

AGENDA

SOUTHERN MAINE PLANNING AND DEVELOPMENT COMMISSION EXECUTIVE COMMITTEE

February 26, 2026

9:00 AM – 10:30 AM

SMPDC Conference Room, Saco Island or

Join Zoom Meeting

<https://us02web.zoom.us/j/88278545380?pwd=6REIjyRTcKTKGRa77DfNmTiHp06Lad.1>

Meeting ID: 882 7854 5380; Passcode: 465987

1. Committee Introductions (Keith/Steph)

Welcome to our two new Committee members:

- Truc Dever- Biddeford City Manager
- Donna Ring- York County Commissioner representing District #4- Alfred, Dayton, Limerick, Lyman, Sanford, and Waterboro,

2. Minutes of the January 22, 2026 meeting (Keith)

The minutes for the meetings are enclosed.

Move to accept the minutes of the January 22nd Executive Committee Meeting

3. Executive Director Report (Stephanie)

- **Staffing Update**- We have hired a new Land Use and Transportation Planner. Britta Brown is coming to us from HNTB's Portland office. In addition to transportation experience, she also has experience working at the County level on planning initiatives in Winter Park, FL. Her first day will be March 9th.
- **Brownfields Supplemental Funding**- EPA has announced the availability of an additional \$25 million in Infrastructure Investment and Jobs Act funds to supplement eligible Brownfields Revolving Loan Fund (RLF) grants. At first glance it looks like SMPDC is eligible to apply, and we are currently working on a grant application to request additional funds. The deadline to submit a request is March 16, 2026.
- **30 Upper Falls EPA Brownfields Loan Status Update**- In December 2025, the Executive Committee voted to approve an extension of the interest-only period on Foundry 30, LLC's \$2.517 million EPA Brownfields loan. As recommended by the RLF Committee, the vote recommended an initial three-month extension and gave staff the ability to approval additional extensions in three-month increments, up to 12 months. Foundry 30, LLC has recently reached out to confirm that they have signed a

lease agreement with Main Venue Partners, so staff intend on allowing another three-month extension.

4. Treasurer's Report (Randy)

There are a few items for the Treasurer's report. We have included:

1. The accounting "dashboard" for January 2026.
2. The most recent Financial Statement from QuickBooks
3. The most recent loan activity and info

Move to accept the most recent financial reports.

5. 42-44 Old Post Road, Kittery- Brownfields RLF Sub-grant Request

Fair Tide, an affordable housing developer in Southern York County, has applied for a \$500,000 sub-grant to SMPDC's Brownfields RLF for the clean-up and remediation of two lots along Old Post Road in Kittery. The project will redevelop the parcels into 12 units of permanent affordable housing with a capacity to house approximately 20 people. This project will target individuals and families at 30% AMI or below who are deemed homeless by HUD and MaineHousing definitions. Fair Tide will provide a case worker to support tenants and to ensure their success. Leases will be for a period of one year and vetted by MaineHousing. Eight units (four one-bedroom units and four three-bedroom units) will be subsidized via Project Based Vouchers. The remaining four one-bedroom units will use VASH (vouchers reserved for veterans). The total development cost is expected to be around \$4.2 million.

While still under town ownership, the site was previously approved for a Brownfields Clean-Up grant of \$210,000 to stabilize the site and prepare it for the transfer of ownership to Fair Tide. The site is in a growth area serviced by public utilities and the Town recently replaced the water and sewer mains on Old Post Rd providing access for the property. The site was formerly a garage (1940) and residence (1960), with asbestos, lead paint, and other hazardous materials identified for abatement as part of the demolition and construction. The project proposes 9,000 sq. ft. of green space for tenants and public access to Legion Pond is provided by a parking lot and shoreline, near the property.

The application and supporting info are included in the packet. Fair Tide will be present on the Zoom to answer questions and discuss its request to the Committee.

Move to approve an EPA Brownfields RLF sub-grant up to the amount of \$500,000.

6. SMPDC's Strategic Plan

Staff introduced the draft Strategic Plan at the January Executive Committee meeting. Staff have addressed an edit to the draft that was requested asking to clarify in the text that all work is contingent on available resources. Committee members also asked for more

clarification about how we would measure our progress over the five-year timeframe of the plan, and how the Committee will be updated on progress. In response to these concerns, we have drafted a specific strategy for implementation of the plan that outlines annual check-ins with the Committee and tracking progress on strategies. Staff will develop division work plans that tie projects and activities to the plan's strategies and we will keep an internal tracking sheet to document metrics at our staff meetings throughout the year. The implementation strategy is included in your packets.

Move to accept the 5-year Strategic Plan and recommend it for adoption by the General Assembly at our Annual Meeting.

7. Other News or Updates

Our next meeting is scheduled for March 26th.

**EXECUTIVE COMMITTEE
MINUTES**

SOUTHERN MAINE PLANNING and DEVELOPMENT COMMISSION

9:00 AM- 10:30AM

January 22, 2026 (in person and via ZOOM)

In attendance: Keith McBride (Chair- SREGC), Jan Williams (Treasurer-Hiram), Dylan Smith (York), Tracey Desjardins (Vice-Chair-Saco), Chris Osterrieder (Kennebunk), Karla Bergeron-Wilcox (Alfred), Lorisa Ricketts (Sanford).

Amy Gommès Pulaski, Strategic Plan Consultant

Absent:, Lindsay Gagne (Lyman) Katie Haley (Fryeburg), Justin Chenette (York County Comm)

Staff: Stephanie Carver, Raegan Young, Randall Davis, and Deb Cyr.

1. Minutes of December 4th

*A motion was made by Karla Bergeron-Wilcox to accept the minutes of the Dec 4th meeting as written, and the motion was seconded by Jan Williams. **Approved Unanimously.***

2. Executive Director Update

Stephanie provided the following updates:

Staff Update

Mikala Jordan, Senior Planner in Land use has left SMPDC to work for the town of Waterboro. We have started the interview process.

Bylaws Update

Staff plan to start working on some proposed updates to the Bylaws over the next month or so and will bring back some suggestions later this spring.

Sustainability Divion

The Sustainability and Resilience Division began 5 years ago as a pilot program, and is now heading into its 6th year. A leader in the state, this program has been very successful in helping communities leverage significant additional state and federal grant resources. We are looking at changing the funding structure for the project away from the pilot model. In response to broader interest from our membership, we want to expand the reach of the program beyond the original communities. The new funding structure will be based on voluntary participation, and the broader reach will allow us to ask for a lower contribution.

We will still contract directly with municipalities to do specific projects, but members in the program will receive a lower hourly rate. Karina Graeter has started to develop a proposed funding structure to offer communities, and we hope to have it out to folks in the next month or so.

3. Treasurer's Report

Randy provided a summary to the Committee. Cash is at 4.5 million at the end of December, operating account has 530k, including RLF funds. A/P is 550K an all-time high. Due mainly to processing time of the federal government and contracts ending.

The balance sheet is normal. P/L shows 235K surplus 40K higher than last year. We are on track to break even.

Audit financials are complete.

The defederalization should be complete if not by the end of this week, then by the end of the month.

