



**ECONOMIC DEVELOPMENT**



**Daniel Stevenson**  
*Economic Development Director*  
2 York Street  
Westbrook, Maine 04092  
Phone: 207-591-8101

To: Westbrook Environmental Improvement Corporation

From: Daniel Stevenson

Date: January 22, 2021

Re: Agenda for Special WEIC meeting on **Thursday January 28, 2021 at 5:30 pm**

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**WEIC Meeting Agenda | January 28, 2021**

1. Approval of Annual WEIC Budget
2. Discover Downtown Westbrook Funding
3. City Project Updates
4. Adjourn

**City of Westbrook - WEIC  
FY 2021 Year-To-Report  
Unaudited as of 1/21/21**

Project Code 02299

	FY21 BUDGET	FY21 ACTUAL	FY21 BUD vs FY21 ACT +/-
<b>Revenues:</b>			
WEIC Revenue			
Investment Earnings	9,000	3,675	(5,325)
TIF's	438,827	405,552	(33,275)
<b>Total Revenues</b>	<b>447,827</b>	<b>409,227</b>	<b>(38,600)</b>
<b>Expenses:</b>			
Contractual Services	8,850	8,850	-
Consultants	-	-	-
Debt Services - Principal	96,774	96,774	-
Debt Services - Interest	13,212	7,332	5,880
WEIC Projects	327,691	34,626	293,065
Assessed Taxes	1,300	-	1,300
Transfer to Projects	-	57,200	(57,200)
<b>Total Expenses</b>	<b>447,827</b>	<b>204,782</b>	<b>243,045</b>
<b>Net Income (Loss)</b>	<b>-</b>	<b>204,445</b>	<b>204,445</b>

<b>Unaudited Fund Balance as of 7/1/20</b>	<b>792,794</b>
<b>FY21 Over Expenditures over Revenue</b>	<b>204,445</b>
<b>Committed Projects</b>	<b>(403,950)</b>
<b>Net Available Balance</b>	<b>593,289</b>

**City of Westbrook  
WEIC Projects**

**Projects for FY19 which have been spent**

Food for meetings	794.01
Façade Improvement Program	48,829.85
Milone & MacBroom Westbrook Common Revitalization Design	41,244.96
Scacarappa Falls Deign Service	9,304.41
HS Field Trip Samples	2,000.00
Princeton Hydo LLC	711.00
<b>Total</b>	<b>102,884.23</b>

**Projects for FY20 which have been spent**

Food for meetings	211.23
Façade Program	31,170.15
Milone & MacBroom Westbrook Common Revitalization Design	52,315.38
Electric Charging Stations	1,552.92
Portland Trails Order 2014-034	2,717.83
Small Business Emergency Commerical Rental Assistance	66,000.00
<b>Total</b>	<b>153,967.51</b>

**Projects for FY21 which have been spent**

Small Business Emergency Commerical Rental Assistance	34,500.00
Milone & MacBroom Westbrook Common Revitalization Design	-
Food for meetings	125.94

<b>Total</b>	<b>34,625.94</b>
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**Unexpended Committed Projects**

Milone & MacBroom Westbrook Common Revitalization Design	1,949.66	Order 2019-036
HS Field Trip Samples	2,000.00	Order 2019-047
Westbrook Commons	400,000.00	
<b>Total</b>	<b>403,949.66</b>	



## **Request for Municipal Funding**

January 22, 2021

Dear WEIC members,

Discover Downtown Westbrook is a 501 (c)(3) volunteer-based organization and one of 10 organizations in Maine, accredited by the Maine Downtown Center and the Maine Street America program. Main Street programs are a powerful economic development tool, supporting healthy, vibrant downtowns.

Main Street programs across the county receive a portion of their funding from their municipal counterparts. And for the past few years, the City of Westbrook, via WEIC, has contributed \$35,000/year towards Discover Downtown Westbrook's budget. This contribution supports our activation, preservation, and revitalization efforts in the downtown area and we are grateful for this partnership. Municipal contribution levels for Main Street programs in Maine vary from \$25,000-\$110,000, with an average of \$45,000 per year and comprising up to 64% of the programs total budget.

