



AGENDA

Board of Directors Meeting & Planning Workshop

Tuesday – April 25, 2023

7:45a – 10:00a

Doten Construction

396 US Route 1, Suite 101

1. Welcome and Introductions
2. Consent Agenda Items
 - Minutes of March 31, 2023 Meeting *(See Attachment 1)*
 - Financial Report as of March 31, 2023 *(See Attachment 2)*
3. Board Workshop: Annual Goals and Priorities *(See Attachment 3)*
4. Council Workshop Prep ~ May 23, 2023 at 6pm at Town Hall
5. Updates and Information Sharing
 - Preliminary Town Housing Committee recommendations
 - Nominations for FEDC Board seat
6. Adjourn

Upcoming Dates

May 3 ~ Planning Board including Housing Committee update

May 17 ~ Project Review Board

May 23 ~ FEDC Workshop with Town Council, 6pm at Town Hall



DRAFT MINUTES
FEDC Board of Directors Meeting

Tuesday – March 28, 2023

7:45a – 9:15a

Via Zoom

Attending Board Members: Mary Davis, Mark Malone, Nikki Yanok Schneider, Tawni Whitney, Sarah Tracey, Stefanie Millette, Leanne Barschdorf-Nichols,

Not Attending. Chip Gray, Peter Joseph, James Hendricks, Becky Doten-Lizzotte, Candice Rinaldi, Dan Bacon, Jason Sulham.

Others Attending. Dan Piltch, Brett Richardson

Welcome and Introductions. There was no quorum during the meeting. The following captures participants' informal discussions and planning but no formal decisions were made.

April Board Meeting. The group decided that the April Board meeting should be in person with a simple agenda to prepare for the May FEDC workshop with the Town Council.

“Look Book” Leasing Brochure Development. Stefanie shared her research into a marketing brochure. Stef proposed hiring a local designer to develop a PDF with simple photos and fonts that would be “device agnostic” to make the brochure easy to access and scan from any type of device. FEDC would provide a mock-up that the designer can refine. The estimated budget is +/- \$1200. Stef volunteered to create the mock-up for Board review.

Mark shared the importance of including the breadth of the draw for visitors. Many visitors to Freeport travel significant distances. Freeport's strength is not local population, but how far visitors travel to visit Freeport. Mark observed that the Town should consider reinstating on-street parking to facilitate easy access and visibility for local businesses.

ACTION: Participants agreed that Stef should proceed with brochure development and mock-up and that funding could be allocated during the April meeting for the designer to begin in July.

Town “Stretch Codes” Public Hearing. The Board discussed the upcoming Public Hearing on April 4th regarding the Town adopting the latest energy conservation codes. Participants agreed that energy efficiency is important, that the market is moving towards greater efficiency, and that neighboring Towns and the State would soon adopt the latest energy codes as proposed by the Freeport Sustainability Advisory Board.

Stef observed that many of the cautioning comments that she has heard about economic development are generated by concern for environmental resilience and that FEDC should consider the bridge-building potential of support the recommendation.

Councilor Dan Piltch shared that the Council had explored the topic for a few months and that the Council’s research indicates that the adopting the new energy codes is not controversial, is already required by Maine State Housing, that Codes staff is not concerned.

The group discussed barriers in current ordinances that prevent the expansion of existing homes and limit the creation of ADUs. Updating the ADU regulations were flagged as a top policy goal.

ACTION. Brett will do some quick due diligence and report back to the Board in advance of Tuesday’s Council meeting.

Letter of Support for Sewer District’s RD financing. Rural Development is working to finalize the financing package for the Freeport Sewer District. The RD representative requested a letter of support. The Board endorsed the FEDC letter of support to RD on behalf of the Sewer District.

ACTION. The Board endorsed the FEDC letter of support to RD on behalf of the Sewer District. Brett will submit the letter to RD.

