freeport. This new Phase One project is funded and expected to be completed in 2023.

#### **E. Budget** *List what resources are needed in the short term (through 6/30/2024) and what might be needed in the long term.*

None. \$40,000 has been allocated for Ordinance work and this project is expected to use most of that funding. The CIP may want to include funding for future phases.



## Attachment 4: Streamline Permitting Process DTV Charter

1. General Project Information			
<b>Project Name:</b>	Streamline Permitting Process	<b>Date:</b>	01/16/2023
<b>Project Lead:</b>	Sam Kapala, Planning Board Chair Lynn Hamlen, PRB Tod Yankee, PRB Chair	<b>Committee Name</b>	Multiple
<b>Project Facilitator:</b>	Caroline Pelletier, Town Planner	<b>Target Project End Date</b>	December 2020 (Phase 1)

2. Project Team Members and Stakeholders				
Name	Committee / Group	Role	Telephone	E-mail
Sam Kapala	Planning Board	Chairperson		
Tod Yankee	Project Review Board	Vice-Chairperson		
Lynn Hamlen	Project Review Board	Member		
Mary Davis	FEDC	President of the Board		
Adam Bliss	Complete Streets	Town Engineer		

3. Project Elements
<b>A. Project Purpose / Goals / Impact</b>
<p>“Throughout the process, we have heard that one of the barriers to development is the long and complicated permitting process for new development downtown. Updating the zoning and project administrative process for Downtown will provide the private sector with clear directions for how they can help implement Downtown's long-term vision in a more timely manner.”</p>
<b>B. Deliverables</b> <i>Briefly list the items needed to support and advance the project (e.g., study, report, mapping, costs, etc.)</i>
<p>This project will require review of three major ordinances regulating activities downtown – Design Review Ordinance, Subdivision Ordinance and Zoning Ordinance (Section 602 – Site Plan Review). Some of the updates will include ordinance maintenance to clarify existing standards and processes, while other efforts will be overhauling ordinances (or sections thereof).</p> <p>Clean-up of the Subdivision Ordinance has begun and will be reviewed by the Planning Board in early 2023, with input from the Project Review Board. The Planning Board may want to consider in the definitions of Major and Minor Subdivision as that impacts the level of review and reconsider the review process for multiple-family dwellings.</p> <p>Updating the Design Review Ordinance will be an important part of this project in part due to the vague submission requirements and subjective standards of the current ordinance. (See Charter 2.4 <i>Zoning Ordinance Updates</i>, however to note, any updates should include a pictorial / graphic “catalog” of example design elements and for which town staff, board members and applicants can use as a reference tool and to possibly allow some change with prescriptive standards).</p> <p>Upon completion of Ordinance updates, summaries of each of these ordinances will be developed that identify the key functional components of the ordinances (aside from the more administrative elements). Process flow charts will also be developed so that all parties can more easily understand the Design Review, Subdivision and Site Plan approval processes; FEDC will continue to work with the Town on the process mapping/flow charts.</p> <p>In addition to the above referenced ordinance updates, a supplemental part of this project should be to examine the review and approval process for private projects with public components (such as street trees or sidewalk improvements on public property). This process should be clarified and clearly reflected in relevant documents and ordinances so applicants will be understanding timing and process to get approval for changes on public property. Process- mapping should show the integration of this additional step(s) into the development review process for streamlining and efficiency for both the applicant and the Town.</p>

### 3. Project Elements

**C. Scope** *List what the project will and will not address (include both in-scope and out-of-scope items)*

**In-scope:** Design Review Ordinance, Subdivision Ordinance and Zoning Ordinance

**Out-of-scope:** Other municipal ordinances and their permitting processes

**D. Project Milestones** *Propose start and end dates for Project Phases (e.g., Kick-off, Planning, Design, Construction, Delivery) and other significant milestones*

In early steps to support this project, in 2022, changes were made to our Zoning Ordinance and fee structure for Food Truck Permitting, Temporary Activities and Seasonal Accessory Outdoor Seating in 2022. Amendments to Site Plan Review (Section 602 of the Freeport Zoning Ordinance) are underway and a recommendation has been made to the Council for ordinance amendments to streamline the site plan amendment/review process. Amendments to the Subdivision Ordinance will be ongoing. Changes to the Design Review Ordinance are expected to begin early Spring 2023.

Future Phase: Upon completion and adoption of the next Comprehensive Plan, the Planning Board will review permitting and review processes again to ensure compatibility between the ordinance language, Design Review guidelines, and the goals established in the Comp Plan. Project completion should be expected 6-9 months after Comp Plan adoption.