We would like to request continued support from WEIC and the City with a contribution of \$35,000 this year.

This municipal contribution helps us mobilize additional funding resources through grants, corporate partnerships, event sponsorships and more. Main Street America has set a goal for programs to achieve a 1/3, 1/3, 1/3 mix of funding with equal parts originating from municipal, businesses and the community. And even as one of the youngest Main Street programs in Maine, Discover Downtown Westbrook has made great progress towards achieving this goal. Prior to COVID, we were on track to match our municipal contribution with an equal amount of event revenue and grow our business partnership and individual membership revenue this year. However, due to COVID, those plans, like so many, had to be adjusted.

With the continued support of the City, our hope is to get back on track, hire a full-time Executive Director who can truly lead the organization, and enable us to continue to mobilize scores of volunteers, community talent and passion for the betterment of our community. Having a full time executive director is a requirement of the Main Street program.



We recently hired a part time interim director for three months. She is skilled in community and organizational development, volunteer recruitment and has extensive experience in both the non-profit world and working with municipal organizations. She managed the City of Portland's CDBG program for 10 years, has done grant writing for Westbrook Housing and more recently helped the Greater Portland Council of Governments develop and launch COVID relief programs to support small businesses during the pandemic. We are excited to work closely with her to build on the foundation of DDW so that we can continue to be a valued and valuable partner with the City.

DDW is comprised of dozens of volunteers. These are professionals who live, work and own businesses in our city. They contributed countless hours to the organization last year. We are excited to continue our important partnership with the City, with WEIC and with the community of Westbrook.

We look forward to sharing more about our accomplishments and plans for the future in our meeting on Thursday, January 28<sup>th</sup>.

Sincerely,

Heather Chandler  
President of the Board  
Discover Downtown Westbrook



1 Westbrook Common  
Westbrook, ME 04092  
207.619.1732  
DowntownWestbrook.com

### What benefit does DDW provide for downtown Westbrook?

- **DDW is 100% focused on the downtown.** A vibrant downtown draws people in. It makes people want to live, work, and visit. A thriving downtown benefits local business, residences, and the entire City.
- **DDW works in partnership to enhance and beautify the downtown.** DDW has partnered with Westbrook Arts and Culture for the mural installation, sculpture park and art walk and is working with downtown businesses to beautify the Riverwalk through their Dumpster Project.
- **Through activities and events, DDW activates our downtown spaces.** DDW creates events and activities that draw people in to celebrate the downtown. Events help to put Westbrook on the map and on the calendar as a destination to visit.
- **DDW promotes and provides value to local downtown businesses.**
  - DDW promotes local businesses through their events, website, and an active social media presence. In the past year social media posts have drawn 142,826 views!
  - DDW has also created spaces to help businesses stay connected and navigate the pandemic through their COVID Panel series focusing on: COVID Eats (restaurants), Local Churches, Create Westbrook (artisans), and First Responders. These panels were a huge success and some groups continue to meet.
- **DDW mobilizes people and resources.** The DDW Board is able to leverage their own volunteer hours with community volunteers. In 2019 DDW mobilized over 2100 volunteer hours, and despite the pandemic, mobilized over 1800 volunteer hours in 2020. In a typical year, DDW utilizes between 20-40 volunteers each quarter. DDW is engaging the next generation. They current host an intern from USM and has recently added two Westbrook high school students as board members!
- **DDW builds community.** DDW hosts events that the community wants to be part of. Participants come from Westbrook and surrounding towns. Run the Ridge drew runners from multiple states and out of the country too, making Westbrook an international destination!