Town Manager Update. Council Chair Dan Piltch shared that Town Manager Peter Joseph accepted the Manager position in York, Maine. The Council has developed an Request for Proposals to hire a consulting firm to conduct a national search for Peter’s replacement. Planner Caroline Pelletier will serve as Interim Town Manager during the transition period. Assistant Town Manager Judy Hawley will manage human resources. Jessica Maloy will be in charge of the budget for the next fiscal year. The Council hopes to wrap up the search by November with

the current Councilors. The process will include input from Town staff, residents, and other stakeholders. Caroline will serve as Planner in addition to Manager. Dan shared that the Town would appreciate support from Brett to assist the Planning Department during the transition.

Mary highlighted the importance of achieving a careful balance for FEDC to support the Planning Department, but also to retain an appropriate level of independence to be the community's economic development champion.

Brett reiterated support for the Planning Department and shared with the Board general guidelines from conversations with Caroline. Caroline hasn't identified specific needs yet. Brett recommended that he support Caroline with three general guard rails/ guidelines: 1) Brett will monitor time demands and keep the FEDC Board apprised on the requested level of commitment, and will seek approval if the work load could dilute current FEDC priorities; 2) FEDC support for the Planning Department will be managed such that FEDC's independence as economic development champion is not impacted; and 3) The Planning Department will manage FEDC participation in consideration that the Department must maintain the role of neutral convener during Town planning processes.

Sarah Tracy endorsed this approach and shared that now is an exciting time of transition and opportunity for Peter and the Town. Sarah offered that the transition offers the opportunity to review how FEDC and the Town structure their relationship.

ACTION: Brett will work with Caroline to anticipate and understand opportunities to assist the Planning Department under the following guidelines: 1) Brett will monitor time demands and keep the FEDC Board apprised on the requested level of commitment, and will seek approval if the work load could dilute current FEDC priorities; 2) FEDC support for the Planning Department will be managed such that FEDC's independence as economic development champion is not impacted; and 3) The Planning Department will manage FEDC participation in consideration that the Department must maintain the role of neutral convener during Town planning processes.

May Board Meeting Date Change. Brett proposed adjusting the FEDC Board schedule to use the upcoming FEDC/Town Council workshop to the May FEDC Board meeting. Board participation in the Council workshop will be a great step.

Leanne offered that FEDC's April Board meeting would be a working session to refine FEDC's annual goals and recommendations to Council.

Mary looked forward to the opportunity to have a true workshop between Council and FEDC's Board, including an open exchange of ideas.

Dan Piltch suggested May 23rd for the Council / FEDC workshop.

Leanne highlighted the importance of choreography between FEDC's Data and Policy teams.

ACTION: May meeting moved to May 23rd; April meeting in person on April 25th; Brett will circulate a presentation agenda to the Board, including roles for various interested Board members and teams.

Annual Goals Approval. Will be taken up in April.

Data Team Update. Leanne provided an update from working with Minh, the Town Assessor. The Team identified what data is readily available and what data to collect on a regular basis.

A Muskie School intern is anticipated to assist the Data Team and Housing Committee over the summer.

Mary provided an update from the Downtown Vision's process mapping team working on ordinance updates. Mary shared that the process mapping team would like to see FEDC fill the role of central data clearing house.

ACTION: Leanne the Data Team Char and the Board directed Brett to develop a scope of work and interview intern candidates.

Downtown Vision Update. Dan shared that the DTV project teams are moving into implementation. The Town budget plan is not yet complete, and fiscal implications for Downtown Vision investments relative to the Town's broader CIP and operating budget will be an important community conversation.

Leanne elevated the importance of growth planning for long term sustainable fiscal management of the Town. Understanding the impacts on local schools was prioritized.

Dan Piltch noted the impacts to other Town services in addition to schools, such as police, fire, water, and sewer.

Stef highlighted the importance of planning for growth impacts to the Library, childcare, and waste management.

The meeting attendees agreed that change is hard but Freeport is navigating an exciting transition and the future is bright.