*A motion was made by Jan Williams to accept the financial report as written and seconded by Karla Bergeron-Wilcox. **Approved Unanimously.***

4. Appointment Committee (Steph)

We convened the appointments committee last week to look at filling several Executive Committee vacancies. The County has notified us that Justin Chenette has stepped down from the Committee, and they would like to appoint Commissioner Donna Ring to represent the County. Donna represents District #4 which encompasses the towns of Alfred, Dayton, Limerick, Lyman, Sanford, and Waterboro. After meeting to discuss possible candidates, the Appointments Committee has also agreed to recommend the appointment of Truc Dever, Biddeford's City Manager, leaving one remaining vacant municipal position to be filled at a later time.

*A motion was made by Chris Osterrieder to accept the nominations of Truc Dever and Donna Ring to the Executive Committee, and the motion was seconded by Tracey Desjardins. **Approved Unanimously.***

5. SMPDC's Strategic Plan

Stephanie and Raegan, with help from Amy Gomme Pulaski, SMPDC's Strategic Plan consultant, introduced the draft strategic plan to the Committee. After discussion, the committee expressed some concerns about the scale of strategies and asked staff how it would complete all of them in the 5 year timeframe. Stephanie noted that the Strategic Plan is aspirational and not intended to be a workplan checklist. The list of strategies in the plan is the "universe" of what we *can* and want to be doing as an organization. Many of these strategies are things the organization already does on an ongoing basis. Staff will use this plan and the implementation process to look at how we can build our resources and align them to our goals more effectively.

There were several concerns expressed about developing metrics to track our progress to make sure we can measure and show what we accomplish. The Committee also expressed needing more clarity

about how staff will communicate progress to the board. Staff agreed to bring back an implementation strategy addressing some of these concerns to the next meeting.

6. Next Meeting: February 26th

DRAFT

Southern Maine Planning and Development Commission

Balance Sheet

As of January 31, 2026

Jan 31, 26

ASSETS

Current Assets

Checking/Savings	4,656,964.88
Accounts Receivable	454,916.71
Other Current Assets	9,079,769.16

Total Current Assets 14,191,650.75

Fixed Assets 6,405.25

Other Assets 204,879.91

TOTAL ASSETS 14,402,935.91

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable	358,930.59
Credit Cards	9,694.42
Other Current Liabilities	-11,858.86

Total Current Liabilities 356,766.15

Long Term Liabilities 397,362.25

Total Liabilities 754,128.40

Equity 13,648,807.51

TOTAL LIABILITIES & EQUITY 14,402,935.91

Cash and AR	Current Month	Prior Month	Prior Year
Total Cash #	\$ 4,656,965	\$ 4,531,958	\$ 4,077,683
Operating Cash*	\$ 610,671	\$ 533,341	\$ 531,985
Days Cash on Hand	96.5	85.2	83.6
Accounts Receivable^	\$ 428,408	\$ 555,285	\$ 413,081
% Current	43%	60%	99%
% > 30 days and < 90 days	46%	30%	0%
% > 90 days	11%	10%	1%
Day is AR	59.6	73.6	64.9

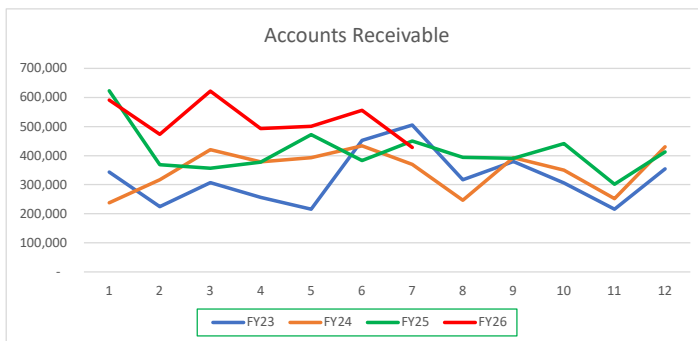
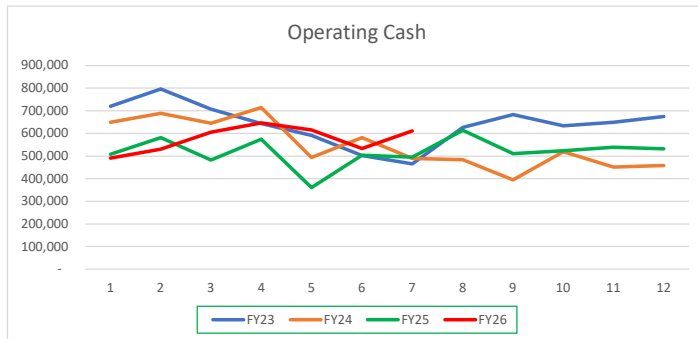
Notes: * Includes Operating Account and Super Saver Account and funds transferred to EDA Legacy
 Notes: # Includes \$250,000 in EDA Legacy from our Line of Credit

Notes Receivable	Current Month	Prior Month	Prior Year
Economic Dev. Loans	2,200,000	2,225,000	2,225,000
EPA Loans	8,723,128	8,723,128	7,973,128
Total Loan Amount	10,923,128	10,948,128	10,198,128
Economic Dev. Loans	1,565,975	1,577,134	1,658,816
EPA Loans	7,222,823	7,233,106	7,284,989
Current Loan Balance	8,788,798	8,810,240	8,943,805
New Loan Amount	37,480	251,225	-
Closed Loans	25,000	-	-
Interest Income	23,438	24,185	286,168
Bank Interest	10,733	10,446	104,917

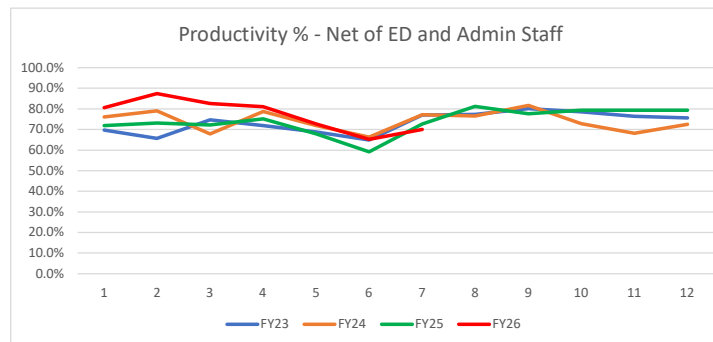
Available Funds to Loan

EPA - Closed ~	3,178,684
EPA 2022 - Current	4,615,360
EDA - Old ~	201,925
EDA - Current*	228,587

Note ~: All of the funds from these older grants has been loaned out or granted. The available funds come from loans being paid back.



Billable Time



This graph shows the amount of billed staff time to projects and grants. The remainder is the amount of admin time. The Executive Director and Administrative Support staff have been omitted.

