

# **Carrabassett Valley Selectmen's Meeting**

## **4:30 p.m. Monday February 12th, 2018 at the Town Office**

### **Agenda:**

Review and sign 2018 Payroll Warrants:

Review and sign 2018 Town Expenditure Warrants:

1. **MINUTES** from previous meeting (January 8th, 2018) re attached.
  
2. **PUBLIC HEARING DATE FOR PROPOSED ZONING MAP CHANGE:** As per the Town of Carrabassett Valley Zoning Ordinance, the Board of Selectmen have called a public hearing regarding proposed changes to the Zoning Ordinance or, in this case, a change to the Zoning Map. *The proposed change (see attached proposed Town Meeting Warrant Article #64 and Map).* The proposed change is to change the zoning designation of Tax Map 4 Lots 30-1 and 30-2 from the Valley Center District to the Light Industrial District which includes the Airport Land. These two lots were purchased by the Town in 2014 for future airport purposes and to maintain the snowmobile and ATV trails located on these lots. As required, we placed an Ad in the local newspaper (copy also attached).

The Planning Board recently voted to support this zoning map change. The change will need to be approved by the Town at the March 14th annual Town Meeting.

3. **MEETING WITH REPRESENTATIVES OF 'MAINE HIGH PEAKS' (Flagstaff Area Business Association) TO DISCUSS THE POSSIBILITY OF EXPANDING THE INFORMATION CENTER BUILDING:** It is our understanding that John and Tammy Goldfrank will be present to discuss whether or not the Town would consider an expansion of the Info Center building and, if so, how to proceed with the planning process, etc..
  
4. **REQUEST FROM MAINE HUTS AND TRAILS (MH&T) FOR THE TOWN TO CONSIDER PROVIDING SOME MATCHING FUNDS FOR A SIGNICANT TRAILHEAD AND INTERSECTION IMPROVEMENT PROJECT:** MH&T's is applying for a 'Maine Outdoor Heritage Fund' Grant (\$23,000) to provide informational and interpretive kiosks (13), privies (2) and storage sheds (2) involving all of the trail uses and partners (ATV, Snowmobile and Mt. Bike Clubs, MH&T and Town). They are seeking Town matching funds of \$23,000. It's our understanding that Libby Collett and Savannah Steel from MH&T will be present to explain their proposal, grant application and funding request. Please find attached information concerning this request.
  
5. **UPDATE ON THE CAMPBELL FIELD RECREATIONAL BRIDGE PROJECT:** We have recently met with the lead engineer from Civil Engineering Services as they have completed the preliminary design of the new bridge which we will share with the Board at the meeting.

Also, attached is their "engineers estimate" for the cost of the project. Their construction estimate is \$181,000 which includes a \$15,000 contingency. With \$48,850 in engineering services the total project cost will be appropriately \$231,000. Figuring a total \$250,000 budget, if the Town approves the request for an appropriation of \$28,850 (proposed Town meeting article #55) for engineering services (\$20,000 was previously approved by the Town) and approves use of potential F.E.M.A. funds for reimbursement of Town expenditures incurred in the repair of the Narrow Gauge Pathway as a result of the late October flood that would leave approximately \$130,000 to \$150,000 needed to complete the project. This amount would be reduced if the Town received some F.E.M.A. funding for the replacement of the bridge. We have placed an article (Article #56) in the attached Town Meeting Warrant to request funding up to \$150,000 from Town Unappropriated Surplus (January 1<sup>st</sup> balance of \$1,310,000) for this project.