**E. Budget** *List what resources are needed in the short term (through 6/30/2024) and what might be needed in the long term.*

Time from Planning Department Staff. The Council has already allocated funding towards Ordinance Updates.

## Attachment 5: Assess Downtown Parking DTV Charter

GPCOG/PACTS has awarded \$63,000 to Town to conduct Downtown build-out and Route 1 South land use analyses.

1. General Project Information			
<b>Project Name:</b>	Parking Requirements Assessment	<b>Date:</b>	01/11/2023
<b>Project Lead:</b>	Brett Richardson, FEDC Sam Kapala, Planning Board Chair	<b>Committee Name</b>	Multiple
<b>Project Facilitator:</b>	Caroline Pelletier, Town Planner	<b>Target Project End Date</b>	phased

2. Project Team Members and Stakeholders				
Name	Committee / Group	Role	Telephone	E-mail
	Planning Board			
	Freeport Economic Development Corporation			
	Complete Streets Committee			
	Downtown business community			

3. Project Elements
<p><b>A. Project Purpose / Goals / Impact</b></p> <p><b>(Page 116) 2.7 Assess Parking Requirements for Downtown</b>  <i>"The Town should reassess Downtown parking needs, existing regulations and identify misalignment and opportunities for increased efficiencies. If parking requirements are too restrictive, it'll thwart conversion of empty commercial spaces"</i></p> <p><b>(Page 35) Action 4: Update zoning for Downtown to align with the long-term vision</b>  <b>Timeframe Short-term</b>  <i>"Eliminate residential parking requirements in the VC-1 and future TOD districts."</i></p> <p><b>(Page 35) Action 7: Assess Parking Requirements for Downtown</b>  <b>Timeframe Short-term</b>  <i>"The Town should reassess Downtown parking needs, existing regulations, and identify misalignment and opportunities for increased efficiencies. Parking requirements that are too restrictive will thwart conversion of existing empty commercial spaces to residential uses, and worsen any effort to fill vacant commercial space with new tenants. Taking a district-wide parking management approach will allow lots to be redeveloped even if they are too small to provide on-site parking."</i></p> <p>When parking discussions occur, there will be ongoing public concerns over the equity between parties that are required to provide parking and some providing only a portion of, or none of today's requirement. Recent parking counts and parking studies suggest that Freeport has surplus downtown parking supply, but there are also public concerns about retaining adequate parking as the town pursues development in the downtown. The key to discussions will be finding a balance between encouraging redevelopment of existing parking lots and staying sensitive to community concerns about going too far too fast in reducing parking requirements and not having enough parking.</p>
<p><b>B. Deliverables</b> <i>Briefly list the items needed to support and advance the project (e.g., study, report, mapping, costs, etc.)</i></p> <p>On behalf of the Town, FEDC has applied for a grant from GPCOG to study downtown parking. If awarded, the grant will be used to hire a firm to Summarize current parking demand trends; Assess current downtown land available for infill development; Quantify current excess parking supply; Model impacts to parking supply as infill development consumes existing surface parking; Identify the "tipping point" where conversion of existing surface parking and addition of mixed-use development will undermine accessibility and the Town's "park once" strategy; and, Recommend supply-side and demand-side adaptation strategies, such as maximizing on-street parking opportunities. The goal is to manage the parking demand "tipping point" and enable dense infill adjacent to existing regional transit. If awarded, the Town will need to issue an RFP due to the potential project cost.</p>

### 3. Project Elements

To adequately analyze parking downtown, the following related issues also need to be considered: general vehicular circulation, signage, on-street parking, and ongoing monitoring of parking lot utilization.

Consider addressing properties that are non-conforming with regards to the parking requirement and how to bring them into conformance, including a review of the 2018 Ordinance changes that whether they have resulted in any properties coming into conformity.

Shared parking is an asset that the Town should maintain.

#### **C. Scope** *List what the project will and will not address (include both in-scope and out-of-scope items)*

**In-scope:** Data analysis of existing parking supply and requirements; looking at the amount of existing on-street parking existing and whether or not there are opportunities for adding more; review vehicular circulation patterns and signage downtown; monitoring parking lot utilization.

**Out-of-scope:** Parking requirements for other than the Village Commercial I and Village Commercial II Zoning Districts. This conversation pertains to assessment and the Planning Board will not get into things such as parking garages and or EV charging requirements unless it pertains to the parking requirements. Review of circulation and signage could lead to additional projects which would be outside of the project scope.

#### **D. Project Milestones** *Propose start and end dates for Project Phases (e.g., Kick-off, Planning, Design, Construction, Delivery) and other significant milestones*

In 2018, significant changes were made to the requirements for off-street parking in the downtown. This resulted in an excess of parking which still exists (by choice) but is no longer meeting a parking requirement. In 2022, in efforts to encourage redevelopment of lots and the creation of multiple-family dwelling units, the off-street parking requirement for multiple-family dwellings was reduced.