Southern Maine Planning and Development Commission

Profit & Loss

July 2025 through January 2026

Jul '25 - Jan 26

Ordinary Income/Expense

Income

440 · Sustainability & Resilience	434,693.86
410 · Transportation	437,869.29
420 · Economic Development	299,374.37
430 · Land Use	205,849.72
480 · Dues	160,513.00
4600 · Other	7,324.77

Total Income 1,545,625.01

Expense

5260 · Interest Expense - LOC	1,722.22
5023 · ME Family Medical Leave Expense	6,970.29
5215 · Consultant Fees	157,167.54
5000 · Salaries & Wages	725,456.18
5014 · Payroll Tax Exp Total	56,895.73
5020 · Employee Health Ins/Fringes	173,306.39
5022 · Retirement Funds Match Expense	36,048.45
5105 · Communications	3,390.00
5700 · Reimbursable Expenses	4,232.17
5120 · Training/Conferences/Education	6,237.48
5030 · Computers / Server	1,208.94
5032 · Software Expense	4,278.37
5180 · Membership / Associations	3,012.36
5205 · Telephone / Internet Expense	4,347.76
5199 · Rent / Utilities	45,498.00
5275 · Equipment (Office) Rental	2,292.92
5140 · Supplies Expense	12,011.31
5777 · Insurances Costs	14,350.57
5255 · Legal Fees	1,583.00
5250 · Professional / Accounting Fees	42,375.00
5280 · Repairs and Maintenance	2,200.00
5034 · Web Hosting/Design	1,905.63
5130 · IT Support	22,853.45
5282 · Miscellaneous Exp (Contingency)	28,291.76
5145 · Other	3,310.37

Total Expense 1,360,945.89

Net Ordinary Income 184,679.12

Other Income/Expense

Other Income

4067 · Interest Income	165,399.23
4160 · EPA/EDA RLF Bank Interest	66,222.65
5287 · Grant Drawdowns	309,440.19

Total Other Income 541,062.07

Southern Maine Planning and Development Commission

Profit & Loss

July 2025 through January 2026

	<u>Jul '25 - Jan 26</u>
Other Expense	163,109.47
Net Other Income	<u>377,952.60</u>
Net Income	<u><u>562,631.72</u></u>



Serving the Municipalities of Southern Maine for Over 50 Years

SMPDC's Brownfields Revolving Loan Fund: Application for Cleanup Loans & Subgrants Long Form (BRLF-B)

Southern Maine Planning and Development Commission (SMPDC)'s Brownfields Revolving Loan Fund provides below market rate loans and subgrants to facilitate cleanup of contaminated properties (brownfields) in SMPDC's service area. The purpose of this program is to assist in the revitalization of these properties to promote jobs and a cleaner environment for the communities in the SMPDC Region. Loan funds are available to public, private and nonprofit owners who comply with the eligibility requirements of the Environmental Protection Agency (EPA); subgrants are available to eligible municipalities and nonprofit owners of brownfield properties.

This is a two-part application process. Please first submit:

→ One signed and complete **Eligibility Application (Form BRLF-A)**

When eligibility has been approved by the Environmental Protection Agency (EPA), you will be notified. At that time, please submit the following:

NOTE: Where information requested in the long form or in the checklist below may be found in an executive summaries of environmental reports and/or applications for other sources of funds, please attach these documents and make a note of alternative sources of information. The Brownfields Revolving Loan Committee will make a determination whether alternative information is sufficient, or whether additional materials are needed.

Brownfields Remediation & Site Information	
<input checked="" type="checkbox"/>	One signed and complete Application Long Form (Form BRLF-B)
	Supporting information (all previous reports including ASTM Phase I ESA or equivalent and any other site assessment documents that were completed without EPA funding from SMPDC)
	Analysis of Brownfields Cleanup Alternatives (ABCA)
	Voluntary Response Action Program (VRAP) Application and No Further Action Assurance (NFAA) Letter from Maine DEP (if available)
	Community Involvement Plan
	Development Plan for the site
	Budget table summarizing Brownfields program eligible costs
Applicant Information	
	A brief summary of the company/organization, its products and history
	A profile/resume of the owner and senior management

Financial Information	
	Three years of financial statements and/or tax returns (for private firms) OR audits for the last three fiscal years (for nonprofits and municipalities) * If the year-end statements are over 90 years old, the most recent prepared financial statements.
	The most recent accounts payable and accounts receivable aging
	For sole proprietorships, a personal financial statement along with three years of personal tax returns

Not required as part of the initial application, these materials will be needed *for loan applicants* as we proceed with review of your application. Forms can be found on the [SMPDC Brownfields webpage](#).

Please advise:

	A completed debt schedule (business obligations only)
	SMFA Personal Financial Statement Form
	ACH Direct Payment Authorization Form
	Property Appraisal

Send all information to: Raegan Young at ryoung@smpdc.org
 Southern Maine Planning and Development Commission
 110 Main Street, Suite 1400
 Saco, ME 04072

**Electronic applications are preferred*

Directions: Information may be typed into this form electronically, entered by hand, or included on attached sheets.

I. APPLICATION TYPE (check both loan and grant if applying for both)

Applying for a:	<input type="checkbox"/> Loan	<input type="checkbox"/> Grant
In the amount of:	\$	\$

II. APPLICANT/BORROWER

Applicant (Owner)'s Name:		
Mailing Address:		
City:	State:	Zip:
Phone:	Email:	

Form of Ownership	
<input type="checkbox"/> Corporation	<input type="checkbox"/> Limited Liability Corp
<input type="checkbox"/> Partnership	
<input type="checkbox"/> Proprietor	<input type="checkbox"/> Private
<input type="checkbox"/> Nonprofit	<input type="checkbox"/> Municipality

<p>Unique Entity Identifier (UEI):</p> <p>A UEI is required to receive funds. If you do not have a UEI you can register and receive one at: sam.gov/entity-registration</p>

Tax ID Number:	Date of Incorporation:
Type of Business:	
Location of Project & Purpose of Redevelopment:	

Describe the applicant's capacity to develop and manage the proposed redevelopment project, including planned use of consultants. If the applicant is a developer, describe the real estate and management experience as it relates to the proposed project:

III. ENVIRONMENTAL REMEDIATION

Briefly summarize your cleanup plan for the site, as described in the attached ABCA, and proposed time frame:

NOTE: The attached ABCA must include the following:

- Information about the site and associated contamination (i.e., location and concentrations of known contaminants, exposure pathways, identification of contaminant sources, etc.); cleanup standards; applicable laws; alternatives considered; and the proposed cleanup.
- The effectiveness, implementability, and the cost of the response proposed. The evaluation will include an analysis of reasonable alternatives including no action.

Has a Quality Assurance Project Plan (QAPP) been developed to accompany the ABCA?

Yes No

If not, when do you expect to have one completed?

IV. PROPOSED REVITALIZATION PROJECT

Location of the proposed project:

Size and physical characteristics of the site:

Please describe the zoning district in which the site is located and whether redevelopment plans are anticipated to comply with local regulations:

Have all other state permits been obtained for this project? (Natural Resources Protection Act (NRPA) permits, stormwater, waste management, access, etc.)

Yes No

If no, please explain:

Project Description

Please provide a narrative description of the development concept, including the number of buildings and square footage, the anticipated building occupants, the terms of the leases, and anticipated tenant improvement costs. (Attach plans and addendum if needed)

Business Plan

Please provide a description of the business goals, strategies, and action plans for the revitalization project. Attach a copy of the plan, if applicable.

Economic and Physical Impact

Please describe other economic/physical revitalization that your project will encourage as well as any community benefits:

How many new jobs will be created as a result of this project?

Public Benefit

What type of impact will the project have on underserved and disadvantaged communities, such as low-income individuals? How will the project benefit the community?

Describe the extent the grant/loan will facilitate the use of existing infrastructure:

Describe the extent the grant/loan will facilitate the creation of, preservation of, or addition to a park, greenway, undeveloped property, or other property used for nonprofit purposes:

V. FINANCIAL INFORMATION

** Note the list of financial information requested at the start of this application, please submit documentation listed or equivalent.*

Describe any contingent liabilities, suits, or disciplinary actions, etc.