6. **PROPOSAL FROM DEMSHAR MANAGEMENT LLC (Brian Demshar) FOR PROPERTY MANAGEMENT SERVICES FOR THE TOWN FOR TOWN FACILITIES:** As you know, Brian was hired in 2017 to provide property management consultant services for the Town through H.E. Callahan Company of Auburn. Brian no longer works for them and is interested in continuing to provide these services under his own company. The estimated annual fee for services is \$2,100. The Budget Committee recommended appropriating \$2,500 for these services. A copy of Brian's proposal is attached. We anticipate Brian will be in attendance to answer any questions the Board may have.
7. **REQUEST FROM SUGARLOAF TO SUBLEASE A PORTION OF THE OUTDOOR CENTER IN THE SPRING, SUMMER AND FALL SEASON TO ALL SPEED CYLCERY TO OPERATE A MOUNTAIN BIKE SHOP:** The current lease of the Outdoor Center between the Town and Sugarloaf (June 2016 through May 2021) provides that Sugarloaf shall not sublet any part of the leased premises without the prior written consent of the Town (such consent not to be unreasonably withheld, conditioned or delayed).
8. **PROPOSED MARCH TOWN MEETING WARRANT:** Please find attached a draft of the proposed Town Meeting Warrant (64 Articles) proposed for March 14<sup>th</sup>. The Board will need to officially approve the Town Meeting date of March 14 (customary second Wednesday of March) and the Warrant. Last minute changes can be made to the Warrant up to approximately March 1<sup>st</sup>. However, the version that will appear in the Town Report will be sent to the printers on or about February 23<sup>rd</sup> at the latest in order to have the reports available approximately a week or ten days in advance of the Town Meeting. The funding requests in the Warrant were recommended for approval by the Budget Committee at their January 27<sup>th</sup> meeting. Please review the attached Warrant.
9. **FRANKLIN COUNTY BUDGET COMMITTEE SELECTION:** Interested Franklin County Town Elected Officials will "caucus" at 5:00 p.m. Monday March 5<sup>th</sup> at the Franklin County Courthouse to select representatives to the Franklin County Budget Committee. Please find attached the information we received in this regard. There is one vacancy from our

district (there are three Committee members selected for each of the three districts).  
Are any of the Selectmen interested in serving on this Committee??

- 10. FRANKLIN COUNTY FUNDING FOR THE GREATER FRANKLIN ECONOMIC DEVELOPMENT CORPORATION (Non-Profit):** Last year was the first year that the Franklin County Commissioners and Franklin County Budget Committee voted not to fund this organization which is the only Economic Development Organization in the County (as opposed to Chambers of Commerce). Almost all of the other fifteen Counties fund similar organizations. As you may know, there has been a somewhat recent change in leadership of this organization (Charles Woodworth is now the director) and they appear to have an aggressive immediate work plan (attached) and they have taken the lead with respect to the Franklin County Broadband initiative. In the past, the County Budget included \$60,000 for this organization as part of an approximate \$6M expenditure budget. If the Selectmen feel this organization is worthy of County funding we would attempt to support this.

**11. INFORMATIONAL:**

We hope to have the Annual Town Report available the first week of March.

**TOWN OF CARRABASSETT VALLEY  
MINUTES OF SELECTMEN'S MEETING  
January 8, 2018**

**Board Members Present:**    **Bob Luce**                      **Jay Reynolds**  
   **Lloyd Cuttler**                      **John Beaupre**

**Others Present:**                      **Dave Cota**                      **Karen Campbell**  
   **Dee Menear**                      **Bill Gilmore**

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Bob Luce opened the meeting at 4:30 p.m. and welcomed those present.

Expense Warrants #55, #57 and #2 in the amounts of \$67,291.22, \$14,137.53 and \$130,951.35 respectively were reviewed and signed by the Selectmen.

Payroll Warrants #54, #56 and #1 in the amounts of \$19,620.38, \$10,741.26 and \$9,52.10 respectively were reviewed and signed by the Selectmen.

The Minutes of the December 18, 2017 Selectmen's Meeting were reviewed. Lloyd Cuttler made a motion to approve the minutes as written. Jay Reynolds seconded the motion. Motion approved.

Dave Cota discussed a proposed Zoning Map Change. The Planning Board has supported this change, to include two lots (Map 4, Lots 30-1 and 30-2) which the Town purchased alongside the airport for airport purposes. The change would be from Valley Center to Light Industrial zones. Jay Reynolds made a motion to hold a public hearing for this purpose on February 12th. Lloyd Cuttler seconded the motion. Motion approved.

Informational:

The Airport Committee will be meeting on January 16<sup>th</sup>. Part of the grant for the fuel farm was to develop a new concept plan to develop additional hangars. There is some interest in additional hangars, which will be a topic of discussion for this meeting. It may be 2-3 years out for grant money to build infrastructure. There is interest in space for larger hangars.

Dave Cota presented the Selectmen with a Profit & Loss Statement for Western Maine Center for Children. The WMCC did receive some donations this year, which were helpful, but it had been agreed that these numbers would be presented for the purpose of supporting the Town's decision to waive the rent and utility costs of the space. Prior year data is available for comparative purposes, which Dave will send to the Selectmen. Dave Cota noted that the Town of Eustis has contributed to this organization, as it is an important program for many area employees.