### How can DDW Support the City's Goals? DDW is committed to collaborating and supporting the City's economic goals.

- **DDW shares information and promotes City projects,** through Seeing Orange.
- **DDW partners with the City on design and infrastructure plans and projects.** DDW was instrumental in facilitating the development of the Westbrook Arts and Culture Plan.
- **DDW takes the lead on beautification projects,** such as the Dumpster Project.
- **DDW coordinates with the City to host events,** like the Summer Concert Series.
- **DDW convenes neighbors and businesses** together to build community.

### What are DDWs plans for the upcoming year?

- Continue to **strengthen the relationship between DDW and the City of Westbrook.**
- **Increase business engagement, benefits, and partnership.**
- **Organize and mobilize volunteers.**
- **Solidify and grow our cornerstone DDW events.**
- **Develop strategies to meet the Main Street funding formula goals:**
  - 1/3 Residents: solidify and grow cornerstone events and residential donations
  - 1/3 Businesses: increase business engagement and partnerships
  - 1/3 Municipal: enhance our collaborative relationship with the City

To: Westbrook Environmental Improvement Corporation  
From: Anne G. Ball, Program Director, Maine Downtown Center, Maine Development Foundation  
Date: January 25, 2021  
RE: Discover Downtown Westbrook

**The Maine Downtown Center serves as Maine's statewide coordinator for the National Main Street Program and we have 25 communities in our program. We have 15 Downtown Affiliates and 10 nationally designated Main Streets and Discover Downtown Westbrook (DDW) is one of those ten. Both a member of the MDC Advisory Council and myself have been working closely with the DDW since June 2020 (meeting with their leadership weekly). We believe in DDW and in Westbrook and it is why we invested as much time as we did in the organization.** DDW has had challenging leadership and staff transitions; however, these transitions are not unusual in an organization of this age.

**After months of working with DDW we are confident the organization has capable strong organizational leadership in place, a working committee structure, and broad-based community and downtown business support.** The Main Street approach is a 41 year old grass roots and historic preservation-based approach to economic development that includes three prongs of support: residents, businesses and the municipality. Over 2000 nationally accredited Main Streets successfully work under this model.

**Since the DDW Main Street program began** in Westbrook with its focus on revitalizing the downtown, the downtown has emerged from downtown construction projects, **people are increasingly being drawn to the downtown for events, food, shops, and to walk along the river and downtown Westbrook is becoming a destination.** The small businesses, the residents, and the City, who support DDW, all play a role in making this happen. **DDW is an integral partner to the City to promote and grow downtown Westbrook** as a vibrant downtown location, as an asset to the community and large employers, and as a place that preserves and values its wonderful history. **They also engage the community in volunteering (thousands of hours annually) and feeling proud of their downtown.**

I hope you will agree that funding DDW is a critical and worthwhile expenditure. I would be happy to meet with you virtually (or in person when MDF is traveling again) if that would be helpful.

**MEMORANDUM OF UNDERSTANDING (MOU) BETWEEN THE CITY OF WESTBROOK  
AND DISCOVER DOWNTOWN WESTBROOK**

1. **Parties.** The parties to this MOU are the City of Westbrook, a Maine municipal corporation located at 2 York Street, Westbrook, Maine 04092 (hereinafter referred to as the "CITY"), and Downtown Westbrook Coalition, d/b/a Discover Downtown Westbrook, a Maine nonprofit corporation located at 1 Westbrook Common, Westbrook, Maine 04092 (hereinafter referred to as "DDW").

DDW is part of the Maine Downtown Center (MDC), a program of the Maine Development Foundation. The MDC serves as Maine's statewide coordinator of the National Main Street Program, a historic preservation-based approach to economic development. DDW is an accredited National Main Street Program. DDW meets its goals by following the Main Street Four-Point Approach: Economic Vitality, Design, Promotion and Organization. DDW's boundaries are delineated on Exhibit A. Periodically projects, programs, and initiatives in the partnership go beyond boundaries set forth in Exhibit A.