Indicate whether applicant/owner or any occupant has ever filed for bankruptcy or protection against creditors. If yes, please give an explanation:

VI. TOTAL PROJECT COSTS

Attach a budget table summarizing eligible costs that are proposed to be funded by SMPDC’s Brownfields program. In addition, please include a breakout of non-eligible costs below. [See Attachment A](#) for eligible and non-eligible costs.

Total Remediation Costs Eligible for EPA Funding	\$
Rehabilitation/Construction (not eligible for EPA funding)	
Demolition	\$
Construction	\$
Rehabilitation	\$
Landscaping	\$
Soft costs (i.e. legal, financing fees, permits, etc.)	\$
Other: (specify)	\$
Total Rehab/Construction Costs not eligible for EPA funding	\$

VII. PROJECT FINANCING

To be eligible for loan or grant funds, a project must show that sufficient financing is not available from other sources without financing from SMPDC’s Brownfields program. Please describe your efforts to secure financing from other private and/or public sources and summarize the reasons why participation in the SMPDC Brownfields program is necessary (attach pages as necessary).

Some Brownfields funding sources require that 20% of funds used for eligible site remediation activities must come from other sources. Please describe source(s) of matching funds, if required:
**Consult your QEP or reach out to SMPDC to determine if match is required.*

Total Remediation Costs:	\$
EPA Grant Funds Requested:	\$
EPA Loan Funds Requested:	\$
Total Matching Funds Needed:	\$
Sources of Matching Funds	
	\$
	\$
	\$

IMPORTANT NOTICE REGARDING LEGAL FEES

The SMPDC will be represented by legal counsel in the review of the terms of transaction documents and in any related legal matters arising prior to the issuance of a loan or grant. All incurred legal fees for said representation shall be the responsibility of the undersigned even if the financing shall fail to close.

CERTIFICATION

The undersigned hereby represents and certifies to the best of his/her knowledge and belief that the information contained in the forgoing statement and exhibits and attachments hereto is true and complete and accurately describes the proposed project. The undersigned further agrees to promptly inform SMPDC of any changes in the proposed project which may occur. The undersigned agrees that acceptance of any form of financial assistance from SMPDC constitutes agreement to include SMPDC in any public relations events or materials related to the project, and to cooperate with and permit SMPDC to publicize its involvement for marketing and public relation purposes including, but not limited to: signage, press releases, public events, and promotional materials.

To the best of my knowledge, the data and information which I have submitted to obtain brownfields financing from the Southern Maine Planning and Development Commission are true and correct.

Borrower/Applicant: _____

Signature: _____ Date: _____

No liability is incurred by the Southern Maine Planning and Development Commission by reason of any approval for brownfields funding. Approval by the Loan Servicing Agent and Site Manager under contract with SMPDC is based on information supplied by the applicants. Applications may be rejected with or without cause, and SMPDC shall incur no liability costs associated with the preparation of this application. No guarantee is intended or implied by reason of any advice given by SMPDC or its staff.

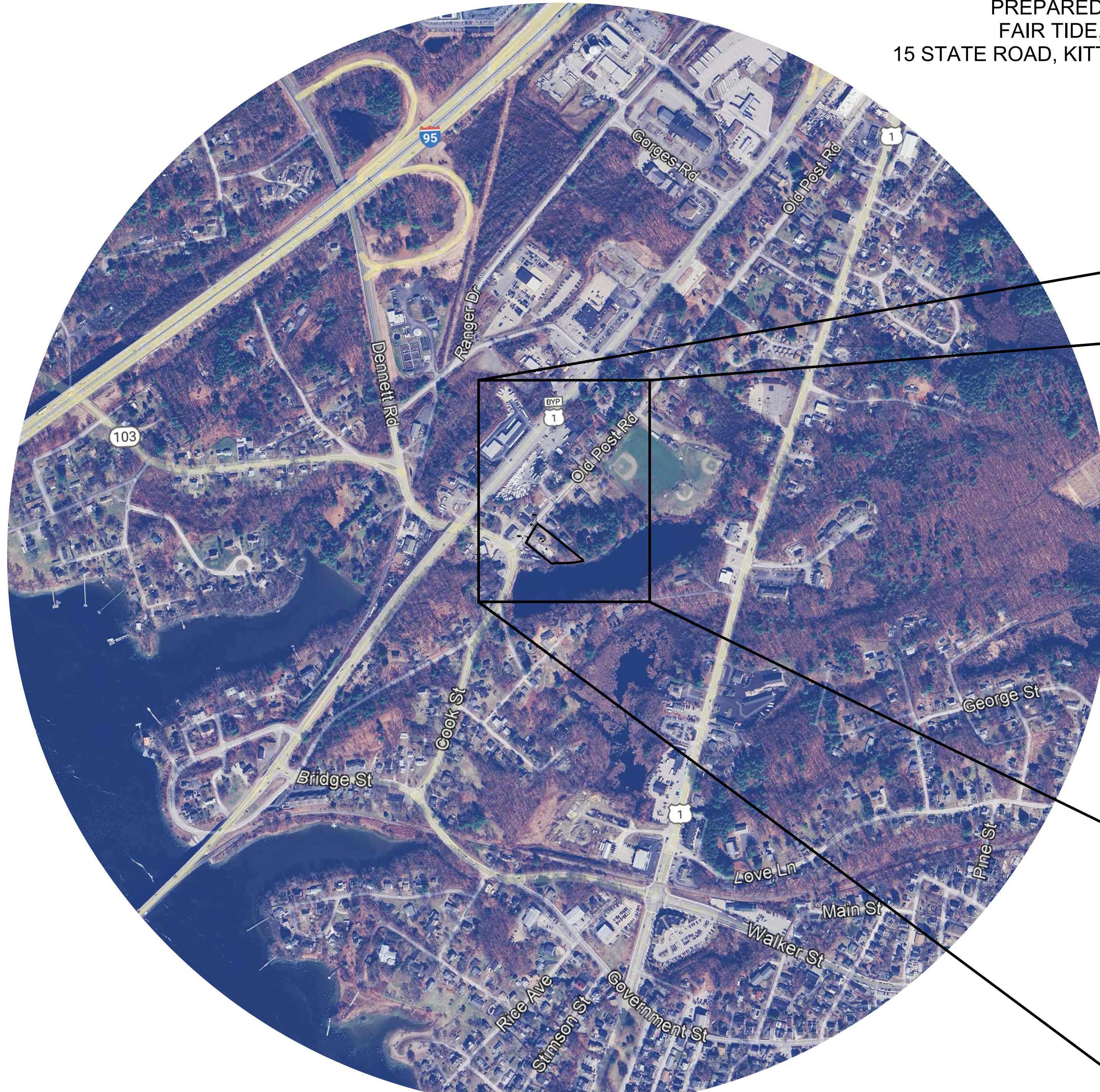
SITE PLAN FOR THE LAND OF THE TOWN OF KITTERY

42 & 44 OLD POST ROAD
KITTERY, MAINE

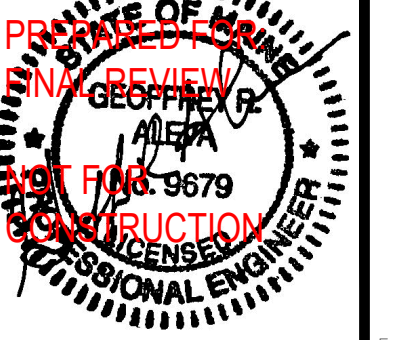
PREPARED FOR:
FAIR TIDE, INC.
15 STATE ROAD, KITTERY, ME 03904

INDEX:

1	C0	COVER SHEET
2	EC1	PRELIMINARY - ALTA/NSPS LAND TITLE SURVEY PLAN
3	C1	EXISTING CONDITIONS PLAN
4	L1	OVERALL SITE PLAN
5	L2	ENLARGED SITE PLAN
6	L3	GRADING SITE PLAN
7	L4	UTILITY PLAN
8	L5	CONSTRUCTION DETAILS
9	L6	BMP CONSTRUCTION DETAILS
10	L-1	LANDSCAPE PLAN
11		SITE LIGHTING PLAN



3,000 FT SITE RADIUS
SCALE: 1"=400'



CIVIL CONSULTANTS
Engineers
Planners
Surveyors
P.O. Box 100
South Berwick
Maine
03908
207-384-2550
www.civcon.com

NO.	REVISIONS	DATE
3	REVISED PER TOWN OF KITTERY REVIEW	JAA 12/19/25
2	REVISED FOR FINAL	LTE 12/01/25
1	REVISED WATER TREATMENT	LTE 10/10/25

RECORD OWNER:
TOWN OF KITTERY
OWNER ADDRESS:
200 ROGERS ROAD
KITTERY, ME 03904

SITE PLAN - FOR THE LAND OF THE TOWN OF KITTERY
42 & 44 OLD POST ROAD - TAX MAP 8, LOTS 23 & 24
KITTERY, YORK COUNTY, MAINE

PREPARED FOR:
FAIR TIDE, INC.
15 STATE ROAD, KITTERY, ME 03904

CLIENT ADDRESS:

SCALE AS NOTED
0" 1"

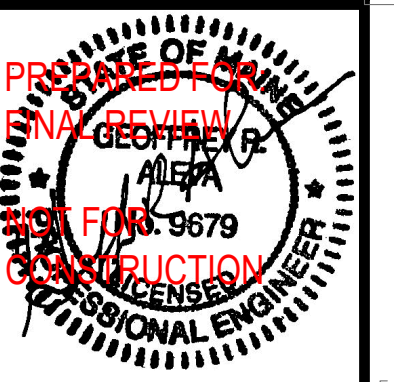
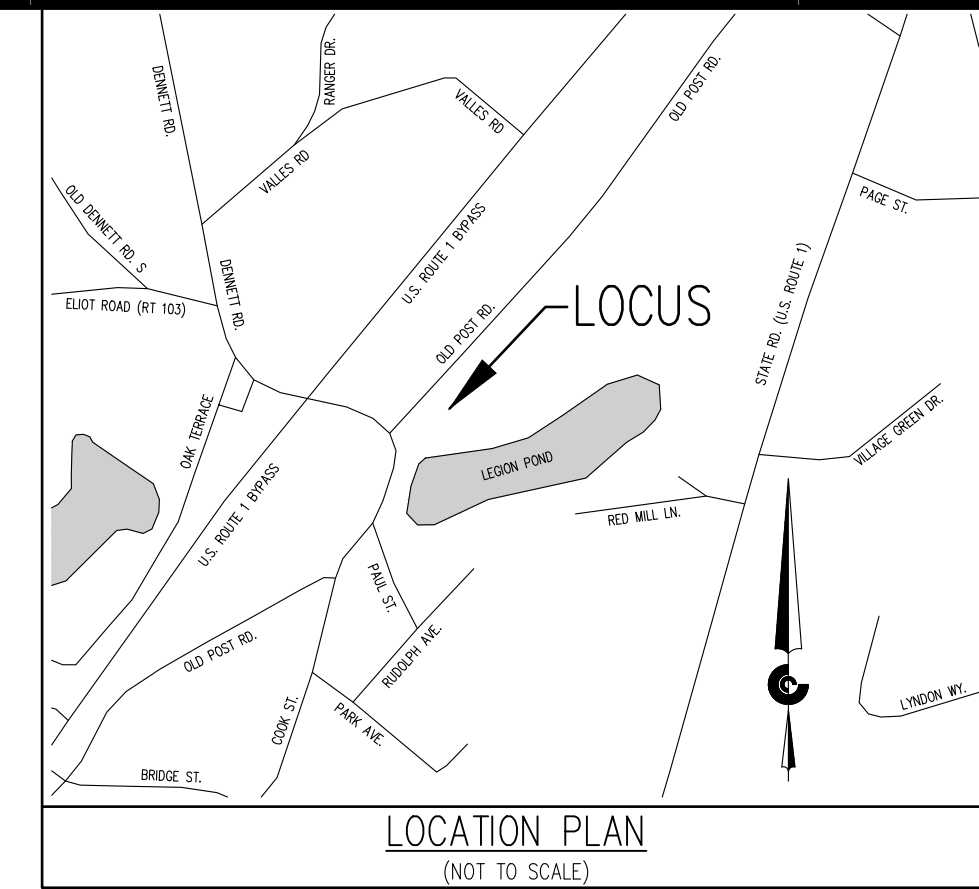
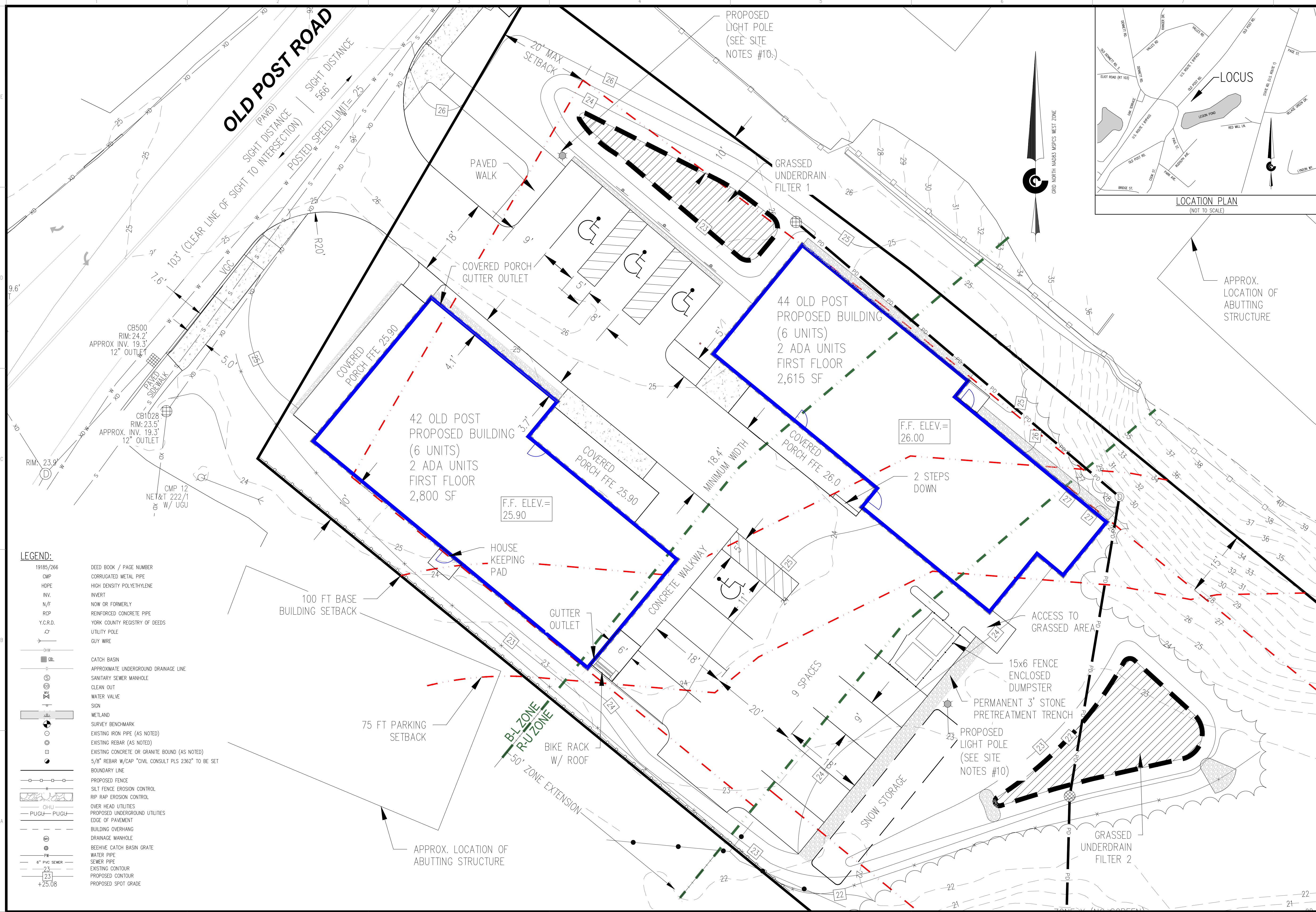
DATE: 10/09/2025
DRAWN BY: LTE
CHECKED BY: GRA
APPROVED BY:

COVER SHEET
AND
LOCATION PLAN

PROJECT NO: 24-197.00

C0

SHEET: 1 OF 1



CIVIL CONSULTANTS
Engineers
Planners
Surveyors
P.O. Box 100
South Berwick
Maine
03908
207-384-2550
www.civcon.com

NO.	REVISIONS	DATE
3	REVISED PER TOWN OF KITTERY REVIEW	12/17/25
2	REVISED FOR FINAL	12/01/25
1	REVISED WATER TREATMENT	10/10/25

RECORD OWNER:
TOWN OF KITTERY
OWNER ADDRESS:
200 ROGERS ROAD
KITTERY, ME 03904

SITE PLAN - FOR THE LAND OF THE TOWN OF KITTERY
42 & 44 OLD POST ROAD - TAX MAP 8, LOTS 23 & 24
KITTERY, YORK COUNTY, MAINE

PREPARED FOR:
FAIR TIDE, INC.
15 STATE ROAD, KITTERY, ME 03904

CLIENT ADDRESS:

DATE: 10/09/2025
DRAWN BY: JAA/LTE
CHECKED BY: GRA
APPROVED BY:

ENLARGED SITE PLAN

PROJECT NO: 24-197.00

L2
SHEET: 2 OF 6

**Old Post Rd
Brownfields Application
rev 020326**

Total Project Costs not eligible for brownfields funding: \$3,887,447

Line Item		PBC Brownfields Eligible \$500,000
<hr/>		
Div 2 Demolition/Abatement		
Abatement - House	\$	33,000
Abatement - Dirt Removal	\$	127,301
Abatement - Marker Layer, Soil Disposal, Mobilization	\$	204,119
	SUBTOTAL	\$ 364,420
Div 3 Concrete (Soil Cap & Cover System)		
Concrete Foundations	\$	66,275
Concrete Flatwork	\$	45,000
Concrete Reinforcement		
Concrete Pumps	\$	6,000
Concrete Accessories - Materials & Insulation	\$	18,305
	SUBTOTAL	\$ 135,580
		\$ 500,000
<hr/>		
Soft Costs - QEP	\$	60,000



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Kittery, ME 03904
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Fair Tide's Objectives & Current Work (2026)

Fair Tide's mission is to reduce homelessness and strengthen our community by providing affordable housing and supportive services in southern Maine and Seacoast NH. Housing is the foundation for health and stability, yet it is increasingly out of reach for low- and moderate-income households. Maine faces a shortage of more than 80,000 affordable units, and vacancy rates in our region remain in the single digits.

Fair Tide responds to this crisis by creating deeply affordable, permanent housing—rents capped at 30% of household income—paired with individualized case management to promote long-term stability. More than 90% of households served remain stably housed for at least one year.

Our work includes:

- **Housing Development:** From our original five-unit house, we have grown to add a new six-unit property in 2024 and will break ground on a 12-unit project this year. A third project is in planning for 2026, and we are serving as Development Consultant for a Dover, NH Recovery Residence slated to open in late 2026.
- **Supportive Services & Case Management:** Our team offers long-term case management to every household living in Fair Tide and landlord partner units. This critical service is tailored to meet the unique needs of each household, but always with the goals of maintaining housing stability, overall health and gaining financial independence. In 2024 we added a second case manager to expand capacity and now administer the General Assistance programs for Kittery and Eliot, providing financial assistance to our most vulnerable neighbors through a more holistic, client-friendly model.
- **Landlord Engagement Initiative (LEI):** This program partners with property owners willing to accept housing vouchers. To date, 14 households have secured permanent housing through LEI. This program stalled when voucher resources were frozen in 2024, but we hope to continue this work once they become available.
- **Client Emergency Fund & Referrals:** Since 2020, we have provided almost \$60,000 in flexible support to 114 households and served more than 890 households through information and referral services.
- **Thrift Store:** Our store provides affordable goods and generates critical unrestricted revenue, while supplying clients with essentials such as work attire and school supplies. The Fair Tide thrift store has broken sales records every month since we moved to our new location in February and donated hundreds of dollars' worth of clothing and housewares to Mainspring families.

Fair Tide also co-founded Mainspring: The Seacoast Social Services Collective, a new one-stop hub that opened in early 2025. Mainspring amplifies the impact of our housing work by connecting residents to food, mental and physical health care, and financial supports in a coordinated way, reducing barriers and building sustainable pathways out of poverty. Through this integrated approach, Fair Tide is expanding housing, preventing homelessness, and strengthening the region's social safety net.