On January 10<sup>th</sup>, there will be a meeting with the State of Maine Department of Community Development to review the progress on the Town's Winterstick Microbusiness Enterprise Grant.

Budget Committee will be meeting on January 30<sup>th</sup> and again on February 1<sup>st</sup> (if necessary).

Bill Gilmore attended to discuss his plans to work in his role through the balance of the year, as he plans to retire at the end of 2018. He will remain as assessor for 100 days going in to 2019 to help transition that role. A new Code Enforcement Officer will hopefully start January 1, 2019. The idea is to hire someone who is willing to get all of the necessary certifications, as there are many. Bill said that the code enforcement, done right, takes a lot of time. He is not sure that a candidate can be found who is willing to do both positions. He said that, previously, the Town had a contracted assessor. He thought it worked well, and he would like to have the opportunity to do that for a year to help train the next person. Bob Luce said that it does seem to start with the code enforcement piece, so Bill's plan lends itself well for that purpose. The candidate for code enforcement has one year from the date of hire to be fully certified in all the necessary areas. Dave Cota said that, going forward, with the Board's support, he would like the Town to provide funding in the 2018 budget to get someone on-board in September. The job will be advertised to look for suitable candidates. With the valuation of Carrabasset Valley, a shared code enforcement officer position is not an option. Local knowledge will be very valuable for the candidate for this position.

Lastly, Dave Cota said that it does appear that there may be FEMA assistance for the October flood, so it is possible to get 75% of the cost for flood repair work back. In addition, he is "cautiously optimistic" that FEMA may fund part of the cost of a new bridge at Campbell Field.

Meeting adjourned.

Respectfully submitted,  
Lynn Schnorr

**Town of Carrabassett Valley Public Hearing  
4:30 p.m. February 12<sup>th</sup>, 2018 at the Town Office**

***To hear public comments concerning a proposed change to the Town of  
Carrabassett Valley Zoning Map***

The Town of Carrabassett Valley Board of Selectmen will hold a public hearing at the above time and place to hear public comments concerning a proposed change to the Town's Zoning map that is being recommended by the Town's Board of Selectmen and Planning Board.

The proposed zoning map change is as follows:

*"Shall the following amendment to the zoning map in the Zoning Ordinance of the Town of Carrabassett Valley, which changes the zoning designation of Tax Map 4 Lots 30-1 and 30-2 from the Valley Center District to the Light Industrial District, be enacted"?*

(Note: All of the current airport property is in the Light Industrial District. The voters of the Town approved the purchase of these two lots (2.3 acres) at the March 12<sup>th</sup>, 2014 Town Meeting. It was stated in the warrant article that approved acquiring these lots that: "The Board of Selectmen and the Airport Committee recommend purchasing this property for future Airport purposes and to maintain the snowmobile and ATV trails that are located on this property").

For more specific information regarding these proposed changes please obtain a copy of the proposed map at the Town Office or on the Town website ([www.carrabassettvalley.org](http://www.carrabassettvalley.org)). It is the intention of the Board of Selectmen for the voters of the Town to consider approval of this proposed zoning map change at the upcoming annual Town meeting (tentatively scheduled for March 14<sup>th</sup>, 2018).

Interested citizens are encouraged to attend this public hearing. Written public comments will also be accepted at the Town Office prior to the public hearing.



Carrabasset Valley Rd

Hutchins Ct  
Hillside Rd  
207th Rd

27th Ridge Rd

2 lots

Block

Carriage Rd



Hillside Endg  
Hazelwood

**Article 64.** "Shall the following amendment to the zoning map in the 'Zoning Ordinance of the Town of Carrabassett Valley', which changes the zoning designation of Tax Map Lots 30-1 and 30-2 from the Valley Center District to the Light Industrial District, be enacted?"

(Note: All of the current airport property is in the Light Industrial District. The voters of the Town approved the purchase of these two lots (2.3 acres) at the March 12<sup>th</sup>, 2014 Town Meeting. It was stated in the warrant article that approved acquiring these lots: "The Board of Selectmen and the Airport Committee recommend purchasing this property for future Airport purposes and to maintain the snowmobile and ATV trails that were located on this property").