2. **Purpose of MOU.** The purpose of this MOU is to strengthen a strategic partnership between the CITY and DDW for the purpose of enhancing the economic and social vitality of Westbrook's downtown, including assistance to the businesses, residents and consumers contributing to a vibrant downtown. As such, DDW will support relevant downtown economic development initiatives, promote and market the CITY's resources, recruit and enhance business activity to the downtown, support job growth and generally work to enhance the economic vitality of downtown.

3. **Strategic Partnership Purpose:**

- Streamline progress and measurement of projects and initiatives
- Reduce duplication of services and maximize shared resources
- Keep all partners in sync
- Identify issues and propose solutions
- Maintain clear, consistent messaging
- Plan and implement initiatives that align with mutual goals, leverage capital, and coordinate other projects and programs

4. **Term.** This MOU is effective January 15, 2021 through December 31, 2021. Upon mutual agreement of the parties, this MOU may be extended.

5. **Payment.** The CITY agrees to pay DDW a total annual amount of thirty-five thousand and 00/100 Dollars (\$35,000.00) disbursed over quarterly payments of \$8,750 during the term of this MOU, and further aligns with the National Main Street programs budget recommendations. Payment is contingent on Council approval.

6. **DDW Responsibilities.** DDW will work toward Community Transformation through:

- a) Design: Creating an inviting, inclusive downtown atmosphere, celebrate historic character and foster accessible, people-centered public spaces by
  - Enhancing the quality of life for city residents by offering cultural and social amenities,
  - Supporting public space revitalization projects: Westbrook Commons, Saccarappa Park, Vallee Square, River Walk and others as identified,
  - Supporting a clean downtown
  - Increasing the economic vitality of businesses in the district and foster the enhancement of downtown public spaces.
- b) Promotion: Marketing the benefit and unique features of Downtown Westbrook and supporting Buy Local, by
  - Acknowledging, as appropriate, the City and DDW's partnership and participation in downtown projects in press releases and media outlets, social media posts and public forums,
  - Promoting and communicating city initiatives regarding the Seeing Orange campaign – public education on downtown construction projects, and the Vertical Harvest project (Vertical greenhouse, parking structure and housing), and
  - Marketing and promoting public education of projects, programs and initiatives.
- c) Economic Vitality: Building a diverse economic base, catalyzing investment and cultivating strong entrepreneurship by
  - Supporting pertinent mutual goals and initiatives and encourage economic development and revitalization within the downtown area
  - Attracting and retaining employers that help create and retain jobs.

7. **General Provisions.**

- Communication. DDW will communicate City-related matters of concern directly to the City's Economic Development staff.
- Amendments. Any changes, modifications, revisions or amendments to this MOU which are mutually agreed upon by the parties to this MOU shall be incorporated by written instrument, executed and signed by both parties.

Entirety of Agreement. This Agreement represents the entire and integrated Agreement between the parties and supersedes all prior negotiations, representations and agreements, whether written or oral, PROVIDED, HOWEVER, nothing in this Agreement shall be deemed to amend, modify or alter either party's responsibilities to the other under any project development agreement or other agreement funded in whole or in part by funds from other sources.

- Termination. The CITY or DDW may terminate this MOU if either party fails to correct any defect in performance of this MOU within thirty (30) days after notice from the other party of such defect. Either the CITY or DDW may terminate this Agreement for any reason upon thirty (30) days' written notice. Upon termination of the MOU by either party, it shall have no further legal force and all rights and obligations established by this MOU shall terminate. If agreement is terminated, the reminder of quarterly payments will not be paid out.
8. Signatures. In witness thereof, the parties to this MOU, through their duly authorized representatives, have executed this MOU on the days and dates set out below and certify that they have read, understood and agreed to the terms and conditions of this MOU.

The MOU date is the date of the last signature affixed to this page.