Emily Flinkstrom

12 Buckley Way Kittery, Maine 03904

Email: EFlinkstrom@gmail.com Phone: 801-652-6077 (cell)

Work Experience

Co-Founder and Co-Director, Mainspring, Kittery, ME November 2021-present

- Overview: Mainspring is a collaborative resource hub of social services that brings together over a dozen nonprofit partners under one roof to offer comprehensive programs and services. The mission of Mainspring is to help navigate a pathway out of poverty by ensuring all community members have the resources to thrive.
 - Developed and implemented the idea, vision and model for Mainspring, alongside co-founding partner, Footprints Food Pantry.
 - Identified and secured the site and brought together a team of architects, engineers and contractors to turn the vision into reality. Played an integral role in the design, permitting and construction process.
 - Led a successful \$6.3M capital campaign to fund the development of the facility. Secured private and public dollars, including \$1M in CDS funds and \$750k in ARPA funds.
 - Recruited agencies to become Mainspring partners who collaboratively offer services at the facility. Created Memorandum of Understanding outlining roles and responsibilities of each party.
 - Fully operationalized Mainspring and lead the project as co-executive director
 - Created new staff positions to implement and operate the Mainspring model. Recruited and onboarded two Intake and Collaboration Specialists, a Volunteer Manager, Development Associate and Director of Programs and Operations.
 - Provide ongoing supervision to Fair Tide's two case managers, Intake and Collaboration Specialists, Director of Programs and Operations and Director of Housing.
 - Collaborate with staff to develop applicable policies, procedures, and systems for the entire facility and Mainspring programs.
 - Work with development staff to sustain funding for the growth and expansion of Mainspring and the associated programs.
 - Monitor program data and outcomes to ensure impact, discover gaps and highlight opportunities.

Executive Director, Fair Tide, Kittery, ME August 2016-present

- Overview: Fair Tide is a nonprofit with a mission to reduce homelessness by providing housing and supportive services to individuals and families experiencing homelessness.
- Leading significant expansion of Fair Tide's housing development work:
 - Grew the organization from a five-unit transitional housing program to one of the leading affordable housing developers in the Seacoast.
 - Created and launched Fair Tide's Landlord Engagement Initiative, offering incentives to landlords who rent to households experiencing homelessness who have rental vouchers.
 - Foster creative partnerships with other homeless service providers to leverage available resources and move households out of shelter and into permanent housing.
 - Established, and supervise, a Director of Housing to lead the growth of this department.
- Serve on the Kittery Housing Committee, established to bring about solutions to the affordable housing issue in town. Successes include; passing zoning changes which allow for, incentivize and mandate the development of affordable housing; the creation of an Affordable Housing Fund; launch of an ADU grant pilot program; utilizing town owned properties for affordable housing; and increased awareness of the issue among citizens.
- Participate in regional and statewide collaboratives, such as the Maine Continuum of Care, Region One Homeless Council, elected member of Maine's Statewide Homeless Council, and the seacoast's Home for All coalition, to advance shared goals of eliminating homelessness.
- Manage high-level donor development, grant writing and public relations. Supervise Fair Tide's Development Director who is responsible for all other aspects of fundraising, development and communications.
- Supervise and support Fair Tide's case managers in providing direct services to clients. Created partnerships with local municipalities to administer their General Assistance programs on a contractual basis and through a case management lens.
- Manage organization's finances including developing a yearly budget aimed at meeting programmatic goals, tracking income and expenses toward budget marks, and managing the yearly financial audit.
- Oversee the Fair Tide thrift store and implement advertising and marketing strategies to increase awareness of the store's role in funding Fair Tide's housing programs.

Interim Development Manager, Work Activity Center, Salt Lake City, UT January 2016-June 2016

- Overview: The Work Activity Center provides residential, employment and day services for people with developmental disabilities.
- Managed all aspects of grant research, writing and reporting, including identifying needs of the agency and soliciting funds necessary to meet them.
- Updated systems and processes used to manage donations and grants to assure proper stewardship, donor recognition, and accounting practices.
- Coordinated annual Client Appreciation Day event, including recruiting volunteers and in-kind donations.
- Compiled information for, designed and distributed annual report, as well as semi-annual solicitation mailer.
- Supervised and mentored development intern.

Program Coordinator, Michigan College Advising Corps, Univ. of Michigan, Ann Arbor, MI May 2011-July 2014

- Established and maintained relationships with key stakeholders across the state including school administration, guidance counselors, Local College Access Networks, and funders to assure program success.
- Managed \$750,000 program budget and financial records.
- Created a comprehensive data collection tool used by the college advisers to document progress toward key outcome objectives. Collected, aggregated, analyzed and disseminated data to stakeholders.
- Created policies and procedures that allowed for smooth, efficient program operation.
- Sought out funding opportunities, met with potential funders, wrote and managed grants.
- Assisted in the supervision of fifteen college advisers across the state including co-facilitating a five-week long summer training, monthly staff meetings, in-service trainings, and ongoing support.
- Recruited and hired incoming college advisers.

Graduate Intern, Dean of Students Office, Univ. of Michigan, Ann Arbor, MI Aug. 2010 – April 2011

- Supported and coordinated key aspects of Blavin Scholars Program which provides financial, socio-emotional and programmatic support for U of M students who have spent time in the Michigan foster care system.
 - Served as campus coach for ten Blavin Scholars which entailed assessing and assisting with needs and helping Scholars navigate university systems and processes.
 - Planned, co-facilitated, and evaluated weekly psycho-educational meetings for all Blavin Scholars.
 - Created mentorship component matching Scholars with educational and professional mentors including recruiting and training mentors and facilitating the mentor/mentee relationships.
 - Established and maintained relationships with key players on campus to further support the program.
- Provided critical incident case management for University of Michigan undergraduate and graduate students experiencing crises that interrupted their academics such as suicidality, death, and physical/mental health issues.
 - Assessed and advocated for student's needs and connected them with resources on and off campus.
 - Collaborated with campus and community partners to assure student's needs were being met across all systems.
 - Served on campus-wide critical incident response coordination team.

Graduate Intern, Sister Mary Alice Murphy Center for Hope, Fort Collins, CO Dec. 2009 – May 2010

- Provided case management for individuals who are homeless including assessing their needs and connecting them with resources in the community as well as providing support and advocacy.
- Served as member and secretary of the committee working to establish a permanent day shelter for the homeless population in Fort Collins.
- Served as member and secretary of oversight committee for Hand Up Cooperative which is a program aimed at providing supported employment opportunities to individuals who are homeless.
- Conducted research project to determine demographics of those that utilize services at the Murphy Center and winter day shelter and identify satisfaction with and gaps in services.
 - Trained and supervised a group of undergraduate students to collect data by conducting interviews with the sample population.
 - Presented results and offered data-based recommendations to stakeholders.

Graduate Assistant, School of Social Work, Colorado State Univ., Fort Collins, CO Aug. 2009 – May 2010

- Supported the Hartford Partnership Program for Aging Education grant which trains and educates Masters of Social Work students to work in the field of gerontology.

- Assisted with grant reports, coordinated with community partners, faculty, and student fellows, documented and organized information pertaining to grant, served as secretary at meetings.
- Attended informational seminars and presentations relating to gerontological social work.

Development Specialist, Work Activity Center, Salt Lake City, UT Mar. 2009 – Aug. 2009

- Coordinated fundraising and awareness events including an annual golf tournament that resulted in a 90% greater monetary return than previous years.
- Created and launched a marketing plan for the employment department with the goal of increasing the number of contracts with outside businesses.
- Assisted with grant writing, community relationship building, and public relations.

2-1-1 Information Specialist, Utah Food Bank Services, Salt Lake City, UT Dec. 2008 – Mar. 2009

- Assessed caller's needs and matched them with appropriate health, human and community services.
- Assisted in the upkeep of Utah's Special Needs Registry for use during a disaster.