**Board of Selectmen and Planning Board Recommend Approval**

**Dave Cota**

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**From:** "Savannah Steele" <ssteele@mainehuts.org>  
**Date:** Tuesday, January 30, 2018 12:17 PM  
**To:** "Dave" <towncvtn@roadrunner.com>  
**Cc:** "Carolann Ouellette" <couellette@mainehuts.org>  
**Subject:** MH&T, et. al Trailhead Improvements Match Request

Hi Dave,

Thank you for considering the MH&T, JV Wing Snowmobile Club, ATV Club, and CRNEMBA Trailhead Improvements Project grant match request. The project purpose is to install a number of new interpretive kiosks along the Snowmobile and ATV trail systems, at targeted and shared trail use locations, and at existing and planned MH&T Trailheads. These kiosks will help to minimize signage clutter, and will offer a welcoming and informative first impression to the Carrabassett Valley Region's amazing multi-use trail network.

Additionally the project will enable MH&T to construct privies at two trailheads as necessary and basic amenities, and storage sheds to help streamline staff operations and make tools available to volunteers.

The total project cost estimate comes to **\$46,000, of which the partners are asking for a 50% match, or \$23,000.** Here is a breakdown of the project costs.

**13 Kiosks at \$2,000 ea., totalling \$26,000**

- 6 for JV Wing
- 3 for MH&T
- 3 for ATV Club
- 1 for Huston Brook 5-way multi-use intersection

**2 Privies at \$5,000 ea., totalling \$10,000**

- 1 located at SB/Rt27 TH
- 1 at planned Big Eddy TH

**2 Storage Sheds at \$5,000 ea., totalling \$10,000**

- 1 at Airport TH (to replace existing)
- 1 at Long Falls Dam Rd TH

The kiosks cost estimate includes area trail maps and regional interpretive information, doggie bags and trash receptacles where needed. The kiosks will be made of sturdy, lasting/treated materials and designed to fit in to their location. Also included in the kiosk cost estimates are trail use signs to be placed along new trails to be constructed this year and along identified trail areas where signage is

sparse.

The privies will be a simple construction design and will be maintained and pumped annually by MH&T.

The storage sheds will be larger, sturdier, and more aesthetic than those existing at the current locations, with locks to keep tools and gear safe and available to trail workers, hut and trailhead facilities staff, and volunteers.

Thank you again for your consideration of this matching funds request. I wish you all the best,

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**Savannah Steele**

Trails Manager | (207) 349.0546 | [ssteele@mainehuts.org](mailto:ssteele@mainehuts.org)

MAINE HUTS & TRAILS | 496C Main Street, Kingfield, ME 04947 [www.mainehuts.org](http://www.mainehuts.org)



# MAINE OUTDOOR HERITAGE FUND SUMMARY APPLICATION FORM

<b>Date:</b> 2/1/2018	<b>Funding Category (1, 2, 3 or 4): (choose 1)</b> 2	<b>Sponsoring Agency:</b> ME Dept ACF
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**Project Title:** Collaborative Recreational Trailhead Improvements

**Project Description: (Brief 1-2 line description of the project's purpose to be used for reporting in public announcements)**

This multi-use trailhead improvement project enhances the trail experience through the installation of interpretive kiosks connecting visitors and local residents to the stories of Maine's High Peaks. The construction of essential trailhead amenities supports the stewardship of this significant outdoor recreation resource.

<b>Resubmittal (Y/N):</b> N	<b>Followup (Y/N): (If Y, Include Project Number &amp; Title)</b> N
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<b>Location:</b> Franklin and Somerset Counties	<b>Start Date:</b> 06/01/2018	<b>End Date:</b> 11/01/2018
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**Project Coordinator: (designate only 1 project coordinator per project)**

<b>Name:</b> Carolann Ouellette	<b>Organization:</b> Maine Huts & Trails
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<b>Phone:</b> 207-285-2400	<b>Email:</b> couellette@mainehuts.org	<b>Address: (city, state, zip)</b> 488 C Main Street, Kingfield, ME, 04947
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**Applicant Signature:** *[Signature]*  
*Applicant has reviewed grant application requirements and checklist as listed on MOHF website: www.maine.gov/lfw/MOHF.html*

**Partner(s): (Partners help to plan or implement the project, letters of understanding between partnering organizations MUST be included with full proposal)**  
**NOTE: These letters are NOT letters of support. They MUST clearly state the role of the partner in the project.**

<b>Organization &amp; Role of Partnership:</b> JV Wing Snowmobile Club; project planning, volunteer coordination, installation	<b>Partner Letter Included: (required with full application)</b> <input type="checkbox"/>
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<b>Organization &amp; Role of Partnership:</b> Carrabassett Valley ATV Club; project planning, volunteer coordination, installation	<b>Partner Letter Included: (required with full application)</b> <input type="checkbox"/>
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<b>Organization &amp; Role of Partnership:</b> Town of Carrabassett Valley; project approval, financial support	<b>Partner Letter Included: (required with full application)</b> <input type="checkbox"/>
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**Project Summary: (Provide a brief summary, what work the project involves) Further detail may be provided with full proposal**