Data collection – study if funded through GPCOG grant and a continuation of counts of parking lot utilization.

Input from Complete Streets Committee (CSC) - general vehicular circulation, signage, on-street parking in Downtown Freeport

Upon completion of the Comprehensive Plan update (unless the opportunity arises sooner) and the above referenced steps, we should consider whether or not we can further lower off-street parking requirements.

#### **E. Budget** *List what resources are needed in the short term (through 6/30/2024) and what might be needed in the long term.*

GPCOG grant would need a match of \$2,250; time from Town Engineer and Planning Department Staff; time from Complete Streets Committee, Planning Board and FEDC. Staff time to administer RFP. Possible funding for summer intern to monitor parking lot utilization and conduct analysis.

## Attachment 6: Assess Sewer Fees DTV Charter

1. General Project Information				
Project Name:	Sewer Connection Fee Review	Date:	01/10/2023	
Project Lead:	Ed Bradley, District 2 Councilor Brett Richardson, FEDC Leland Arris, FSD	Committee Name	Sewer Connection & Capacity Committee	
Project Facilitator:	Mary Davis, FEDC	Target Project End Date	5/1/2023	
2. Project Team Members and Stakeholders				
Name	Committee / Group	Role	Telephone	E-mail
Darrell Fournier	Town Councilor			
Peter Joseph	Town Manager			
Rod Regier	Residential Sewer Customer			
Dan Bacon	Developer; Planner; FEDC Board			
Brent Bridges	Consultant; Woodard & Curran			
Sally Leland	Sewer District Board			
3. Project Elements				
<b>A. Project Purpose / Goals / Impact</b>				
<p><b>Purpose.</b> Enhance longterm collaboration between Freeport Sewer District and Town to leverage capital improvement planning efficiencies, capture State and Federal funding, protect Freeport’s natural assets, and improve fiscal sustainability.</p> <p><b>Goals.</b> Reduce barriers and costs for targeted Downtown development; Identity alternative strategies and funding mechanisms to enable FSD to achieve longterm fiscal sustainability without reliance on connection fees.</p> <p><b>Impact.</b> Lower up-front costs to accelerate Downtown residential and mixed-use development on existing infrastructure.</p>				
<b>B. Deliverables</b> <i>Briefly list the items needed to support and advance the project (e.g., study, report, mapping, costs, etc.)</i>				
<ol style="list-style-type: none"> <li><b>Joint FSD/Town CIP Overlay.</b> Enable collaborative infrastructure planning for desirable growth by compiling a joint CIP that combines upcoming FSD upgrades and planned Town infrastructure investments to enable collaboration for funding, project sequencing &amp; timing.</li> <li><b>Collaborative Funding Strategy.</b> Leverage the Joint CIP to develop a funding strategy so support FSD, including grant fundraising.</li> <li><b>Foundation for Long-term Collaboration.</b> Develop a partnership framework for integrated CIP partnership, investment &amp; efficiencies.</li> </ol>				
<b>C. Scope</b> <i>List what the project will and will not address (include both in-scope and out-of-scope items)</i>				
<p><b>In-scope:</b> Town strategies and investments to enable qualified development and leverage state/federal funding opportunities.</p> <p><b>Out-of-scope:</b> Town investments to support daily operations or routine maintenance and upkeep.</p>				
<b>D. Project Milestones</b> <i>Propose start and end dates for Project Phases (e.g., Kick-off, Planning, Design, Construction, Delivery) and other significant milestones</i>				
<ol style="list-style-type: none"> <li><b>Develop Joint Capital Improvement &amp; Grant Funding Plan.</b> January/February 2023; \$7,500 ARPA funding allocation to retain Woodard &amp; Curran support; 40 hours Town Engineer</li> <li><b>Identify and commit Town funding to subsidize connection fees for qualified development projects.</b> \$100,000 short term bridge funding until longterm strategies are implemented.</li> <li><b>Recommend evaluation criteria to determine if development projects are qualified for Town-funded connection fee subsidy.</b></li> <li><b>Request Town Congressionally Designated Spending.</b> March 2023; \$2 million request; \$400,000 Town match commitment</li> <li><b>Submit Maine Infrastructure Grant Request.</b> April 2023; \$2 million request; \$100,000 Town match commitment</li> </ol>				
4. Endorsement				