CITY OF WESTBROOK, MAINE

By: \_\_\_\_\_  
Michael T. Foley, Mayor

Attest: \_\_\_\_\_ Date: \_\_\_\_\_

Angela Holmes, City Clerk

DOWNTOWN WESTBROOK COALITION, d/b/a  
DISCOVER DOWNTOWN WESTBROOK

(SEAL)

Date: \_\_\_\_\_ By: \_\_\_\_\_  
Heather Chandler, Board President

Date \_\_\_\_\_

## APPENDIX A





# Downtown District

Exhibit A

1 inch = 475 Feet



September 8, 2020



Data shown on this map is provided for planning and informational purposes only. The municipality and CAI Technologies are not responsible for any use for other purposes or misuse or misrepresentation of this map.





# CITY OF WESTBROOK

Projects Update | As of 1/22/2021

Presented by:  
Robyn Saunders, Project Manager



# CITY OF WESTBROOK

## Projects in Progress

- Lincoln Street Recreation Area Complex
  - FOUR SEASON RINK + COURT
  - HAND-CARRY BOAT LAUNCH
- Cornelia Warren Recreation Area Complex
  - OVERALL REVITALIZATION
  - POOL UPGRADES
- WESTBROOK COMMON REVITALIZATION
- VERTICAL HARVEST – Mechanic Street Parking Garage
- “Bonus” Projects
  - BICENTENNIAL PARK – Dog Park Expansion
  - PRESUMPCOT RIVER LANDSLIDE





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**\*\*TWO\*\***  
LINCOLN STREET  
PROJECTS

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1. Four-season court + rink
2. Hand-carry boat ramp





# THREE (3) CONTRACTS TO MANAGE:

Concrete Placement + Testing (Nov – Dec 2020)  
Futsal Tile Purchase + Installation (Jan – Feb 2021)  
Rink Board Installation (March – April 2021)





1<sup>st</sup> Lincoln Street Project:  
**FOUR SEASON  
RINK + COURT**



**CITY = GENERAL CONTRACTOR**

1. CONCRETE – done!
2. FUTSAL TILES – under contract
3. RINK BOARDS
  - Already delivered to Public Services
  - Anticipated to be installed in April/May





## 2<sup>nd</sup> Lincoln Street Project HAND-CARRY BOAT LAUNCH

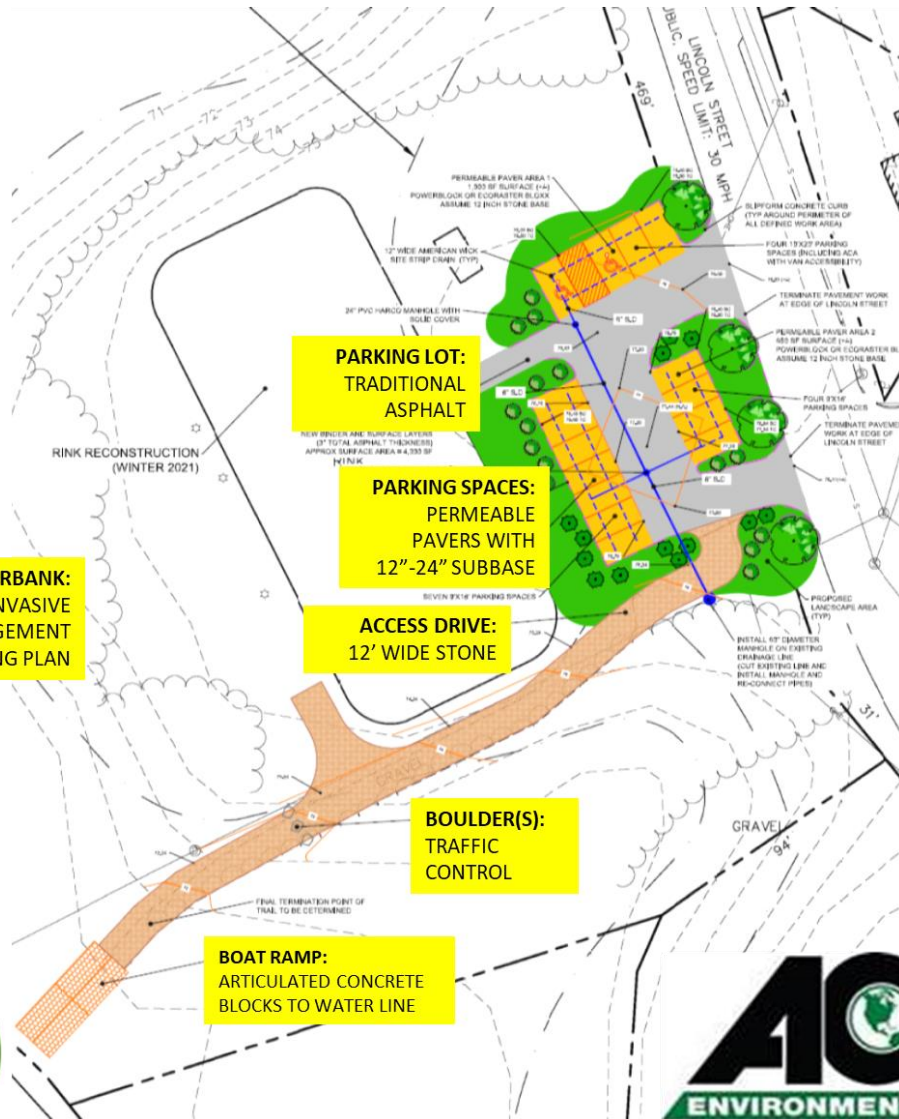
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# 2<sup>nd</sup> Lincoln Street Project HANDY-CARRY BOAT LAUNCH