Thirteen (13) interpretive multi-use kiosks at targeted locations along the trail network designed to fit into landscape, consolidate signage, and tell the Western Mountains story; two (2) privies at established trailhead parking areas where none exist; two (2) secure storage sheds for volunteer trail tools and trailhead maintenance supplies. JV Wing Snowmobile Club, Carrabassett Valley ATV Club, Carrabassett Region New England Mountain Biking Association (CRNEMBA), Town of Carrabassett Valley, and Maine Huts & Trails are working together to plan kiosk design and interpretive content, gather volunteers, and obtain materials and equipment to build these fundamental structures.

**Project Objectives: (Provide brief description of objectives, what the project will accomplish). Further detail may be provided with full proposal)**

This project unifies efforts between motorized and non-motorized recreational trail organizations to provide a cohesive multi-use trail experience and enrich the connection to Maine's Western Mountains. Additionally, the kiosks consolidate trail information and establish consistency for safer navigation along the backcountry trail network. The addition of basic amenities provides a comfortable and welcoming introduction to the trail system and lessens visitor impact on the surrounding natural areas while secured storage ensures efficient maintenance of those amenities and the trail network by staff and volunteers.

**Budget Section: (The data below MUST match the data on the budget form section of the grant proposal)**

<b>Cash Match In Hand:</b>	\$11,840	(List on Budget Form Sources and Amounts)
<b>Cash Match Pending:</b>	\$23,000	(List on Budget Form Sources, Amounts and Committal Dates)
<b>MOHF Request:</b>	\$23,000	(Includes Administrative Fees if Applicable)
<b>In-Kind Services:</b>	\$9,663	(Examples include: volunteer time, mileage, donated equipment & supplies)
<b>Total Budget:</b>	\$67,303	(Cash Match in Hand + Cash Match Pending + In-Kind Services + MOHF Request= Total Budget)

**To Be Completed by Sponsoring Agency: (Check 1, 2, OR 3 and indicate if agency does NOT endorse project)**

1.  Agency Project (funding will be directed to Agency)
  2.  Pass Thru Project (funding will be processed with a special services contract initiated by MOHF Secretariat)
  3.  Pass Thru Project - Agency Partner - (same as #2 AND agency is involved with planning or implementation of the project)
- Agency does NOT endorse project (check if agency does NOT endorse - meets MOHF guidelines; however agency doesn't endorse it)

Signature of Commissioner or Director of Applying Natural Resource Agency \_\_\_\_\_ Date \_\_\_\_\_

**Dave Cota**

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**From:** "Pete Tuell" <ptuell@ces-maine.com>  
**Date:** Monday, January 29, 2018 11:28 AM  
**To:** "Dave Cota" <towncvtm@roadrunner.com>  
**Cc:** "Chris Snowdeal" <csnowdeal@ces-maine.com>  
**Subject:** Bridge Cost Estimate

Dave:

Per our discussions last week, here is our cost breakdown for the Bridge construction at Campbell Field:

1. Site/Approaches:	\$15,000.00
2. Foundations:	\$55,000.00
3. Bridge Superstructure	\$75,000.00
4. Bridge Decking	\$13,000.00
5. Mobilization @5%	\$8,000.00
6. Contingency @10%	<u>\$15,000.00</u>
Project Total	\$181,000.00

See you on Wednesday,

Pete

**Peter J. Tuell, P.E.** ♦ Director of Structural Engineering  
 P 207.989.4824 | F 207.989.4881 | C 207.944.5397

**CES**INC

**Engineers ♦ Environmental Scientists ♦ Surveyors**  
 465 South Main Street, P.O 639., Brewer, Maine 04412 | [www.ces-maine.com](http://www.ces-maine.com)

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# Demshar Management LLC

Town of Carrabassett Valley  
1001 Carriage Road  
Carrabassett Valley, ME 04947

January 7, 2018

Mr. Cota,

Demshar Management LLC is pleased to provide you with a proposal to perform property management services per the following scope.