## 2022/2023 Freeport Economic Development Goals

### Continue Focus on Downtown Freeport

#### 1. Implementation of Freeport Downtown Visioning Project

-Working with council, Chamber, Visit Freeport, Town Boards, ACAF and others volunteer groups to achieve year 1 goals

(Year 1, 2 and long term goals to be defined in Council/FEDC Meeting May 2022)

-Successfully achieve community participation/involvement

(Measured by community feedback)

#### 2. Diversifying the Economy/Filling Vacancies

-Downtown Vacancy goal to be 3.0% or less

-Facilitate development of downtown residential; one project in process 2022

-Identify 3-5 Realistic Targets for development opportunity, court, support and bring to completion

-Define metrics package needed to encourage “right kind” development

-Leverage Client Relationship Management software to continue regular contact with commercial brokers, land owners with vacancy list and encourage occupancy (All with regular monthly contact)

#### 3. Barriers to Development

-Support Sewer District in next steps of change/funding. Facilitate well understood impact fees to be completed by end 2022

-Support Planning board in identification of process improvements; achieve significant improvement in 2022

#### -Experiential/Tourism/Events and Coordinated Marketing

-Facilitate Street Gang to support collaborative events/calendar (Twice Monthly)

- Explore collaborative structures, such as four-point Main Street approach, to leverage partnerships with Chamber, Visit Freeport, ACAF, and other organizations to deepen impact and build capacity

### Look Beyond Downtown

1. **Champion Analysis of Fiscal impacts and resource demands to service growth to inform Planning, Council, and Town priorities**
2. **Bring WIFI expansion to Freeport**

3. **Support grant fundraising efforts in collaboration with partner organizations**
4. **Route 1 South, Route 1 North: Kick off business group; Identify opportunities**
5. **TIF review of current, review of overall TIF plan, update**
6. **Encourage Board involvement in subcommittees to drive action.**

### **Ongoing Annual Goals**

#### **Respond and track progress on development opportunities**

- Respond to inquiries regarding development in Freeport.
- Act as informational and support, activism to support development.
- Track all activity, report monthly to board on metrics.
- Retain contact database for periodic communication.

#### **Setting Direction**

- Manage annual strategic planning in first quarter of year.
- Set annual goals, bring to board for approval in first quarter of year.
- Work with town, council and constituencies to communicate goals, influencing as needed to achieve goals, ongoing.
- Track progress to goals quarterly and report to board.

#### **Board Management**

- Set calendar annually. Manage monthly agenda, visitors and meeting each month.
- Deliver board materials to board 5 working days prior to each meeting.
- Report appropriate metrics and achievement to goals quarterly.
- Inform board and president of appropriate information and involve in appropriate decisions as needed/
- Manage fiscal budget to goals; report monthly.

#### **Public Communication**

- Continue Improving perception of FEDC; Monthly council update; FEDC website, every other month community newsletter.**
- On ongoing basis, communicate with the public, business entities and constituencies to support the ongoing mission of FEDC.
- When possible, leverage press to broadly communicate mission.
- Reach out to developers and real estate professionals quarterly to understand current state of market, Freeport challenges and opportunities.

# Projected Budget – Spring 2022

## Freeport Economic Development Corp.

DRAFT - NOT YET APPROVED

### Estimated Annual Cost of Living Adjustment Percentage

3%

	Proposed FY2023	FY2024
<b>REVENUE</b>		
Interest	\$ 10	\$ 10
From Reserve	3,570	465
TIF Administration	-	-
Town Appropriation	140,000	147,888
<b>TOTAL REVENUE:</b>	<b>143,580</b>	<b>148,364</b>
<b>EXPENSES</b>		
<b>General Services</b>		
Business Meals/Entertainmnt	200	206
Conferences/Trade Show/Training	1,500	1,545
Dues/Memberships	1,200	1,236
Equipment/Furniture	100	103
Insurance	2,000	2,060
Client/Public Meetings	1,000	1,030
Milage/Parking	500	515
Misc.: Other	100	103
Office Supplies	50	52
Postage	50	52
Professional Services	1,200	1,236
Telephone	500	515
Payroll Management Services	800	824
IT Services	1,100	1,583
<b>Marketing</b>		
Website Maintenance	600	618
Website Hosting	494	509
Advertising	500	515
<b>Personnel</b>		
Gross Wages - Exec Dir.	90,000	92,700
Health Insurance	25,925	26,703
FICA/Medicare Expenses	6,429	6,621
Retirement Contribution 403b	9,000	9,270
Unemployment Compensation	300	309
<b>TOTAL EXPENSES:</b>	<b>143,547</b>	<b>148,304</b>
<b>NET REVENUE/EXPENDITURES:</b>	<b>\$ 33</b>	<b>\$ 60</b>