## CITY = GENERAL CONTRACTOR

- AUG. 2020: Surveyed Parcel with Drones
- SEPT. 2020: Coordinated Design with ACF
- OCT. 2020: Received Env. Review Clearance
- NOV. 2020: Received Planning Board Approval
- DEC. 2020: Received City Council Approval
- JAN. 2021: Bids being solicited from contractors





## 2<sup>nd</sup> Lincoln Street Project HAND-CARRY BOAT LAUNCH

### CITY = GENERAL CONTRACTOR

- WINTER 2021
  - Refine design
  - Negotiate + execute contract
- SPRING 2021
  - Pre-construction coordination
  - Begin site work
- SUMMER 2021
  - Finish project
  - Closeout grant







# CORNELIA WARREN RECREATION COMPLEX

MULTIPLE ELEMENTS WITHIN  
THE COMPLEX ARE IN NEED  
OF ATTENTION

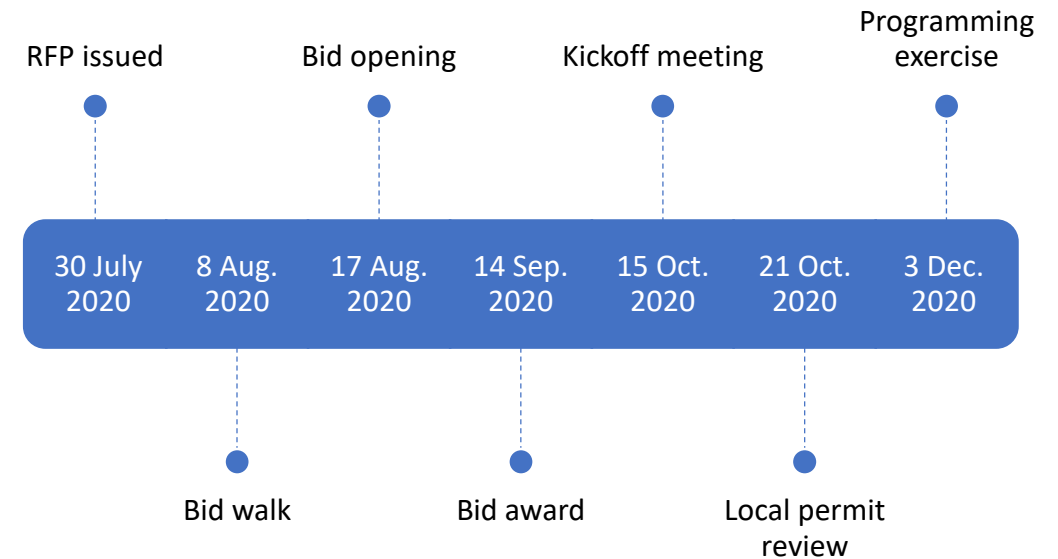
## B. Nature of Services in RFP

- **Ballfields** – rehabilitation + improvements
- **Trails** – rehabilitation recommendations, lighting design, security, invasive species control/management + other landscaping design/recommendations
- **Aquatic Facilities** – renovation, reconstruction, design of new + reconstructed amenities (buildings, fence, treatment systems, etc.)