- Customized Building Equipment Summaries
- Preventative Maintenance Plans
- Annual Inspections

The following buildings will be included:

- AGC
- Library
- Transfer Station
- Town Office
- Club House
- Outdoor Center

Estimated Fee for services listed above: \$2,100.00

Demshar Management LLC can provide T&M services at a rate of \$45 per hour for services outside of the above scope. Billing for the above proposal would be done on a T&M-not-to-exceed basis.

Thank you for the opportunity to provide this proposal. Please do not hesitate to reach out via email or phone if you have any questions.

Sincerely,



Brian C. Demshar  
207-491-1777  
[Demshar01@gmail.com](mailto:Demshar01@gmail.com)

# Demshar Management LLC

Town of Carrabassett Valley  
1001 Carriage Road  
Carrabassett Valley, ME 04947

January 7, 2018

## Library / Childcare / Begin

- Building water pressure / over pressurization issue
- Lighting Repairs (Library)
- Dryer vent repair (Childcare)
- Projector Unit support system repair (Begin)
- Hot Water High-Temp Issue
- Kitchen Faucet Sprayer – damaged

## AGC

- Water system review (event 12/29/17)

Sincerely,



Brian C. Demshar  
207-491-1777  
[Demshar01@gmail.com](mailto:Demshar01@gmail.com)



# FRANKLIN COUNTY COMMISSIONERS

**TO:** Town Selectmen

**FROM:** Julie Magoon, County Clerk

**DATE:** February 1, 2018

**RE: Town Caucus/Budget Committee Vacancies**

The Franklin County Commissioners requested I contact you to inform you we have vacancies on the Budget Committee in all three commissioner districts. According to 30-A, MRSA, Section 873, sub-section 1, whenever a vacancy occurs the towns shall caucus and elect members to fill the vacancies.

We have arranged room in the Franklin County Courthouse for you to hold your caucus. We are requesting you to be present at 5:00 P.M., Monday, March 5, 2018 for this purpose. Please be prepared to submit a name of a Municipal Officer (Selectperson) you wish to be on the Budget Committee.

140 MAIN STREET, SUITE 3 · FARMINGTON, MAINE 04938 · (207) 778-6614

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TERRY BRANN  
*District #1*

CHARLES WEBSTER  
*District #2*

CLYDE BARKER  
*District #3*

JULIE MAGOON  
County Clerk  
[jmagoon@franklincountymaine.gov](mailto:jmagoon@franklincountymaine.gov)

**FY 19 FRANKLIN COUNTY BUDGET ADVISORY COMMITTEE MEMBERS**

**COMMISSION DISTRICT #1**

Terry Brann

ONE YEAR TERM

TWO YEAR TERM

THREE YEAR TERM

Tim DeMillo 60 Lucarelli Road Jay, ME 04239 778-1044	Vacant	Vacant
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**COMMISSION DISTRICT #2**

Charles Webster

Travis Pond 827 Weeks Mills Road New Sharon, Me 04955 491-4815	Tiffany Estabrook 13 Borough Road Chesterville, Me 04938 860-9317	Vacant
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**COMMISSION DISTRICT #3**

Clyde Barker

Mike Pond 29 Burbank Road Strong, Me 04983 684-2125	Ray Gaudette P O Box 118 Phillips, Me 04966 639-2193	Vacant
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2.7.18

## Greater Franklin County Development Council Initiatives and project goals for 2018

Since September: Outreach across the county to each town and many businesses – large and small - to learn their concerns and issues.

**This Outreach has informed the initiatives that GFDC will lead.**

- A county-wide Broadband Plan unveiled 1.31.18 to over 100 stakeholders from across the county. Next steps: Engagement and support on a town by town basis to facilitate understanding and decision making that will lead to implementation. *In progress*
- Workforce Development: Convening businesses, Dept. of Labor and the trade schools (State and regional) to solve for shortages of candidates, training and funding of training. Pilot program in progress with Bruce A. Manzer, Inc and Foster Tech. Others are in planning. *In progress*
- Convening a discussion with the five or six largest employers in the county to hear about challenges and solutions. *In planning*
- Partnership with UMF to explore an Incubator program with the goal of retaining UMF graduates and attracting other business ideas. *In planning*
- Strengthening the active but disjointed Arts and Culture community in southern Franklin County through a planning grant with the Maine Arts Commission. Goal: Provide an inclusive study to find new methods to increase the reach, value and relevance of existing cultural offerings in Southern Franklin County. *In progress*

At a high level: Be aware of and understand:

- Our needs as a rural Maine county
- Opportunities presented through energy projects
- Private, state and federal funding sources
- Making Connections