Development Manager & AmeriCorps VISTA, The Arc of Utah, Salt Lake City, UT Sept. 2006 – Sept. 2008

- Coordinated six major fundraising and awareness events that brought in over \$120,000 and increased awareness among those with and without disabilities, while developing manuals for each event for future use.
- Organized and managed the Holiday Gift Box Program which provides holiday gifts to low income individuals with disabilities in Utah.
- Attended various grant writing classes and non-profit seminars for professional development.
- Assisted people with disabilities and their families in finding resources in the community.
- Represented The Arc of Utah in media and public relations events; both on and off the air.
- Assisted in creating a comprehensive database of donors, members, and other partners of The Arc.
- Established and developed relationships with key donors, corporations, and community partners.
- Developed and sent out bi-annual newsletter.

Education

Master of Social Work, Colorado State University May 2011

- School of Social Work Fellowship- merit based financial award including a graduate assistant position.

Bachelor of Science in Business Administration, University of Vermont May 2006

- **Valedictorian, School of Business;** Cumulative GPA: 3.93/4.00
 - Concentration: Marketing; Minor: Spanish
- **International Education Experience, Barcelona, Spain** Spring 2005
 - Attended classes through the International Education of Students and Universidad de Pompeu Fabra.
 - Developed Spanish writing, reading and speaking skills.
- **Academic Honors**
 - Wall Street Journal Student Achievement Award, Dean's List, Presidential Scholarship, UVM Scholarship, Beta Gamma Sigma, Mortar Board, Invited to join Nat'l Society of Collegiate Scholars.

Notable Awards & Achievements

Marshwood Hall of Fame Inductee 2025

Paul Harris Fellow Award, South Berwick-Eliot Rotary 2025

USA Today Women of the Year honoree from Maine 2023

Hershey Hirschkop
11 Sterling Lane
South Berwick, ME 03908

Contact:
(415) 254-7998
hersheyinsf@yahoo.com

QUALIFICATIONS SUMMARY

- Experience in non-profit, public, and private sectors
- Over 20 years' experience developing homeless and affordable housing
- Detail-oriented professional managing complex projects
- Passionate community organizer and social activist

EDUCATION

Master of Architecture, 1998. Massachusetts Institute of Technology. Cambridge, MA
Bachelor of Arts, Music, 1982. Swarthmore College. Swarthmore, PA

PROFESSIONAL EXPERIENCE

Director of Housing, Fair Tide 9/2023 - present

Oversee new department, including development of policies and procedures, establishing Board Housing Committee, securing and supervising new third-party property management firm, and representing Fair Tide in both Maine and New Hampshire housing organizations. Responsible for all phases of new housing projects, including site acquisition, budgeting, securing funding, assembling development team of consultants, overseeing construction, and ensuring compliance with all federal, state, and municipal regulations.

Executive Director, Seacoast Outright 1/2019 – 1/2024

Responsible for organizational and financial sustainability, staff management, fundraising, grant writing and donor management, program development, volunteer management, and community engagement

Sr Project Manager. The Housing Partnership. Portsmouth, NH 2/2016 – 6/2018

Sr Project Manager. Lawrence CommunityWorks. Lawrence, MA 9/2012 – 2/2016

Sr Project Manager. Community Housing Partnership. San Francisco, CA 6/2006 – 12/2011

Project Manager. ASIAN, Inc. San Francisco, CA 12/2004 – 6/2006

Oversaw development of over 500 units of supportive and affordable housing units for homeless and low-income individuals and families, including both new construction and renovation, with combined development budgets of approximately \$175 million.

Responsibilities included:

- Identify potential projects in target geographies through both economic, architectural, and community feasibility analyses
- Select, hire, and manage project team, typically consisting of owner, architect, general contractor, property managers, construction specialists, and professional consultants
- Manage project budget and schedule; facilitate solutions for construction issues; collaborate on strategy for occupancy, property management, and social services; facilitate alignment of project plan to needs of target audiences (ranging from low-income families, to homeless adults, to youth transitioning out of foster care)
- Research potential funding sources, complete applications for funding, and navigate complex system of housing finance programs, including Low-Income Housing Tax Credits, Federal Home Loan Bank Affordable Housing Program, and local public sources

- Draft and then oversee completion of documents related to real estate acquisition (Letter of Intent, Purchase & Sale Agreement, title reports, loan documents, Limited Partnership Agreement)
 - Collaborate with municipal agencies, ranging from planning, to code enforcement and building inspection, to the SF Office of Housing and Mayor's Office on Disability
 - Assure compliance with all relevant municipal, state, and federal regulations
- Work closely with interdepartmental teams to establish and implement organizational goals regarding housing development including community engagement, fundraising, and property management

Intern Architect. Michael Willis Architects. San Francisco, CA	1/2001-4/2003
Intern Architect. Marshall/Lee Architects. San Francisco, CA	3/1999-1/2001
Intern Architect. Gail Sullivan Architects. Boston, MA	1/1998-9/1998

COMMUNITY ENGAGEMENT

Fair Tide, Board Member. Kittery, ME organization providing permanent supportive housing to homeless individuals and families. 2018-2023.

South Berwick Planning Board, Member. Revise zoning code as requested, and make recommendations to Town Council. Review site applications.

South Berwick Democratic Committee, Treasurer/Secretary. 2015-present

Fair Housing Advisory Council, Seacoast Outright member. Convened May 2023 by the NHHFA and NHCDFA, to address Analysis of Impediments to Fair Housing Choice in NH.

Congregation Sha'ar Zahav, LGBTQ synagogue, Member. Participated in lay-led congregation as service leader, youth mentor, and a variety of volunteer activities.

1. We will track our progress throughout the year.

- Each strategy will have a metric for tracking progress, and we will work with staff to update it internally throughout the year.
- We will track additional characteristics such as funding amounts, which municipalities we work with, and other characteristics to understand the impact of our work.
- The timeline for implementation of strategies is influenced by funding availability and staffing.

Deliverable: Create and maintain internal tracking sheet

2. We will track operations and program work separately.

The Plan's strategies are tied to projects or action steps identified in Division Work Plans.

- **Internal Operations Strategies** - Strategies will have specific action steps identified in Finance & Administration and Communications Work Plans. Each internal strategy will have a short, medium, long term, or ongoing timeline. Given the specific nature of internal strategies, metrics are redundant.
- **Division Work Plans** - Each Division will begin to draft an Internal work plan in May. Work plans will be refined in July/August, once the organization's budget is approved, and may be updated regularly throughout the year as funding evolves. The Division work plans ensure that work is aligned with the strategic plan, connecting plan strategies to projects and funding. The Work Plans are intended to be an internal document and may evolve throughout the year subject to funding and staffing capacity. Workplans will include:
 - An overview of staff/team that works within the division (including anyone working on projects during that year)
 - List of Annual Goals (taken directly from Strategic Plan Strategies list)
 - For each goal, a list of actions/activities/projects that address it.
 - List would include ongoing work, or new projects
 - Division budget with list of sources of funding, projected funding, and/or specific projects

Deliverable: Division Work Plans

3. We will share a Strategic Plan Progress Report with the Executive Committee annually.

Staff will create and maintain a master spreadsheet for all programmatic and internal goals to track progress. The sheet will include additional details, including timeline or progress measures related to each strategy. Staff will update master tracking sheets throughout the year. Once annually, the Executive Committee will be updated on progress.

Deliverable: Annual Progress Report to Executive Committee