- **Driveway Entrance + Parking Lot** – design, layout, reconstruction + renovation of pavement, sidewalks, bicycle + ADA accessibility, stormwater, landscaping
- **Other Aspects** – utility upgrades (buried electrical lines, telecommunication for WiFi, etc.), lighting + security, landscaping + layout

# CORNELIA WARREN RECREATION COMPLEX

## Design + Engineering Team

- HALEY WARD (formerly CES, Inc.)
  - Jon Witten, Project Engineer
- RSLLA, LLC
  - Regina Leonard, Landscape Architect
- R.W. Eaton Associates
  - Dick Eaton, Surveyor



# CORNELIA WARREN RECREATION COMPLEX

## NEXT STEPS

- Apply for additional funding

### REVENUE

#### LOCAL FUNDS - City of Westbrook CIP funds

C1912 - Back Stop Fencing	(14,000.00)
C1914 - Warren Field	(11,500.00)

#### LOCAL FUNDS - City of Westbrook Committees

Westbrook Recreation and Conservation Committee	(15,000.00)
Westbrook Environmental Improvement Committee	(35,000.00)

#### COUNTY/STATE FUNDS

2018 Cumberland County CDBG Program	(50,000.00)
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#### FEDERAL FUNDS

Land & Water Conservation Fund	(300,000.00)
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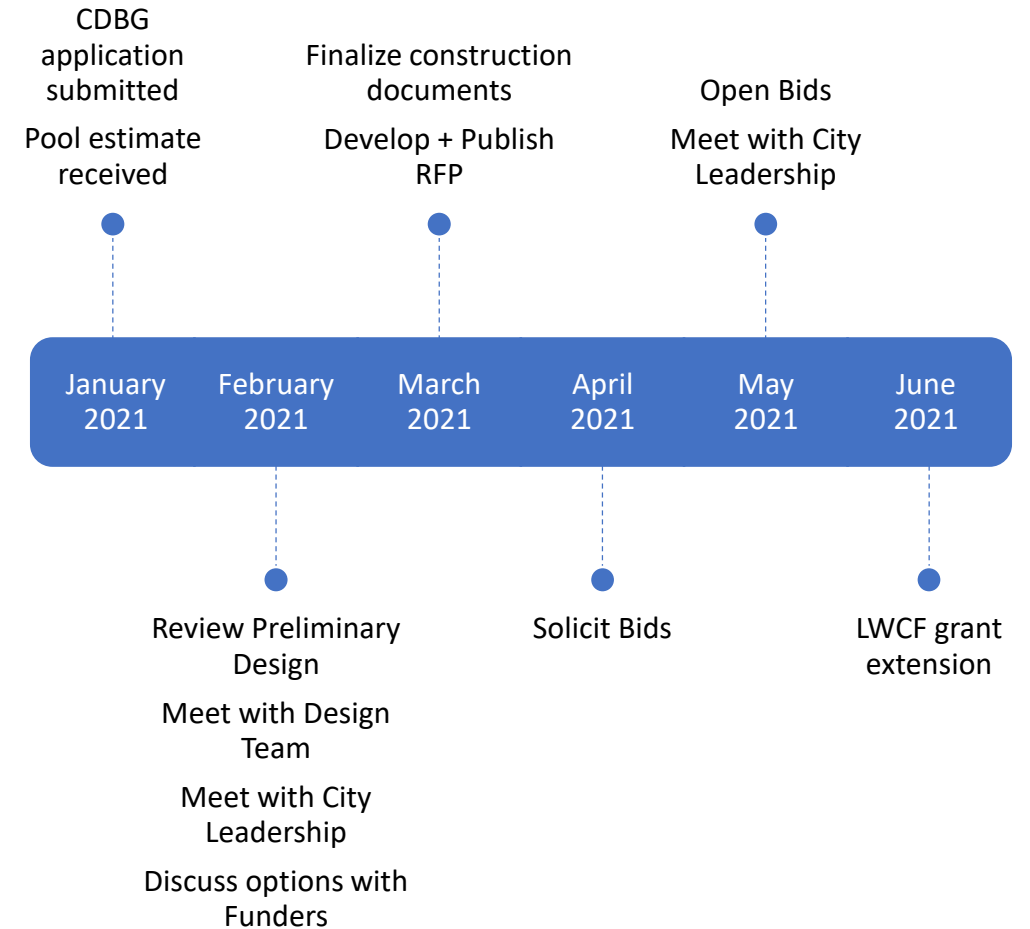
#### PRIVATE FUNDS