Attachment 2: Financial Report as of March 31, 2023

Freeport Economic Development Corporation
Profit and Loss
 July 2022 - March 2023

	Total
Income	
Town Appropriation	100,952.00
Payroll Error	2,202.00
Total Income	\$ 98,750.00
Gross Profit	\$ 100,952.00
Expenses	
Advertising/Marketing	507.51
Professional Services	1,130.00
Total Advertising/Marketing	\$ 1,637.51
Business Support Expense	4,210.00
Client/Public Meetings	78.07
Conferences/Trade Show/Training	624.00
Dues/Membership	425.00
Insurance	1,355.00
IT Services	750.45
Mileage/Parking	5.00
Non-Operating (deleted)	
Marketing	68.04
Total Non-Operating (deleted)	\$ 68.04
Payroll Expenses	
Fica/Medicare Exepenses	15,607.53
Gross Wages Ex. Director	51,601.44
Retirement Contribution 403b	5,950.00
Total Payroll Expenses	\$ 73,158.97
Payroll Processing Fees	599.45
Postage	5.25
Professional Services	1,297.50
Web Site Revisions/Maintenance	450.00
Total Expenses	\$ 84,664.24
Net Operating Income	\$ 16,287.76
Other Income	
Savings Interest	6.37
Total Other Income	\$ 6.37
Net Other Income	\$ 6.37
Net Income	\$ 16,294.13

2023/2024 Freeport Economic Development Corporation Goals

FEDC's mission is to partner with the community to promote sustainable economic growth that strengthens and diversifies the economic base and enhances the quality of life and unique character of Freeport.

1. Implement the Freeport Downtown Vision Plan

Execute Phase I projects as directed by Town Council to remove barriers for appropriate development. Collaborate with Council, the Downtown Vision Task Force, and residents to advance community goals, including:

- Ordinance updates to streamline project review and permitting process;
- Sewer District collaboration to address connection fees; and
- Downtown parking requirement assessment relative to infill transit-oriented development.

Be the economic development voice on Steering Committee. Help drive Vision implementation.

Be the Town's source for relevant economic data. Leveraging work of FEDC Data Team, collect and share relevant market data and trends with partners and Town policy makers to help guide implementation priorities and resource allocation.

Help facilitate transformative projects at DTV catalyst sites. Champion capital improvement planning that integrates potential/anticipated private investment with Town investment to leverage resources (for example, Mallet Drive, Freeport Village Station, L.L. Bean Flagship at Bow Street, etc).

2. Diversify the Economy & Fill Vacancies

Focus collaborating with commercial brokers to fill open spaces with high-quality tenants that are unique, experiential, locally or regionally owned, and fit with rebranding the Town as elevated in the Downtown Vision.

- Generate leads and support new businesses through relevant Town approvals.
- Stay in touch with property managers to facilitate matchmaking. Maintain regular contact with commercial owners, brokers, and managers to make introductions and understand opportunities and barriers.

Facilitate development of downtown residential projects.

- One project breaks ground in 2023
- One more project receives approvals.
- One more project in development

Advance a public/private partnership opportunity at a catalyst site. Convene stakeholders, and initiate planning and fundraising for a transformative project that leverages integrated public and private investment.

Identify financial incentives, policies, and programs to support public policy priorities. Appropriate building retrofits, upgrades, and conversions as prioritized in Comp Plan and Downtown Vision.

3. Remove Barriers to Development

Implement recommendations from the Town Council appointed Sewer Connection and Capacity Committee. Collaborate with the District and partners to seek funding to finance system upgrades and identify resources to support appropriate projects.

Execute Downtown Vision policy projects to reduce barriers. Update ordinances, streamline review processes, and identify parking strategies to enable infill development.

4. Advance Strategic Planning.

Establish Board subcommittees to track priorities and brainstorm recommendations.

- FEDC Data Team. Champion data-driven analyses to help the Town prioritize goals and initiatives, such as fiscal impact and market analyses.
- Policy Team. Support economic development-focused capital improvement planning and identify financial incentives to support appropriate growth, including Town TIF program updates.
- Route 1 South Team. Convene business and property owners to understand goals and opportunities to facilitate appropriate mixed-use development.

Be a trusted source of relevant data for Town's Boards, Committees, and community conversations.

6. Ongoing Annual Goals

Respond to 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 as needed.
- Manage fiscal budget to goals and 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.