Cornelia Warren Community Association	(100,000.00)
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#### REQUESTED FUNDS

2021 Cumberland County CDBG Program	(200,000.00)
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<b>Total Revenue</b>	<b>(725,500.00)</b>
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WESTBROOK COMMON









# WESTBROOK COMMON

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- **Mar 2020:** Reviewed 75% Design Plans
- **Apr 2020:** Conducted test pits to inform bid docs
- **May 2020:** Reviewed 90% Design Plans
- **June 2020:** Received draft of Bid Docs
- **July 2020:** Reviewed Opinion of Engineering Cost Opinion
- **Sept 2020:** Finalized P+S agreement with Council
- **Oct 2020:** Drafted #seeingorange webpage with DDW
- **Dec 2020:** Finalized details on plans + construction documents

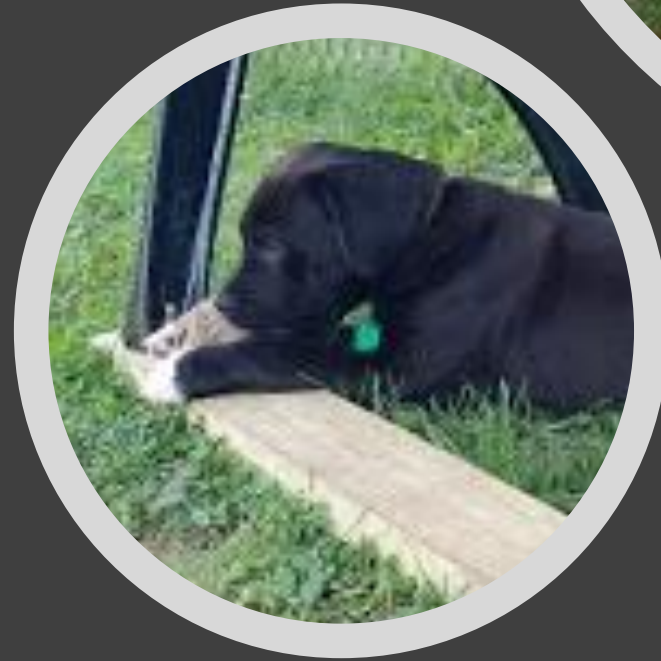


# VERTICAL HARVEST



# BICENTENNIAL PARK

- Fall 2020 Eagle Scout candidate
  - Made training obstacles
  - Stored with Public Services
  - Coordinated into the Winter
- Spring 2021 to be installed at Park







# CITY OF WESTBROOK

Projects Update

QUESTIONS?

Robyn Saunders, Project Manager

[rsaunders@westbrook.me.us](mailto:rsaunders@westbrook.me.us)